



MANIPAL UNIVERSITY
JAIPUR

PROGRAMME PROJECT REPORT (PPR)

For

Master of Business Administration (MBA)

ONLINE DEGREE PROGRAMME

DIRECTORATE OF ONLINE EDUCATION (DOE)

MANIPAL UNIVERSITY, JAIPUR-303 007

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Asst. Prof.





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PROGRAMME PROJECT REPORT

Introduction

At every step in one's life, one needs to transform, to compete, and improve. In today's dynamic business environment, being acquainted with concepts is not enough. It is essential to acquire and constantly upgrade knowledge about various dimensions of business. The **Manipal University, Jaipur** Online MBA Programme imparts knowledge and skill sets to students to achieve this, and face real world challenges. It teaches application of innovative practices to current business situations. It incorporates analysis of contemporary issues besides providing a strong theoretical foundation. It provides a collaborative learning environment with dedicated faculty to ensure students achieve their full potential. The online MBA Programme teaches one to work smartly, take the lead in critical situations, and influence business decisions more effectively. It teaches one to not only work efficiently, but also shape the business environment and create opportunities for further growth.

The Online Master of Business Administration (MBA) Programme is a two-year Programme. With inclusion of various specialisations, the Programme aims at developing focused managers with a strong understanding of their area of specialisation, even as the core subjects equip the students with fundamental management theories and concepts along with less tangible, but equally important soft skills. The Programme is designed to instil confidence, improve knowledge, and act as a catalyst in the search for success and growth.

1. Programme's Mission and Objectives

To offer a high-quality Masters' degree in Management (MBA) through Online mode to the students and working professionals to help them develop Managerial and Leadership skills to enhance their career prospects. The students will be able to move up their career ladder and/or launch out on an entrepreneurial career.

The objectives of the programme include:

- Introduce students to the basic concepts and domains of management including Finance, HR and Marketing



- Equip students with analytical skills and decision making
- Hone Skills of students and enable them to practice quantitative method techniques
- Inculcate entrepreneurial skills Managerial concepts with Leadership skills
- Develop knowledge about emerging markets and technologies

2. Relevance of Programme with Manipal University, Jaipur Mission and Goals

In order to align with the mission and goals of Manipal University Jaipur, the Online MBA Programme is planned to enable students and working professionals gain knowledge in various domains of management, specialize in a domain of their choice, gain knowledge of not only managerial skills including analysis, data based decision making and entrepreneurship, but also introduce them to Leadership role in newer and emerging markets, products and technologies.

Vision

Global Leadership in Higher Education and Human Development

Mission

- Be the most preferred University for innovative and interdisciplinary learning
- Foster Academic research and professional excellence in all domains
- Transform young minds into competent professionals with good human values.

3. Nature of Prospective Target Group of Learners

It is by now well accepted that an MBA degree is an important tool for professionals to enhance their knowledge of business, expand their career options and move up their career ladder, acquired Leadership skills or embark on an entrepreneurial journey.

This Online programme has been designed for conventional learners, as well as working professionals and other individuals aspiring to acquire knowledge and associated academic credentials. Considering that all candidates interested in pursuing a degree may not be able to afford the same through a campus mode for reasons of paucity of time or financial constraints, online delivery is a feasible option to enable them to acquire knowledge and



skills. Delivery through this mode also contributes towards Gross Enrolment Ratio (GER) of 50% by 2035, as envisaged by the Government of India.

The programme is so designed that the prospective students who may not be able to afford full time, residential MBA are provided with high value learning, anytime, anyplace, at one's own pace.

4. Appropriateness of programme to be conducted in Online mode to acquire specific skills and competence

The courses in the programme are delivered through Self-Learning e-Module which is a modular unit of e-learning material which is inter-alia self-explanatory, self-contained, self-directed at the learner, and amenable to self-evaluation, and enables the learner to acquire the prescribed level of learning in a course of study and includes contents in the form of a combination of the following e-Learning content, and made available through four-quadrant approach namely,

(a) e-Tutorial - faculty led Audio - Video Lectures, (b) e-Content (combination of PDF/ epub) Text Materials, (c) Discussion forum for raising of doubts and clarifying the same on real time basis by the Course Coordinators/Course Mentors assigned to students (d) Self-Assessment Quiz, Test and Assignments to reinforce learning. Reference books are also mentioned in the syllabus. Latest Edition of Reference books may be referred to.

A robust Learning Management System that keeps track of delivery of e-Learning Programmes, learner's engagement, assessment, results and reporting in one centralized location, is in place. All of the above can be done/delivered by online and other platforms without much loss of fidelity. Hence the MBA programme is suited for Online mode of learning.

5. Instructional Design

5.1. Curriculum design

Curriculum has been designed by experts in the area of Management and care has been taken to include contemporary topics, as well as topics that also inculcate environmental awareness in students. The curriculum and syllabus are approved by the Board of Studies, Centre for Internal Quality Assurance (CIQA) and University Academic Council which consists of experts from Academia and Industry.

5.2. Programme structure and detailed syllabus



5.2.1. Programme Structure

1st Semester		
Course Code	Title	Credits
DMBA101	Management Process and Organisational Behaviour	4
DMBA102	Business Communication	4
DMBA103	Statistics for Management	4
DMBA104	Financial and Management Accounting	4
DMBA105	Managerial Economics	4
DMBA106	Human Resource Management	4
2nd Semester		
DMBA201	Production and Operations Management	4
DMBA202	Financial Management	4
DMBA203	Marketing Management	4
DMBA204	Management Information System	4
DMBA205	Operations Research	4
DMBA206	Project management	4
3rd Semester		
DMBA301	Research Methodology	4
DMBA302	Legal Aspects of Business	4
	4 Subjects in area of specialisation (4 credits each)	16
4th Semester		
DMBA401	Strategic Management & Business Policy	4
DMBA402	International Business Management	4
DMBA403	Business Leadership	2
	4 Subjects in area of specialisation (4 credits each)	16
DMBA404	Project	4
(ELECTIVES)		
3rd semester (Finance)		
DFIN301	Security Analysis and Portfolio Management	4
DFIN302	Mergers and Acquisitions	4
DFIN303	Taxation Management	4
DFIN304	Internal Audit and Control	4
4th semester (Finance)		
DFIN401	International Financial Management	4
DFIN402	Treasury Management	4
DFIN403	Merchant Banking and Financial Services	4
DFIN404	Insurance and Risk Management	4
3rd semester (Marketing)		
DMKT301	Sales Distribution and Supply Chain Management	4
DMKT302	Consumer Behaviour	4
DMKT303	Retail Marketing	4
DMKT304	Marketing Research	4



4th semester (Marketing)		
DMKT401	Services Marketing and Customer Relationship Management	4
DMKT402	Advertising Management and Sales Promotion	4
DMKT403	e-Marketing	4
DMKT404	International Marketing	4
3rd Semester (HRM)		
DHRM301	Manpower Planning and Sourcing	4
DHRM302	Management and Organizational Development	4
DHRM303	Employee Relations Management	4
DHRM304	HR Audit	4
4th Semester (HRM)		
DHRM401	Compensation and Benefits	4
DHRM402	Performance Management and Appraisal	4
DHRM403	Talent Management and Employee Retention	4
DHRM404	Change Management	4
Total Credits		102

5.2.2. Detailed syllabus

SEMESTER – I

Course Code- DMBA101	MANAGEMENT PROCESS AND ORGANISATIONAL BEHAVIOUR
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Learning objectives:

- To make students understand fundamental concepts of management and organizational behavior.
- To understand the basic concepts and theories underlying individual behavior besides developing better insights into one's own self.
- To make students aware of Individual behavior in groups, dynamics of groups and team besides developing a better awareness of how they can be better facilitators for building effective teams as leaders themselves.
- To understand fundamentals of behaviour dynamics in an organization.

Unit I – Understanding an organization: Introduction, Organizational Process, General, Vision and Mission, Strategy, Structure, System, Process, Jobs and Tasks

Unit II – Introduction to management and management process: Introduction, Importance of Management, Evolution of Management Thought, Principles of Management, Management Process/Functions, and a System View

Unit II – Planning and decision making: Introduction, Importance of Planning, Types of Planning, Steps in Planning, Decision Making, Model in Planning and Decision Making



Unit IV – Organizing and staffing: Introduction, Importance of Organizing, Types of Organizations, Organizational division and span of control, Types of Departmentation, Staffing and its importance in the organization, Line and staff concept, Staffing concept and HR Management

Unit V – Leading: Introduction, Comparison and Contrasting of Directing and Leading, Characteristics of Leading, Importance of Leading, Functions of Leading

Unit VI – Controlling: Introduction, Importance and Process, Critical Control Points. Control as a feedback system, Prerequisites of Effective Control, Control Techniques, IT Enabled 'Controls' and its Challenges

Unit VII – Introduction to OB: Introduction, Historical Perspective, Approaches to and Importance, Framework for Learning OB, The Intricate Relation between MP and OB, Human Resources Management Relationship, Limitations of OB, Globalization and OB

Unit VIII – Individual level behavioural variables – 1 (Personality, Perception): Introduction, Personality, Definition and Determinants, Personality Traits, Personality Attributes affecting OB, Definition, Importance and Factors Influencing Perception, Perception and Making Judgment about Others

Unit IX – Individual level behavioural variables – 2 (Values, Attitudes and Emotions): Introduction, Values, Attitudes, Definition and Concept of Emotions, Emotional Intelligence, Indian Perspective on EI

Unit X – Individual level behavioural variables – 3: Introduction, Learning and its Applications in Organizations. Definition and Importance of Motivation, Early Theories in Motivation, Contemporary Theories in Motivation, Motivational Tools in Organization

Unit XI – Group level behavioural - 1 (The group): Introduction, Concept of Groups, Stages of Group Formation and Group Process, Work Group Behaviour, Factors that Affect Group Behaviour, Implications of Group Process for Organizations

Unit XII – Group level behavioural- 2 (The team): Introduction, Definition and Overview of a Team, Seventeen Characteristics of an Effective Team, Designing a Team –Team Wheel, Key Issues in Team Building, The Seven Step of Intact Team Building, Cross Functional Teams

Unit XIII – Group level behaviour- 3 (Leadership): Introduction, Overview of Leadership, Role of Leadership in Contemporary Business, Theories of Leadership, Contingency Theories of Leadership, New Leadership Theories

Unit XIV – Power, politics, conflict, negotiation and stress: Introduction, Power, Politics, Conflict, Negotiations, Stress

Unit XV – Culture and change: Introduction, Concept of Culture, Fundamentals of Culture, Fundamentals of Change, Eight Steps of John Kotter on Leading Change

Reference Book:

Management Process & Organisation Behaviour, Sahni NK, Kalyani Publishers



Course Code- DMBA102

BUSINESS COMMUNICATION

Learning objectives:

- To understand the Business etiquettes
- To organize and express ideas in writing and speaking to produce messages suitably tailored for the topic, objective, audience, communication medium and context.
- To understand the personal communication and media management

Unit I – Basic Principles of Communication: Introduction, Understanding Communication, the Communication Process, Barriers to Communication, the Importance of Communication in the Workplace

Unit II – Types and Channels of Communication: Introduction, Types of Communication, Classification of Communication Channels

Unit III – The Nature of Business Communication: Introduction, Types of Business Communication, Communication Network in Organizations

Unit IV – The Importance of Listening in the Workplace: Introduction, what is listening? Barriers to Listening, Strategies for Effective Listening, Listening in a Business Context

Unit V – Guidelines for Written Business Communication: Introduction, General Principles of Writing, Principles of Business Writing

Unit VI – Developing Oral Business Communication Skills: Introduction, Advantages of Oral Communication, Oral Business Presentations

Unit VII – Reading Skills for Effective Business Communication: Introduction, what is reading? Types of reading, SQ3R Technique of Reading

Unit VIII – Internal Business Communication: Guidelines for Meetings: Introduction, Types of Meetings, Before the Meeting, During the Meeting, After the Meeting, and Common Mistakes made at Meetings

Unit IX – Internal Business Communication: Writing Memos, Circulars and Notices: Introduction, What is a Memo? Circulars and Notices

Unit X – Internal Business Communication – Electronic Media and Shareholder Communication: Introduction, what is an Intranet? Communicating through Email, Communication with Shareholders

Unit XI – External Business Communication – Writing Business Letters: Introduction, Principles of



Business Letter Writing, Types of Business Letters, Format for Business Letters

Unit XII –Other Forms of External Business Communication: Introduction, Communication with Media through News Releases, Communication about the Organization through Advertising

Unit XIII – Internal and External Business Communication – Writing Business Reports: Introduction, What is a Report? Types of Business Reports, Format for Business Reports, Steps in Report Preparation

Unit XIV – Employment Communication – Resumes and Cover Letters: Introduction, Writing a Resume, Writing Job Application Letters, Other Letters about Employment

Unit XV – Employment Communication – Group Discussions and Interviews: Introduction, What is a Group Discussion? Attending Job Interviews

Textbook:

Business Communication, Meenakshi Raman, Oxford Publishers

Reference Book:

Business Communication Today, Courtland L. Bovee, John V. Thill, Pearson

Course Code- DMBA103	STATISTICS FOR MANAGEMENT
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Learning objectives:

- Make the students aware about important techniques used in data collection, data representation, statistical analysis, and decision making
- Have general understanding about Statistics and to develop the skills to identify the appropriate statistical techniques for the analysis of data
- Enable them to format the quantitative information to present to decision makers and apply statistical techniques to data sets, analyse and correctly interpret the results in different situations
- Provide them exposure for data analysis, regression and time series analysis, for decision-making, by using spreadsheet and apply computer-generated statistical output to solve problems
- Enable them to critically analyse complex business issues and recommend sound solutions, in local and global markets.
- Enable them to use Microsoft Excel as a powerful tool to perform data analysis.

Unit I –Introduction to Statistics: Introduction to Statistics, Importance of Statistics in modern business environment. Definition of Statistics, Scope and Applications of Statistics, Characteristics of Statistics, Functions of Statistics, Limitations of Statistics, Statistical Softwares

Unit II – Statistical Survey: Introduction, Definition of Statistical Survey, Stages of



Statistical Survey - Planning of a Statistical Survey- Execution of Statistical Survey, Basic Terms used in Statistical Survey - Units or Individuals - Population or Universe –Sample - Quantitative -Characteristic - Qualitative Characteristic – Variable, Collection of Data- Primary Data - Secondary Data - Pilot survey, Scrutiny and Editing of Data

Unit III – Classification, Tabulation and Presentation of Data: Introduction, Functions of Classification - Requisites of a good classification - Types of classification - Methods of classification, Tabulation - Basic difference between classification and tabulation -Parts of a table -Types of table, Frequency and Frequency Distribution - Derived frequency distributions - Bivariate and multivariate frequency distribution - Construction of frequency distribution, Presentation of Data – Diagrams, Graphical Presentation - Histogram - Frequency polygon - Frequency curve - Ogives

Unit IV – Measures of Central Tendency and Dispersion: Introduction, Objectives of statistical average, Requisites of a Good Average, Statistical Averages - Arithmetic mean - Properties of arithmetic mean - Merits and demerits of arithmetic mean, Median - Merits and demerits of median, Mode - Merits and demerits of mode, Geometric Mean, Harmonic Mean, Appropriate Situations for the Use of Various Averages, Positional Averages, Dispersion – Range - Quartile deviations, Mean deviation ,Standard Deviation -Properties of standard deviation Coefficient of Variance

Unit V – Theory of Probability: Introduction - Definition of probability - Basic terminology used in probability theory, Approaches to probability, Rules of Probability - Addition rule - Multiplication rule, Conditional Probability, Steps Involved in Solving Problems on Probability, Bayes' Probability, Random Variables

Unit VI – Theoretical Probability Distributions: Introduction - Random variables, Probability Distributions - Discrete probability distributions - Continuous probability distributions, Bernoulli Distribution - Repetition of a Bernoulli experiment, Binomial Distribution - Assumptions for applying a binomial distribution - Examples of binomial variate - Recurrence formula in case of binomial distribution - Case study on binomial distribution Poisson Distribution - Assumptions for applying the Poisson distribution -Real life examples of Poisson variate - Recurrence relation -Case study on Poisson distribution, Normal Distribution - Standard Normal Distribution

Unit VII – Sampling and Sampling Distributions: Introduction, Population and Sample - Universe or Population - Types of Population – Sample, Advantages of Sampling, Sampling Theory - Law of Statistical Regularity - Principle of Inertia of Large Numbers - Principle of Persistence of Small Numbers - Principle of Validity - Principle of Optimization, Terms Used in Sampling Theory, Errors in Statistics, Measures of Statistical Errors, Types of Sampling - Probability Sampling - Non-Probability Sampling, Case let on Types of Sampling, Determination of Sample Size, Central Limit Theorem

Unit VIII – Estimation: Introduction, Reasons for Making Estimates, Making Statistical Inference, Types of Estimates - Point estimate - Interval estimate , Criteria of a Good Estimator – Unbiasedness – Efficiency – Consistency – Sufficiency, Point Estimates, Interval Estimates, Case study on calculating estimates - Making the interval estimate Interval Estimates and Confidence Intervals - Interval estimates of the mean of large samples - Interval estimates of the proportion of large samples - Interval estimates using the Student's 't' distribution, Determining the Sample Size in Estimation



Unit IX – Testing of Hypothesis in Case of Large and Small Samples: Introduction – Large Samples – Assumptions, Testing Hypothesis - Null and alternate hypothesis - Interpreting the level of significance - Hypotheses are accepted and not proved, Selecting a Significance Level - Preference of type I error - Preference of type II error - Determine appropriate distribution, Two – Tailed Tests and One – Tailed Tests - Two – tailed tests - Case study on two –tailed and one-tailed tests, Classification of Test Statistics - Statistics used for testing of hypothesis - Test procedure - How to identify the right statistics for the test, Testing of Hypothesis in Case of Small Samples - Introduction – small samples, ‘t’ Distribution , Uses of ‘t’ test

Unit X – Chi – Square Test: Introduction, Chi-Square as a Test of Independence - Characteristics of χ^2 test - Degrees of freedom - Restrictions in applying χ^2 test - Practical applications of χ^2 test - Levels of significance - Steps in solving problems related to Chi-Square test - Interpretation of Chi-Square values , Chi-Square Distribution - Properties of χ^2 distribution - Conditions for applying the Chi-Square test - Uses of χ^2 test, Applications of Chi-Square test - Tests for independence of attributes - Test of goodness of fit - Test for specified variance

Unit XI – Distribution and Analysis of Variance (ANOVA): Introduction, Analysis of Variance (ANOVA), Assumptions for F-test - Objectives of ANOVA - ANOVA table - Assumptions for study of ANOVA, Classification of ANOVA - ANOVA table in one-way ANOVA - Two-way classifications

Unit XII – Simple Correlation and Regression: Introduction, Correlation - Causation and Correlation - Types of Correlation - Measures of Correlation - Scatter diagram - Karl Pearson’s correlation coefficient - Properties of Karl Pearson’s correlation coefficient - Factors influencing the size of correlation coefficient, Probable Error - Conditions under which probable error can be used, Spearman’s Rank Correlation Coefficient, Partial Correlations, Multiple Correlations, Regression - Regression analysis - Regression lines - Regression coefficient, Standard Error of Estimate, Multiple Regression Analysis, Reliability of Estimates, Application of Multiple Regressions

Unit XIII – Business Forecasting: Introduction, Business Forecasting - Objectives of forecasting in business - Prediction, projection and forecasting - Characteristics of business forecasting - Steps in forecasting, Methods of Business Forecasting - Business barometers -Time series analysis – Extrapolation - Regression analysis - Modern econometric methods - Exponential smoothing method, Theories of Business Forecasting - Sequence or time-lag theory - Action and reaction theory - Economic rhythm theory - Specific historical analogy - Cross-cut analysis theory , Utility of Business Forecasting - Advantages of business forecasting - Limitations of business forecasting

Unit XIV – Time Series Analysis: Introduction, Time Series Analysis , Utility of the Time Series, Components of Time Series - Long term trend or secular trend - Seasonal variations - Cyclic variations - Random variations, Methods of Measuring Trend - Free hand or graphic method - Semi-average method - Method of moving averages - Method of least squares, Mathematical Models for Time Series - Additive model - multiplicative model, Editing of Time Series, Measurement of Seasonal Variation - Seasonal average method - Seasonal variation through moving averages - Chain or link relative method - Ratio to trend method, Forecasting Methods Using Time Series - Mean forecast - Naive forecast - Linear trend forecast - Non-linear trend forecast - Forecasting with exponential smoothing



Unit XV – Index Numbers: Introduction, Definition of an Index Number – Relative - Classification of index numbers, Base year and current year - Chief characteristics of index numbers - Main steps in the construction of index numbers, Methods of Computation of Index Numbers – Un-weighted index numbers - Weighted index numbers, Tests for Adequacy of Index Number Formulae, Cost of Living Index Numbers of Consumer Price Index - Utility of consumer price index numbers - Assumptions of cost of living index number - Steps in construction of cost of living index numbers, Methods of Constructing Consumer Price Index - Aggregate expenditure method - Family budget method - Weight average of price relatives, Limitations of Index Numbers, Utility and Importance of Index Numbers

Textbook:

Statistics for Managers using Microsoft Excel, Levine, Stephan, Szabat, Pearson

Reference Book:

Business Statistics, J K Sharma, Vikas Publishing House

Course Code- DMBA104	FINANCIAL AND MANAGEMENT ACCOUNTING
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Learning objectives:

- To be able to prepare financial statements of an organisation
- To be able to analyse the financial statements of an organisation
- To apply the various concepts in profit planning and analysis
- To find out the problems faced by organisation and provide possible solutions
- Acquire skills required to use management accounting information to make business decisions

Unit I – Financial Accounting – An Introduction: Introduction, Meaning of Accountancy, book-keeping and Accounting, Accounting Process, Objectives for accounting, Differences between book-keeping and accounting, Uses of accounting information, Limitations of Accounting, Basic terminologies

Unit II – Accounting Concepts, Principles, Bases and Policies: Introduction, Accounting Concepts, Principles, Policies and Standards, Types of accounting concepts - Business Separate entity concept - Going concern concept - Money measurement concept - Periodicity concept - Accrual concept, Accounting Principles - Principle of Income recognition - Principle of expense - Principle of matching cost and revenue - Principle of Historical costs - Principle of full disclosure - Double aspect principle - Modifying Principle - Principle of materiality - Principle of consistency - Principle of conservatism or prudence, Accounting Policies - Changes in Accounting Policies - Disclosure in case of changes in Accounting Policies, Accounting Standards - Scope and functions of Accounting Standards Board - International Financial Reporting System

Unit III – Double Entry Accounting: Introduction, Meaning of double entry accounting, Classification of accounts under Traditional approach, Classification of accounts under Accounting Equation approach, Comparison of traditional approach with Modern approach, equal approach, Accounting Trail, Transactions and events, Meaning and roles of debit and credit, Accounting equation



Unit IV – Secondary Books: Introduction, Secondary books, Purchases Book/Purchases Day book - Cash discount, Trade discount - Difference between cash discount and trade discount, Sales Book or Sales Day book - Purchase Returns Book - Sales Returns Book, Bills receivable book - Bills payable book - Cash book, Posting to Ledger accounts, Posting to Ledger

Unit V – Trial Balance: Introduction, Meaning, Objectives of preparing a trial balance, Methods of preparing a trial balance, Preparation of Trial balance, Adjusting Entries, Errors and their rectification, Errors disclosed by Trial Balance, Errors not disclosed by Trial Balance, Steps to locate the errors

Unit VI – Final Accounts: Introduction, Adjustments before preparing final accounts, Depreciation, Bad Debts and accounting treatment of bad debts, Provision for doubtful debts, Reserves for Discount on Debtors, Reserve for Discount on Creditors, Closing Stock, Trading Account, Profit and Loss Account, Balance Sheet

Unit VII – Introduction to Management Accounting: Introduction, Meaning of Management accounting, The Role of Management Accounting, Management Accounting Framework, Functions of Management Accounting, Tools of Management Accounting, The Balanced Scorecard, Cost Management System, Value Added Concept, Merits of Management Accounting, Demerits of Management Accounting, Distinction between Management Accounting and Financial Accounting

Unit VIII – Financial Statement Analysis: Introduction, Meaning of Ratio, Steps in Ratio Analysis, Classification of Ratios, Du Pont Chart, Solved Problems, Advantages of Ratio Analysis, Limitation of Ratio analysis

Unit IX – Funds Flow Analysis: Introduction, Meaning of Funds Flow Statement, Ascertainment of flow of funds, Technique of preparing funds flow statement, Schedule of Changes in Working Capital, Adjusted Profit and Loss account, Funds Flow Statement

Unit X – Cash Flow Analysis: Introduction, Meaning of Cash Flow Statement, Purpose of Cash Flow Statement, Preparation of Cash Flow Statement, Format of Cash Flow Statement (AS3: Revised Method), Cash Flow from Operating Activities, Cash Flow Statement under Direct Method, Different between Cash Flow Analysis and Fund Flow Analysis, Uses of Cash Flow Statement

Unit XI – Understanding Cost: Introduction, Meaning of Cost, Objective of Costing, Methods of Costing, Technique of Costing, Classification of Cost, Elements of Cost, Statement of Cost Sheet, Solved Problems

Unit XII – Marginal Costing and Break Even Analysis: Introduction, Concept of Marginal Costing, Characteristics of Marginal Costing, Difference between Absorption Costing and Marginal Costing, Marginal Cost, Contribution, Cost Volume Profit (CVP) Analysis, Break Even Chart, Break Even Point, Profit Volume ratio or MCSR, Target profit, Margin of Safety, Application of Marginal cost, Limitations of Marginal cost, Solved Problems

Unit XIII – Decisions Involving Alternative Choices: Introduction, Decision Making, Types of Costs, Types of Choices Decisions, Make or Buy Decisions, Addition/Discontinuance of a Product line, Sell or Process Further, Operate or Shut down, Exploring New Markets, Maintaining a desired level of profit

Unit XIV – Budgetary Control: Introduction, Meaning of a Budget, Budgetary control, Objectives of budgetary control, Merits of budgetary control, Essential features of Budgetary



Control, Steps in budgetary Control, Types of Budgets, Cast Budget, Flexible Budget, Limitation of Budget Control

Unit XV – Standard Costing: Introduction, Definition of Standard Costing, Meaning, Difference between Standard cost and Budgetary Control, Establishment of standards, Variance analysis, Material cost variance, Material price variance, Material usage variance, Material Mix variance, Material Yield variance, Direct labor variance, Labor Efficiency Variance, Labor Rate variance, Labor mix variance, Labor Yield Variance

Textbook:

Financial & Management Accounting, Williams, Bettner, Carcello & Haka, Tata McGraw Hill

Reference Book:

Financial & Management Accounting, Wild, Shaw and Chiappetta, Tata McGraw Hill

Course Code- DMBA105

MANAGERIAL ECONOMICS

Learning objectives:

- To understand how demand and supply functions in the economy
- To appreciate the cost and revenue functions
- To understand how various markets function in the real market
- To understand the various functions-consumption, savings and investment
- To analyze the problems of inflation, fiscal and current account deficits

Unit I – Meaning and Importance of Managerial Economics: Introduction, Meaning, Scope of Managerial Economics, Importance of the study of Managerial Economics, Two Major Functions of a Managerial Economist

Unit II – Demand Analysis: Introduction, Meaning and Law of Demand, Elasticity of Demand

Unit III – Demand Forecasting: Introduction, Meaning and Forecasting, Level of Demand Forecasting, Criteria for Good Demand Forecasting, Methods or Techniques of Demand Forecasting, Survey Methods, Statistical Methods, Demand Forecasting for a New Product

Unit IV – Supply & Market Equilibrium: Introduction, Meaning of Supply and Law of Supply, Exceptions to the Law of Supply, Changes or Shifts in Supply. Elasticity of supply, Factors Determining Elasticity of Supply, Practical Importance, Market Equilibrium and Changes in Market Equilibrium

Unit V – Production Analysis: Introduction, Meaning of Production and Production Function, Cost of Production

Unit VI – Cost Analysis- Introduction, Types of Costs, Cost-Output Relationship: Cost Function, Cost-Output Relationships in the Short Run, and Cost-Output Relationships in the Long Run.

Unit VII – Objectives of Firm- Introduction, Profit Maximization Model, Economist Theory of the Firm, Cyert and March's Behavior Theory, Marris' Growth Maximisation Model, Baumol's Static and Dynamic Models, Williamson's Managerial Discretionary Theory



Unit VIII – Revenue Analysis and Pricing Policies- Introduction, Revenue: Meaning and Types, Relationship between Revenues and Price Elasticity of Demand, Pricing Policies, Objectives of Pricing Policies, Pricing Methods

Unit IX – Price Determination under Perfect Competition- Introduction, Market and Market Structure, Perfect Competition, Price-Output Determination under Perfect Competition, Short-run Industry Equilibrium under Perfect Competition, Short-run Firm Equilibrium under Perfect Competition, Long-run Industry Equilibrium under Perfect Competition, Long-run Firm Equilibrium under Perfect Competition

Unit X – Pricing Under Imperfect Competition- Introduction, Monopoly, Price Discrimination under Monopoly, Bilateral Monopoly, Monopolistic Competition, Oligopoly, Collusive Oligopoly and Price Leadership, Duopoly, Industry Analysis

Unit XI – Macro Economics and some of its measures- Introduction, Basic Concepts, Macroeconomic Ratios, Index Numbers, National Income Deflators

Unit XII – Consumption Function and Investment Function- Introduction, Consumption Function, Investment Function, Marginal efficiency of capital and business expectations, Multiplier, Accelerator

Unit XIII – Stabilization Policies-Introduction, Economic Stability, Instruments of economic Stability, Monetary Policy, Fiscal Policy, Physical Policy or Direct Controls

Unit XIV – Business Cycle- Introduction, Meaning and Features, Theories of Business Cycles, Measures to Control Business Cycles, Business Cycles and Business Decisions

Unit XV – Inflation and Deflation: Inflation - Meaning and Kinds, Measures to Control Inflation, Deflation

Textbook:

Managerial Economics, D.N. Dwivedi, Vikas Publishing House

Reference Book:

Managerial Economics, Principles and Wide Applications, Dominick Salvatore, Oxford

Course Code- DMBA106	HUMAN RESOURCE MANAGEMENT
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Learning objectives:

- Understand Human resource Management and its relevance in an organization
- Understand the process of recruitment, selection & forecasting technique and talent management in organizations for skill development
- Apply techniques of recruitment and selection
- Learn about Performance management, performance appraisal technique, training, succession planning and career development and their implementation



- Design and formulate various HRM processes such as Recruitment, Selection, Training, Development, Performance appraisals and Reward Systems, Compensation Plans and Ethical Behaviour

Unit I – Unit 1- Introduction to Human Resource Management: Introduction, Concept of Human Resource Management, Scope of Human Resource Management, History of Human Resource Management, Function of Human Resource Management, Role of HR Executives

Unit II – HRM in India: Introduction, Changing Role of Human Resource in India, Globalization, Its Impact on HR

Unit III – Human Resource Planning: Process of Human Resource Planning, Need for Human Resource Planning, HR Forecasting Techniques, Successful Human Resource Planning

Unit IV – Recruitment and Selection: Concept of Recruitment, Factors Affecting Recruitment, Sources of Recruitment, Recruitment Policy, Selection, Selection Process, Application Forms, Selection Test, Interviews, Evaluation, Placement, Induction

Unit V – Training and Management Development: Meaning of Training, Area of Training, Methods of Training, Concept of Management Development, Management Development Methods, Differences Between Training and Development, Evaluation of Training and Management Development

Unit VI – Employee Career Planning and Growth: Concept of Employee Growth, Managing Career Planning, Elements of a Career Planning Programme, Succession Planning

Unit VII – Performance Appraisal: Concept and Need for Performance, Reviews, Overview of Performance Appraisal, Types of Appraisal Methods, 360-degree appraisal, Benefits

Unit VIII – Compensation Management: Wage and Salary Administration, Managing Wages, Concept of Rewards and Incentives, Managing Benefits in Organisations

Unit IX – Job Evaluation: Concept of Job Evaluation, Objectives, Techniques, Advantages and Limitations, Introduction to Competency

Unit X – Human Resource Information System: Introduction, Concept, Components, Types, Application, Implementation, Benefits, Impact

Unit XI – Job Analysis and Design: Concept of Job Analysis and Design, Process of Job Analysis, Methods of Job Analysis, Job Analysis Information, Concept of Job Design

Unit XII – Employee Misconduct and Disciplinary Procedure: Meaning and Objectives of Discipline, Principles for Maintenance of Discipline, Basic Guidelines of a Disciplinary Policy, Disciplinary Action – Penalties, Procedure for Disciplinary Action

Unit XIII – Grievance and Grievance Procedure: Concept of Grievance, Causes of Grievances, Forms and Effects of Grievance, the Grievance Handling Procedure, Need for Grievance Redressal Procedure



Unit XIV – Employee Welfare and Working Conditions: Concept of Employee Welfare, Welfare Measures, Types, Employee Welfare Responsibility, the Business Benefits of Employee Welfare Activities

Unit XV – Emerging Trends in HRM: Competency Mapping, Business Process Outsourcing, Right Sizing of Workforce, Flexi time, Talent Management, Employee Engagement

Textbook:

Human Resource Management, R C Sharma & Nipun Sharma, SAGE

Reference Book:

Human Resource Management Robert N. Lussier, John R. Hendon, SAGE

SEMESTER – II

Course Code- DMBA201	PRODUCTION AND OPERATIONS MANAGEMENT
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Learning objectives:

- Understand the importance of production and operations management in an organization and its relevance to the organization
- Able to apply different techniques of production management to achieve organizational objectives
- Able to apply different techniques related to operations management for achieving organizational objectives
- Identify the problems faced by an organization related to production and operations management and provide possible solutions for the problem

Unit I – Production Management: Integrated Production Management, System Productivity, Capital Productivity, Labour Productivity, Personnel Productivity, Training

Unit II – Operations Management: Introduction, Operations Management and Strategy, Tools for Implementation of Operations, Industry Best Practices

Unit III – Operations Strategy: Operations Strategy, Competitive Capabilities and Core Competencies, Operations Strategy as a Competitive Weapon, Linkage Between Corporate, Business, and Operations Strategy, Developing Operations Strategy, Elements or Components of Operations Strategy, Competitive Priorities, Manufacturing Strategies, Service Strategies, Global Strategies and Role of Operations Strategy, Case-lets

Unit IV – Forecasting: Introduction, The Strategic Importance of Forecasting, Benefits, Cost implications and Decision making using forecasting, Classification of Forecasting Process, Methods of Forecasting, Forecasting and Product Life Cycle, Selection of the Forecasting Method, Qualitative Methods of Forecasting, Quantitative Methods, Associative Models of Forecasting, Accuracy of Forecasting

Unit V – Location Strategies: Introduction, Location Planning Process



Unit VI – Facility or Layout Planning and Analysis: Introduction, Objectives of Layout, Classification of Facilities, Basis for Types of Layouts, Why Layout decisions are important, Nature of layout problems, Redesigning of a layout, Manufacturing facility layouts, Types of Layouts, Layout Planning, Evaluating Plant Layouts, Assembly Line Balancing, Material handling

Unit VII – Total Quality Management: Introduction, Meaning and Dimensions of Quality, Quality Control Techniques, Quality Based Strategy, Total Quality Management (TQM), Towards TQM – ISO 9000 as a Platform – Working with Intranet, Total Productive Maintenance (TPM)

Unit VIII – Business Process Modelling: Introduction, Importance of Business Process Modelling, Business Process Modelling, Data Driven Approach to Process Definition. Logical vs. Physical Database Modelling, Business Process, the Way Forward

Unit IX – Project Management – Planning Process: Introduction, need, Project Management Principles, Essentials of Project Management Philosophy, Project Planning, Project Process Flows

Unit X – Project Implementation-Control and Closure: Introduction, Project Management Life Cycle, Project Monitoring and Control, Change Control, Risk Management, Project Closure

Unit XI – Aggregate Planning: Introduction, Requirement of Aggregate Plan, Steps in Developing an Aggregate Plan, Advantages of Aggregate Plan, Aggregate Planning Strategies, Planning Options. Selecting the Method in Aggregate Planning, Aggregate Planning in Services

Unit XII – Supply Chain Management: Introduction, Domain Applications, SCM– The Breakthrough Article, Supply Chain Management, Views on Supply Chain, Bullwhip Effect in SCM, Collaborative Supply Chain, Inventory Management in Supply Chain, Financial Supply Chain – A New Revolution within the SCM Fold

Unit XIII – Operations Scheduling: Introduction, Purpose of Operations Scheduling, Factors considered while Scheduling, Scheduling Activity under PPC, Scheduling Strategies, Scheduling Guidelines, Approaches to Scheduling, Scheduling Methodology [Quantitative], Scheduling in Services

Unit XIV – Value Engineering: Introduction, Value Engineering/Value Analysis, Relevance of VE in Modern Manufacturing, Process of Value Analysis, VE – Approaches and Aim, Providing Value to the Customers, Benefits

Unit XV – Just-In-Time: Introduction, Characteristics of JIT, Key Processes to Eliminate Waste, Implementation of JIT, Pre-requisites for implementation, JIT Inventory and Supply Chains

Textbook:

Production & Operation Management, Panneerselvam, Prentice Hall India

Reference Book:

Production & Operation Management, S.N. Chary, McGraw Hill



Course Code- DMBA202

FINANCIAL MANAGEMENT

Learning objectives:

- Understand the importance of finance and financial management in an organization and its relevance to the organization
- Able to apply different techniques of financial management to achieve organizational objectives
- Identify the problems faced by an organization related to financial management and provide possible solutions for the problem

Unit I – Financial Management: Introduction, Meanings and Definitions, Goals of Financial Management, Finance Functions, Interface between Finance and other Business Functions

Unit II – Financial Planning: Introduction, Objectives, Benefits, Guidelines, Steps in Financial Planning, Factors Affecting Financial Planning, Estimation of Financial Requirements of a Firm, Capitalisation

Unit III – Time Value of Money: Introduction, Rationale, Future Value, Present Value

Unit IV – Valuation of Bonds and Shares: Introduction, intrinsic value, book value, Valuation of Bonds, Valuation of Shares

Unit V – Cost of Capital: Introduction, Meaning of Cost of Capital, Cost of Different Sources of Finance, Weighted Average Cost of Capital

Unit VI –Leverage: Introduction, Operating Leverage, Application of operating leverage, Financial Leverage, Combined Leverage

Unit VII – Capital Structure: Introduction, Features of an Ideal Capital Structure, Factors Affecting Capital Structure, Theories of Capital Structure

Unit VIII – Capital Budgeting: Introduction, Importance of Capital Budgeting, Complexities Involved in Capital Budgeting Decisions, Phases of Capital Expenditure Decisions, Identification of Investment Opportunities, Rationale of Capital Budgeting Proposals, Capital Budgeting Process, Investment Evaluation, Appraisal Criteria

Unit IX – Risk Analysis in Capital Budgeting: Introduction, Types and Sources of Risk in Capital Budgeting, Risk Adjusted Discount Rate, Certainty Equivalent Approach, Probability Distribution Approach, Sensitivity Analysis, Simulation Analysis, Decision Tree Approach

Unit X – Capital Rationing: Introduction, Types, Steps Involved in Capital Rationing, Various Approaches to Capital Rationing

Unit XI – Working Capital Management: Introduction, Components of Current Assets and Current Liabilities, Concepts of Working Capital, Objective of Working Capital Management, Need for Working Capital, Operating Cycle, Determinants of Working Capital, Approaches for



Working Capital Management, Estimation of Working Capital

Unit XII – Cash Management: Introduction, Meaning and Importance of Cash Management, Motives for Holding Cash, Objectives of Cash Management, Models for Determining Optimal Cash Needs, Cash Planning, Cash Forecasting and Budgeting

Unit XIII – Inventory Management: Introduction, Role of Inventory in Working Capital, Characteristics of inventory, Purpose of Inventory, Costs Associated with Inventories, Inventory Management Techniques, Importance of Inventory Management Systems

Unit XIV – Receivable Management: Introduction, Costs Associated with Maintaining Receivables, Credit Policy Variables, Evaluation of Credit Policy

Unit XV – Dividend Decisions: Introduction, Traditional Approach, Dividend Relevance Model, Miller and Modigliani Model, Stability of Dividends, Forms of Dividends, Stock Split

Textbook:

Financial Management: Theory and Practice, Chandra, P., McGraw Hill Education

Reference Book:

Principles of Corporate Finance, Brealey, R., Myers, S., Allen, F. and Mohanty, P., McGraw Hill Education



Course Code- DMBA203

MARKETING MANAGEMENT

Learning objectives:

- Understand fundamental marketing concepts, theories and principles in areas of marketing
- Understand the role of marketing as a fundamental organizational policy process
- Analyse the interaction of marketing and environmental forces through an understanding of marketing decisions
- Apply the knowledge, concepts, tools necessary to understand challenges and issues of marketing

Unit I – Introduction to Marketing Management: Introduction, Market and Marketing, the Exchange Process, Core Concepts of Marketing, Functions of Marketing, Importance of Marketing, Marketing Orientations

Unit II – The Marketing Process: Introduction, Marketing Mix-The Traditional 4Ps, The Modern Components of the Mix- The Additional 3Ps, Developing an Effective Marketing Mix, Marketing Planning, Marketing Implementation and Control

Unit III – Marketing Environment: Introduction, Environmental Scanning, Analysing the Organization's Microenvironment, Company's Macro Environment, Differences between Micro and Macro Environment, Techniques of Environment Scanning

Unit IV – Understanding the Marketing-Information Systems (MIS): Introduction, Characteristics of MIS, Benefits, Types, Components, Marketing Research

Unit V – Consumer buying behavior: Introduction, Characteristics, Types of Buying Decision Behaviour: Henry Assael Model, Consumer Buying Decision Process, Buyer Decision Process for New Products, Buying Motives, Buyer Behaviour Models

Unit VI – Business Buyer Behaviour: Introduction, Characteristics of Business Markets, Differences between Consumer and Business Buyer Behaviour, Buying Situations in Industrial/Business Market, Buying Roles in Industrial Marketing, Factors that Influence Business Buyers, Steps in Business Buying Process

Unit VII – Segmentation, Targeting and Positioning: Introduction, Concept of Market Segmentation, Benefits of Market Segmentation, Requisites of Effective Market Segmentation, The Process of Market Segmentation, Basis for Segmenting Consumer Markets, Targeting (T), Market Positioning (P)

Unit VIII – Product Management: Decisions, Development and Lifecycle Strategies: Introduction, Levels of Products, Classification of Products, Product Hierarchy, Product Line Strategies, Product Mix Strategies, Packaging and Labelling, New Product Development, Product Life Cycle (PLC)

Unit IX – Product Management-Brand and Branding Strategy: Introduction, Brand and



Branding, Advantages and disadvantages of branding, Brand Equity, Brand Positioning, Brand Name Selection, Brand Sponsorship, Brand Development

Unit X – Pricing: Introduction, Factors Affecting Price Decisions, Cost Based Pricing, Value Based and Competition Based Pricing, Product Mix Pricing Strategies, Adjusting the Price of the Product, Initiating and Responding to the Price Changes

Unit XI – Distribution Management: Introduction, Need for Marketing Channels, Decisions Involved in Setting up the Channel, Channel Management Strategies, Introduction to Logistics Management, Introduction to Retailing, Wholesaling

Unit XII – Promotion Management-Managing Non-Personal Communication Channels: Introduction, Integrated Marketing Communications (IMC), Communication Development Process, Budget Allocation Decisions in Marketing Communications, Introduction to Advertising, Fundamentals of Sales Promotion, Basics of Public Relations and Publicity

Unit XIII – Personal Communication Channels: Introduction, Personal Selling, Sales Management Basics, HR Practices in Sales Management, Evaluation of Training, Personal Selling Process, Direct Marketing

Unit XIV – Customer Relationship Management and Other Contemporary Issues: Introduction, Relationship Marketing Vs. Relationship Management, Definitions of Customer Relationship Management (CRM), Forms of Relationship Management, Managing Customer Loyalty and Development, Reasons Behind Losing Customers by Organisations, Significance of Customer Relationship Management, Social Actions Affecting Buyer-Seller Relationships, Rural Marketing, Services Marketing, E-Marketing or Online Marketing

Unit XV – International Marketing Management: Introduction, Nature of International Marketing, International Marketing Concept, International Market Entry Strategies, Approaches to International Marketing, International Product Policy, International Promotions Policy, International Branding, Country of Origin Effects, International Pricing

Textbook:

Marketing Management, P. Kotler, K. L. Keller, A. Koshy, M. Jha, Pearson Education

Reference Book:

Marketing, P. Baines, C. Fill, S. Rosengren, P. Antonetti, Oxford University Press

Course Code- DMBA204

MANAGEMENT INFORMATION SYSTEMS

Learning objectives:

- To describe the role of information technology and decision support systems in business and record the current issues with those of the firm to solve business problem



- To introduce the fundamental principles of computer-based information systems analysis and design and develop an understanding of the principles and techniques used.
- To enable students understand the various knowledge representation methods and different expert system structures as strategic weapons to counter the threats to business and make business more competitive.
- To enable the students to use information to assess the impact of the Internet and Internet technology on electronic commerce and electronic business and understand the specific threats and vulnerabilities of computer systems

Unit I – Organisations and Computing: Introduction, Modern Organisation-IT enabled- Networked-Dispersed- Knowledge Organisation, Information Systems in Organisations- what are information systems? Brief history of computing- ENIAC: Way to commercial computers- Advent of artificial intelligence- advent of personal computing-Free Software Movement- Advent of Internet, The role of internet- Internet and Web: they are different-the internet changes everything

Unit II – Managing Information Systems in Organisations: Introduction, Managing in the Internet Era, Managing Information Systems in Organisation-the IT interaction model, Challenges for the manager-what information to build?-how much to spend on information systems?-what level of capabilities should be created with information systems?-how centralized should the services be? What security levels are required? What is technology road map for the organization?

Unit III – Data and Information: Introduction, data and information- measuring data, information as a resource, information in Organizational functions, types of information technology, types of information systems- transaction processing systems-management information systems

Unit IV – Decision making and communication: Introduction, Decision making with MIS- Tactical decisions-operational decisions-strategic decisions, communication in organisations- types of communication- examples of communications in organisations- decision making with communication technology

Unit V – Competing with IT: Introduction, The competitive environment of business- partnering for mutual benefit- bargaining power of suppliers-bargaining power of buyers and customers- barriers to entry-threat of substitutes-industry regulations, Using IT for competing-competing on low cost-competing on differentiation

Unit VI – IT strategy: Introduction, Information goods-properties-technology lock-in and switching costs-network externalities-positive feedback-tippy markets, information systems and competitive strategy- value chain, the Role of CIO-information system's plan-vendor coordination-technology updates-return on investment on technology

Unit VII – Business Process Integration with IT: Introduction, Business Process Integration-Business processes-example of a complex process, Motivation for Enterprise Systems, Enterprise Resource Planning systems- finance and accounting module-human resource management module-manufacturing and operations module- sales and marketing module

Unit VIII – SCM, CRAM and International Systems: Introduction, Supply Chain Management



Systems, Customer Relationships Management Systems, Challenges of Enterprise Systems Implementations- Managing the implementation, International Information Systems- Outsourcing and off-shoring

Unit IX – Electronic Commerce: Introduction, E-commerce Technology, doing business over internet- networks-electronic data interchange (EDI)-online payment technology- Mobile commerce- ecommerce-portals- search engines-direct selling- auctions- aggregators, E-business

Unit X – Decision Support Systems: Introduction, Understanding DSS- MIS and DSS- Decision making-types of decisions, Analytics and Business Intelligence- BI techniques

Unit XI – Managing Data Resources: Introduction, The Need for Data Management- History of data use, Challenges of Data Management- data independence- reduced data redundancy- data consistency- data access- data administration- managing concurrency-managing security- recovery from crashes-application development, Database Concepts- fields, records and files- basic architecture, Data Warehouses- data mining uses

Unit XII – Managing Social Media: Introduction, Social Dynamics of the Internet, Services of the Internet- Blogs-Social Networks, Technology of the Internet- Twitter-Rating- Tagging/folksonomies, Social issues-Media impact-Collaboration-Emergence of order, Social Networks in the Enterprise

Unit XIII – Managing IT Function: Introduction, Challenges of Managing the IT function- Modern IT environment-Centralisation versus Decentralisation-IT security-Technology selection, Vendor Management- vendor selection-vendor contracts and service levels- Ongoing relationship management- vendor retention or termination

Unit XIV – Ethical Issues: Introduction, Key issues- Privacy-Workplace Monitoring- Power over users

Textbook:

Management Information System, A.K Gupta, Sultan Chand

Reference Book:

Management Information System, A Global Digital Perspective, Jawadekhar, McGraw Hill

Course Code- DMBA205

OPERATIONS RESEARCH

Learning objectives:

- To be familiar with the relationship of operations research with other key functional areas of the firm
- To understand the role of operations research in the overall business strategic decisions of the firm
- Have the general understanding about the basic and advanced tools and techniques used in operations research.



- Develop an understanding of the application of the important tools and techniques of operations research to the service sector
- To be able to identify and apply the appropriate operations research techniques as well as their evaluation to analyse the data, for taking the right decision or to solve the problems
- Be equipped with the required breadth and depth of technical and managerial competencies of operations research, in order to function successfully in the chosen operational area

Unit I – Introduction to Operations Research: Introduction, Historical Background, Scope of Operations Research, Features of Operations Research, Phases of Operations Research, Types of Operations Research Models, Operations Research Methodology, Operations Research Techniques and Tools, Structure of the Mathematical Model, Limitations of Operations Research

Unit II – Linear Programming: Introduction, Linear Programming Problem, Requirements of LPP, Mathematical Formulation of LPP, Case Studies of LPP, Graphical Methods to Solve Linear Programming Problems, Applications, Advantages, Limitations

Unit III – Graphical Analysis of Linear Programming Problems: Introduction, Graphical Analysis, Some Basic Definitions, Graphical Methods to Solve LPP, Some Exceptional Cases, Important Geometric Properties of LPP

Unit IV – Simplex Method: Introduction, Standard Form of LPP, Fundamental theorem of LPP, Solution of LPP – Simplex Method, The Simplex Algorithm, Penalty Cost Method or Big M-method, Two Phase Method, Solved Problems on Minimisation

Unit V – Duality in Linear Programming Problem: Introduction, Importance of Duality Concepts, Formulation of Dual Problem, Economic Interpretation of Duality, Sensitivity Analysis

Unit VI – Transportation Problem: Introduction, Formulation of Transportation Problem (TP), Transportation Algorithm (MODI Method), the Initial Basic Feasible Solution, Moving Towards Optimality

Unit VII – Assignment Problem: Introduction, Mathematical Formulation of the Problem, Hungarian Method Algorithm, Routing Problem, Travelling Salesman Problem

Unit VIII – Integer Programming Problem: Introduction, Types of Integer Programming Problems, Gomory's All-IPP Method, All IPP Algorithm, Branch and Bound Technique

Unit IX – Infinite Queuing Models: Introduction, Queuing Theory, Operating Characteristics of a Queuing System, Constituents of a Queuing System, Service Facility, Queue Discipline

Unit X – Mathematical Analysis of Queuing Theory: Introduction, Mathematical Analysis of Queuing Process, Properties of Queuing System, Notations, Service System, Single Channel Models, Multiple Service Channels, Erlang Family of Distribution of Service Times, Applications of Queuing Theory, Limitations of Queuing Theory

Unit XI – Finite Queuing Models: Introduction, Finite Queuing Models



Unit XII – Simulation: Introduction, Methodology of Simulation, Basic Concepts, Simulation Procedure, Application of Simulation

Unit XIII – Simulation Monte-Carlo Method: Introduction, Monte-Carlo Simulation, Applications of Simulation, Advantages of Simulation, Limitations of Simulation

Unit XIV – Project Scheduling and PERT-CPM: Introduction, Basic Difference between PERT and CPM, PERT/CPM Network Components and Precedence Relationship, Project Management – PERT

Unit XV – Game Theory: Introduction, Competitive Situations, Characteristics of Competitive Games, Maximin – Minimax Principle, Dominance

Textbook:

Operations Research Theory and Applications, J K Sharma, MacMillan

Reference Book:

Operations Research, Yadav, Malik, Oxford University Press

Course Code- DMBA206

PROJECT MANAGEMENT

Learning objectives:

- Manage the scope, cost, timing, and quality of the project, at all times focused on project success as defined by project stakeholders
- Identify project goals, constraints, deliverables, performance criteria, control needs, and resource requirements in consultation with stakeholders
- To be able to apply project management practices to the launch of new programmes, initiatives, products, services, and events relative to the needs of stakeholders
- Be able to analyze, apply and appreciate contemporary project management tools and methodologies.

Unit I – Basics of Project Management: Introduction, Need for Project Management, Project Management Knowledge Areas and Processes, The Project Life Cycle, The Project Manager (PM), Phases of Project Management Life Cycle, Project Management Processes, Impact of Delays in Project Completions, Essentials of Project Management Philosophy, Project Management Principles

Unit II – Project Identification and Selection: Introduction, Project Identification Process, Project Initiation, Pre-Feasibility Study, Feasibility Studies, Project Break-even point

Unit III – Project Planning: Introduction, Project Planning, Need of Project Planning, Project Life Cycle, Roles, Responsibility and Teamwork, Project Planning Process, Work Breakdown Structure (WBS)

Unit IV – Organizational Structure and Organizational Issues: Introduction, Concept of Organizational Structure, Roles and Responsibilities of Project Leader, Relationship between Project Manager and Line Manager, Leadership Styles for Project Managers, Conflict



Resolution, Team Management and Diversity Management, Change management

Unit V – PERT and CPM: Introduction, Development of Project Network, Time Estimation, Determination of the Critical Path, PERT Model, Measures of variability, CPM Model, Network Cost System

Unit VI – Resources Considerations in Projects: Introduction, Resource Allocation, Scheduling, Project Cost Estimate and Budgets, Cost Forecasts

Unit VII – Project Risk Management: Introduction, Risk, Risk Management, Role of Risk Management in Overall Project Management, Steps in Risk Management, Risk Identification, Risk Analysis, Reducing Risks

Unit VIII – Project Quality Management and Value Engineering: Introduction, Quality, Quality Concepts, Value Engineering

Unit IX – Project Management Information System: Introduction, Project Management Information System (PMIS), Planning of PMIS, Design of PMIS

Unit – X Purchasing and Contracting for Projects: Introduction, Purchase Cycle, Contract Management, Procurement Process

Unit XI – Project Performance Measurement and Evaluation: Introduction, Performance Measurement, Productivity, Project Performance Evaluation, Benefits and Challenges of Performance Measurement and Evaluation, Controlling the Projects

Unit XII – Project Execution and Control: Introduction, Project Execution, Project Control Process, Purpose of Project Execution and Control

Unit XIII – Project Close-out, Termination and Follow-up: Introduction, Project Close-out, Steps for Closing the Project, Project Termination, Project Follow-up

Unit XIV – Project Management Software: Introduction, Advantages of Using Project Management Software, Common Features Available in Most of the Project Management Software, Illustration

Unit XV – Case Studies in Project Management

Textbook:

Production & Operation Management, Panneerselvam, Prentice Hall India,

Reference Book:

Production & Operation Management, S.N. Chary, McGraw Hill

SEMESTER – III

Course Code- DMBA301

RESEARCH METHODOLOGY

Learning objectives:



- Understand the concept, process and various Research Methods used in business research
- Understand the rationale underlying Research methods, especially in the real business world
- Be equipped with most of the important techniques used in data collection, data representation, statistical analysis, and decision making
- Be able to collect, analyse, present and interpret research data
- Be able to identify and apply the appropriate methods to do research and analyse the data in different situations and interpret the research outcome
- Be proficient to do statistical enquiry and analysis by using excel and other software like SPSS, etc.

Unit I – Introduction to Research: Meaning of research, Types of research- Exploratory research, Conclusive research, The process of research, Research applications in social and business sciences, Features of a Good research study

Unit II – Research Problem and Formulation of Research Hypotheses: Defining the Research problem, Management Decision Problem vs Management Research Problem, Problem identification process, Components of the research problem, Formulating the research hypothesis, Types of Research hypothesis, Writing a research proposal, Contents of a research proposal and types of research proposals

Unit III – Research Design: Meaning of Research Designs, Nature and Classification of Research Designs, Exploratory Research Designs, Secondary Resource analysis, Case study Method, Expert opinion survey, Focus group discussions, Descriptive Research Designs, Cross-sectional studies and Longitudinal studies, Experimental Designs, Errors affecting Research Design

Unit IV – Primary and Secondary Data: Classification of Data, Secondary Data, Uses, Advantages, Disadvantages, Types and sources, Primary Data Collection, Observation method, Focus Group Discussion, Personal Interview method

Unit V – Attitude Measurement and Scaling: Types of Measurement Scales, Attitude, Classification of Scales, Single item vs Multiple Item scale, Comparative vs Non-Comparative scales, Measurement Error, Criteria for Good Measurement

Unit VI – Questionnaire Design: Questionnaire method, Types of Questionnaires, Process of Questionnaire Designing, Advantages and Disadvantages of Questionnaire Method

Unit VII – Sampling: Sampling concepts- Sample vs Census, Sampling vs Non-Sampling error, Sampling Design, Probability and Non-Probability Sampling design, Determination of Sample size, Sample size for estimating population mean, Determination of sample size for estimating the population proportion

Unit VIII – Data Processing: Data Editing, Field Editing, Centralized in house editing, Coding, Coding Closed ended structured Questions, Coding open ended structured Questions, Classification and Tabulation of Data



Unit IX – Univariate and Bivariate Analysis of Data: Descriptive vs Inferential Analysis, Descriptive Analysis of Univariate data- Analysis of Nominal scale data with only one possible response, Analysis of Nominal scale data with multiple category responses, Analysis of Ordinal Scaled Questions, Measures of Central Tendency, Measures of Dispersion, Descriptive Analysis of Bivariate data

Unit X – Testing of Hypothesis: Concepts in Testing of Hypothesis, Steps in testing of hypothesis, Test Statistic for testing hypothesis about population mean, Tests concerning Means- the case of single population, Tests for Difference between two population means, Tests concerning population proportion- the case of single population, Tests for difference between two population proportions

Unit XI – Chi-square Analysis: Chi square test for the Goodness of Fit, Chi square test for the independence of variables, Chi square test for the equality of more than two population proportions

Unit XII – Analysis of Variance: Completely randomized design in a one-way ANOVA, Randomized block design in two-way ANOVA, Factorial design

Unit XIII – Research Report Writing: Types of research reports – Brief reports and Detailed reports, Report writing: Structure of the research report- Preliminary section, Main report, Interpretations of Results and Suggested Recommendations, Report writing: Formulation rules for writing the report: Guidelines for presenting tabular data, Guidelines for visual Representations

Unit XIV – Ethics in Research: Meaning of Research Ethics, Clients Ethical code, Researchers Ethical code, Ethical Codes related to respondents, Responsibility of ethics in research

Textbook:

Research Methodology Concepts and Cases, Deepak Chawla, Neena Sondhi, Vikas Publishing House

Reference Book:

Business Research Methods, Cooper, Schindler, JK Sharma, Tata McGraw Hill

Course Code- DMBA302

LEGAL ASPECTS OF BUSINESS

Learning objectives:

- Appreciate the relevance of business law to individuals and businesses and the role of law in an economic, political and social context
- Identify the fundamental legal principles behind contractual agreements
- Examine how businesses can be held liable in tort for the actions of their employees
- Acquire problem solving techniques and to be able to present coherent, concise legal argument

Unit I – 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



Unit II – 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

Unit III – Contracts of Guarantee and indemnity: Introduction, Contract of Indemnity, Contract of Guarantee, Kinds of Guarantee, Creditor, Surety

Unit IV – 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

Unit V – 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

Unit VI – 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

Unit VII – 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

Unit VIII – Law of Negotiable Instruments: Negotiable instruments, Promissory notes, Bills of exchange, Cheques, Negotiation, Presentment, Dishonour, Crossing of cheques, Paying banker

Unit IX – Banking and Insurance Law- Introduction, Control and Regulation of Banking, Insurance in India, Regulation of Insurance Sector

Unit X – Consumer Protection Act-Introduction, Definitions, Rights of Consumers, Nature and Scope of Complaints, Remedies Available to Consumers

Unit XI – The Competition Act- Introduction, Definitions, Enquiry into Certain Agreements and Dominant Position of Enterprise and Combinations, Miscellaneous Provisions, Finance, Accounts and Audit

Unit XII – The Foreign Exchange Management Act- Introduction, Definitions, Regulation and Management of Foreign Exchange, Authorized Person, Contravention and Penalties [Sections 13-15], Adjudication and Appeal [Sections 16-35], Directorate of Enforcement, Miscellaneous Provisions

Unit XIII – The Company's Act: Introduction, Formation of a Company, Memorandum of Association, Articles of Association, Prospectus, Shares, Directors, General Meetings and Proceedings, Auditor, Winding up

Unit XIV – Regulation to Information- Introduction, Right to Information Act, 2005, Information Technology Act, 2000, Electronic Governance, Secure Electronic Records and Digital



Signatures, Digital Signature Certificates, Cyber Regulations Appellate Tribunal, Offences, Limitations of the Information Technology Act, 2000

Unit XV – Intellectual Property Laws- Introduction, Legal Aspects of Patents, Filing of Patent Applications, Rights from Patents, Infringement of Patents, Copyright and its Ownership, Infringement of Copyright, Civil Remedies for Infringement

Textbook:

Legal Aspects of Business, Pathak, A., Tata McGraw-Hill

Reference Book:

Legal Aspects of Business, Gupta, P., Vikas Publishing House

ELECTIVES SEMESTER – III

FINANCE ELECTIVES

Course Code- DFIN301	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
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Learning objectives:

- Get a basic understanding of fundamental concepts of investment scenarios, financial markets, instruments, market participants and their roles
- Gain knowledge with respect to valuation and analysis techniques of financial instruments and investment scenarios, and the various theories and techniques used in the portfolio management
- Be able to apply the relevant tools and techniques or do the valuation and analysis of financial instruments and investment scenarios in real life situations
- Be able to understand the working knowledge of portfolio management
- Be able to apply relevant tools and techniques or theories for valuation, or to do the selection, evaluation and revision of portfolios in real life situations

Unit I – Investment: A Conceptual Framework: Investment process, risks of investment and the common mistakes made in investment management

Unit II – Investment Environment: Features and composition of money market and capital market, money market, capital market instruments and financial derivatives

Unit III – Risk and Return: Concepts of risk and return, how risk is measured in terms of standard deviation and variance, the relationship between risk and return

Unit IV – Fundamental Analysis: Economy analysis, industry analysis and company analysis, weaknesses of fundamental analysis

Unit V – Technical Analysis: Tools of technical analysis, important chart formations or price patterns and technical indicators

Unit VI – Efficient Market Hypothesis: Concept of 'Efficient Market' and its implications for security analysis and portfolio management

Unit VII – Behavioural Finance: Meaning of behavioural finance, deals with when, how and



why psychology influences investment decisions

Unit VIII – Valuation of bonds and shares: Elements of investment, bond features and prices, call provisions on corporate bonds, convertible bonds and valuation of bonds

Unit IX – Portfolio Management: Risks and Returns: Concept of portfolio and portfolio management, concept of risk, types of portfolio management

Unit X – Markowitz Portfolio Selection Model: Concept of portfolio analysis and diversification of risk. Also discusses Markowitz Model and Efficient Frontier

Unit XI – Capital Asset Pricing Model (CAPM): Deals with the assumptions of CAPM and the inputs required for applying CAPM and the limitations of this Model

Unit XII – Sharpe-The Single Index Model: Measurement of return on an individual stock, measurement of portfolio returns and measurement of individual stock risk

Unit XIII – Factor Models and Arbitrage Pricing Theory: Arbitrage Pricing Theory and its principles, Comparison of Arbitrage Pricing Theory with the Capital Asset Pricing Model

Unit XIV – International Portfolio Investments: Investment avenues for foreign portfolio investors, risks and returns associated with such investment

Unit XV – Mutual Fund Operations: Mutual funds as a key financial intermediary, mobilizing savings and investing them in capital markets

Textbook:

Security Analysis and Portfolio Management, Ranganatham, Madhumati, Pearson

Reference Book:

Investment Analysis and Portfolio Management, Prasanna Chandra, Tata McGraw Hill

Course Code- DFIN302

MERGERS AND ACQUISITIONS

Learning objectives:

- Gain basic knowledge about corporate restructuring process
- Be acquainted with procedures of mergers and acquisitions
- Be acquainted with valuation methods, accounting treatment and applications
- Be familiar with legal and regulatory framework for mergers and acquisitions
- Be able to do the valuation prior to mergers and acquisitions
- Be familiar with the procedures of takeover defences and post-merger integrations

Unit I – Introduction to Mergers and Acquisitions: Meaning of mergers and acquisitions (M & A), motives behind the M & A, advantages and disadvantages of M & A, types of mergers and steps for a successful merger

Unit II – Strategic Evaluation of M & A Opportunities: selection approaches and criteria,



modalities of fixing the acquisition price, key steps in the strategic planning of a merger, feasibility analysis in respect of cash and stock deals, describes fair value: institutional criteria and special features of acquisition of sick companies

Unit III – Strategising and Structuring M & A Activity: Merger process right from planning the merger till implementation, five-stage model, methods of financial mergers and capital budgeting decision

Unit IV – Synergy and Value Creation in Mergers: Synergy and its different types, role of industry life cycle, value creation in synergy, theoretical factors that would affect M & A activity

Unit V – Corporate Restructuring: meaning of corporate restructuring, need for corporate restructuring, methods of corporate restructuring

Unit VI – Demergers: Meaning of demerger, characteristics of demerger, structure of demerger, and tax implication of demergers

Unit VII – LBOs, MBOs, MLPs and ESOPs: meaning of LBO, MBO, MLP, ESOP, governance and mode of purchase in LBO, key motives behind an MBO, structure of MBO, types of MLP and ESOP, regulations that govern ESOPs

Unit VIII – Joint Ventures: Meaning of joint ventures, characteristics of a joint venture, states the rationale for joint ventures, role of joint ventures in business strategy, defines joint venture and complex learning, tax aspects of joint ventures, international joint ventures, reasons for failure of joint ventures, and joint venture vis-à-vis anti-trust policy

Unit IX – International M & A: Introduction of international M & A activity, the opportunities and threats, role of M & A in international trade growth, the external advantages in differential products, impact of government policies and political and economic stability on international M&A decisions, recommendation for effective cross-border M & A

Unit X – Takeover Defences: Types of takeovers, techniques of bidding for a takeover, defences against takeover bids, regulations and amendments, and guidelines for takeovers

Unit XI – Valuation: valuation approaches, basis of valuation, different methods of valuation, valuation of synergy, corporate control and LBO

Unit XII – Accounting for Amalgamation: Meaning of amalgamation, types of amalgamation, methods of accounting for amalgamation, meaning of consideration, treatment of goodwill, reserves and other profits

Unit XIII – Legal and Regulatory Framework of M & A: Provisions of the Companies Act, 1956 relating to M & A, buyback of shares, provisions of SEBI act, 1992 and 1997, provisions relevant to M & A activity in the Income Tax Act, and Foreign Exchange Management Act

Unit XIV – Post-Merger Integration: Integration planning, factors in post-merger integration model, post-merger integration model, strategic interdependence and autonomy, political and cultural aspects in integration, cultural profiling and assessment of cultural compatibility, HRM issues, and problems in integration and five rules of integration process

Unit XV – Prominent Cases of Mergers and Acquisitions: Examples of M & A in the Indian and international contexts



Textbook:

Mergers & Acquisitions & Corporate Restructurings, Patrick A. Gaughan, Wiley Publications

Reference Book:

Mergers & Acquisitions A Step-by-step & Practical Guide, Miller Jr., Segall, Wiley Publications

Course Code- DFIN303	TAXATION MANAGEMENT
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Learning objectives:

- Be familiar with the basic taxation system of the country.
- Be aware of the structure of income tax, their exemptions and deductions.
- Be acquainted with capital gain tax and practical aspects of tax planning, as it is a part of or an important managerial decision-making process.
- Understand corporate taxation, its accounting, audit and various types of other taxation, which were/are the part of taxation system of our country.
- Be expose to real life situations involving taxation and be equipped with techniques for taking tax-sensitive decisions

Unit I – Introduction to Taxation Management: Types of Taxes, concept, objectives and factors to be considered for Tax Planning. Tax Planning, Tax Evasion and Tax Avoidance. Tax Planning of Specific Categories of Income, including Income from House Property and Income from business

Unit II – Structure, Taxable and Exempt Incomes, Set-offs: Broad Schema of Income Tax Law, Finance Acts. Rates of Taxes Applicable to Different Types of Taxpayers

Unit III – Income Tax: Deductions, Computation, Payment and Accounting- deductions from Gross Total Income, Rebates and Reliefs and Computation of Taxable Income and Tax Payable, Filing of Income Tax Returns – Provisions, Forms and Due Dates, Notices and Assessments

Unit IV – Taxation of Salaried Income: definition of salary, Fringe benefits and perquisites, Profit in lieu of salary and tax planning avenues for salary income

Unit V – Taxation of Capital Gains: Meaning of Capital Gains and Capital Losses, types of Assets, meaning of 'Asset Transfer', Provisions relating to Capital Gains Tax and exemptions from Capital Gains Tax

Unit VI – Tax Planning for Firms, HUFs and AOPs: Partnership firm under Income Tax Law, tax deductions available to firms, Provisions relating to interest and remuneration paid to partner, Computation of partnership firms' book profit, Set-off and carry-forward of losses of Firms and taxation of HUFs and Associations of Persons (AOPs)

Unit VII – Corporate Taxation: Computation of taxable income, Carry-forward and set-off of losses for companies, Minimum Alternative Tax (MAT), Set-off and Carry-forward of Amalgamation Losses, Tax Planning for Amalgamation, Merger and Demerger of



Companies, Tax Provisions for Venture Capital Funds

Unit VIII – Tax Audit and Accounting for Income Tax: Tax Audit, Qualities and Qualifications Required in Tax Auditors, Forms, Reports and Returns and Tax Reporting and Disclosure in Financial Statements

Unit IX – Wealth Tax and Other Direct Taxes: Wealth Tax Act and Rules, Definition of Wealth and Its Components Wealth Escaping Assessment, Assets Exempt from Wealth Tax, Gift Tax Act and Rules and Estate Duty Act, Banking Transactions Act and Securities Transaction Act

Unit X – Direct Taxes Code: Income Tax Charge, Income Tax on Distribution, Wealth Tax, Prevention of Abuse of the Code and Tax Management

Unit XI – Indirect Taxes: Central Excise, Customs Duty, Sales Tax and Value Added Tax (VAT), Service Tax, Entry Tax and Octroi and Purchase Tax

Unit XII – Service Tax: Service Tax Law in India, the concept of ‘Negative List’, Categorization of Taxable and Tax-free Services, Exemptions and Rebates from Service Tax, Provisions for Rectification of Mistakes and schemes of Assessment

Unit XIII – Tax Planning with Reference to Nature of Business: relevance of Tax Provisions in Deciding the Nature of Business, Tax Provisions for Certain Types of Businesses, Businesses given Special Tax Treatment, Tax Provisions for Offshore Banking Units and Special Tax Zones

Unit XIV – Tax Aspects of Operating and Financial Decisions: Tax implications of financing decisions, tax considerations of Dividend Policy

Textbook:

The Theory, Principles and Management of Taxation-An Introduction, Jane Frecknall Hughes, Routledge Taylor & Francis Group

Reference Book:

Business Taxation and Financial Decisions, Deborah and Sebastian Schanz, Springer

Course Code- DFIN304

INTERNAL AUDIT AND CONTROL

Learning objectives:

- To be able to demonstrate the ability to plan and document the planning of the audit including the initial risk assessment, calculation of materiality and preparation of audit programmes
- Understand the concepts, processes and assessment of internal control
- Understand the ethical decisions than an auditor must make in the conduct of the audit from the client acceptance phase throughout the audit to the reporting process
- Demonstrate knowledge of the substantiation of balances and collection of audit evidence and preparation of audit work papers



Unit I – Financial Audit: Evolution of Financial auditing, idea of development of Financial Audit in India, auditing objectives, scope and philosophy of auditing, qualifications and qualities of an auditor, advantages and limitations of audit

Unit II – Types of Audit: General audits and specific audits, types of general audits and types of specific audits, continuous, periodical and balance sheet audits

Unit III – Internal Audit: Concept and objectives of internal audit, application of audit to different management functions, differences between internal and external audit, internal check and internal audit

Unit IV –

The Internal Auditor: Qualifications for an internal auditor, need for independent functioning, relationship with the external auditor, code of ethics, qualities required in internal audit personnel, role of internal auditor as a management member

Unit V – Planning Internal Audit: Importance of planning internal audit, factors for a good plan, stages of internal audit planning. Knowledge of the business as an integral aspect, internal audit plan

Unit VI – Internal Audit Programme: Nature of internal audit programme, advantages and disadvantages, use of sampling techniques and use of tests

Unit VII – Internal Control: Concept and objectives of internal control, characteristics of an effective system of internal controls, elements and basic principles and inherent limitations

Unit VIII – Internal Check: Meaning and significance of internal check, objectives and characteristics of an effective internal check system, advantages and disadvantages

Unit IX – Internal Controls in Computer-based Systems: IT revolution, challenges in internal controls, aspects of internal controls applicable in IT environment and internal controls for computerised accounting

Unit X – Internal Controls on the Accounting Function: Internal control considerations, cash functions like Cash and bank, Salaries and employee benefits, Purchases and creditors, Sales and debtors, Inventories, Fixed assets and investments and other accounting activity

Unit XI – Evaluation of Internal Control Systems: Objectives of evaluation, steps in evaluation, techniques of evaluation, flowcharts and internal control questionnaires, internal control schemes

Unit XII – Dimensions of Internal Control: Internal control and risk assessment, internal control in banking and insurance, internal control for small and medium enterprises (SMEs), audit practices in relation to internal control, reporting of internal control weaknesses

Unit XIII – Audit Practices in relation to the Accounting System and Related Internal Controls: SAP: 6: “Study and Evaluation of the Accounting System and Related Internal Controls in Connection with an Audit”

Unit XIV – Internal Audit Reports: Features of a good internal audit report, importance of working papers, CARO – Companies (Auditors Report) Order 2003



Unit XV – Internal Audit in an EDP Environment: Audit planning in computerised environment, challenges for the auditor in an IT environment, internal audit practices in computerised systems, Computer assisted audit techniques (CAATs)

Textbook:

The Essential Guide to Internal Auditing, K.H. Spencer Pickett, John Wiley & Sons

Reference Book:

Internal Auditing: Assurance & Advisory Services, Kurt F. Reding, Ingram Book Company

MARKETING ELECTIVES

Course Code- DMKT301	SALES, DISTRIBUTION AND SUPPLY CHAIN MANAGEMENT
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Learning objectives:

- To be acquainted with the concepts that are helpful in developing and managing sales force and marketing channels to gain competitive advantage
- To be familiar with the concepts, techniques and the practical aspects of the key decision-making variables in distribution channel management.
- To be able to develop sales and distribution plans and to be able to link distribution with other marketing variables.

Unit I – Overview of Sales Management: Introduction, Objectives, Role of Sales Management in Marketing, Role of Sales Management in Marketing Strategy Development, Nature and Responsibilities of Sales Management, Careers in Sales Management, Modern Roles and Required Skills for Sales Managers

Unit II – Understanding Personal Selling and Sales Force Management: Introduction, Objectives, Approaches to Personal Selling, Process of Personal Selling, Automation in Personal Selling, Organization Design and Staffing, Sales Planning, Time and Territory Management, Managing the Sales Force

Unit III – New Trends in Sales Management: Introduction, Sales Management Information System, Relationship Marketing, Role of E-commerce in Selling, International Sales Management, Challenges Faced by International Sales Managers

Unit IV – Channel management: Introduction, Marketing Channels, Designing Channels, Selection and Recruitment of Channel Partners, Channel Motivation, Channel Relationships Management, Channel Evaluation, Information Systems for Channels

Unit V – Wholesaling: Introduction, Definition of Wholesalers, Functions of Wholesalers, Types of Wholesalers, Strategic Issues in Wholesaling, Technology in Wholesaling, Trends in Wholesaling, Wholesaling Challenges, Future of Wholesaling

Unit VI – Retailing: Introduction, Definition of Retailers, Origin of Retailing, Scope of Retailing, Retailing Scenario: An Overview, Retailing: Importance and Success Factors, Retail Format



Unit VII – Emerging Concepts in Distribution Management: Introduction, Indian Distribution Scenario at Present, Vertical Marketing System, Horizontal and Multi-Channel Marketing Systems, Understanding Distribution of services

Unit VIII – The Basics of Supply Chain Management: Introduction, Definition of Supply Chain Management, Evolution of the Concept of Supply Chain Management, Key Drivers of Supply Chain Management, Typology of Supply Chains, Cycle View of Supply Chain, Problems in SCM and Suggested Solutions

Unit IX – Planning Demand and Supply: Introduction, Three Components of SCM, Demand Management, Demand Forecasting

Unit X – Planning Demand and Supply: Introduction, Supply Management, Evolution of ERP, Concept of ERP in SCM, Quick Response and Accurate Response System in SCM, Use of Other Planning Strategies

Unit XI – Procurement and Inventory Management: Introduction, Supply Chain Operations: Procurement Cycle, Inventory Management, Inventory Costs, Types of Inventory Models, Inventory Control Systems, Tools of Inventory Management

Unit XII – Logistics Management: Introduction, Definition of Logistics and Logistics Management, Types of Logistic Activities, Importance of Logistics Management, Integrated Logistics and its Support, Determinants of Designing Logistical System, Transportation, Warehousing, Packaging

Unit XIII – Supply Chain Benchmarking: Introduction, Understanding the Benchmarking Concept, Benchmarking Process, Benchmarking Procedure

Unit XIV – Recent Trends in Supply Chain Management: Introduction, New Developments in Supply Chain Management, Outsourcing Supply Chain Operations, Co-Maker ship, The Role of E-Commerce in Supply Chain Management, Green Supply Chain Management, Distribution Resource Planning, World Class Supply Chain Management

Textbook:

Fundamentals of Selling, Futrell, M. Charles, Tata McGraw Hill

Reference Book:

Sales Management: Analysis and Decision Making, Ingram, N. Thomas and LaForge, W. Raymond, Cengage Learning

Course Code- DMKT302

CONSUMER BEHAVIOUR

Learning objectives:

- To understand consumer behaviour in an informed and systematic way
- To analyse personal, socio-cultural, and environmental dimensions that influence consumer decisions making
- To be able to design and evaluate marketing strategies based on fundamentals of consumer buying behaviour



Unit I – Introduction to Consumer Behaviour and Consumer Research: Introduction, Consumer Behaviour – Definition, Consumer and Customers, Buyers and Users, Organisations as Buyers, Development of Marketing Concept, Consumer Behaviour and its Applications in Marketing, Consumer Research Process

Unit II – Marketing Segmentation and Positioning: Introduction, Requirements for Effective Segmentation, Basis for Segmentation, Determining How Many Segments to Enter, Product Positioning: An Introduction, Positioning Strategy, Positioning Approaches, Positioning Errors
Consumer Motivation: Introduction, Needs and Goals, motivational Conflict, Defense Mechanisms, Motive Arousal, Motivational Theories, Maslow's hierarchy of needs, Motivation Research

Unit III – Consumer Motivation: Introduction, Needs and Goals, Motivational Conflict, Defense Mechanisms, Motive Arousal, Motivational Theories, Maslow's hierarchy of needs, Motivation Research

Unit IV – Consumer Personality: Introduction, Self-concept, Personality Theories, Brand Personality, emotions

Unit V – Consumer Perception: Introduction, Sensation (Exposure to Stimuli), Perceptual Selection, Perceptual Organisation, Factors that Distort Individual Perception, Price Perceptions, Perceived Product and Service Quality, Consumer Risk Perceptions

Unit VI – Consumer Learning, Memory and Involvement: Introduction, Components of Learning, Behavioral Theory, Cognitive Learning Theory, Memory System, Memory Process, Concept of Involvement, Dimensions of Involvement, Involvement and Types of Consumer Behaviour, Cognitive Response Model, Elaboration Likelihood Model, Social Judgment Theory, Brand Loyalty and Brand Equity

Unit VII – Consumer Attitudes: Introduction, Functions of Attitude, Attitude Models, Factors that Inhibit Relationship between Beliefs, Feelings and Behaviour, Learning Attitudes, Changing Attitudes, Attitude Change Strategies

Unit VIII – Consumer Behaviour and Marketing Communications: Introduction, Marketing Communication Flow, Communications Process, Interpersonal Communication, Persuasive Communications, source, message, message appeals, communication feedback

Unit IX – Cultural Influences on Consumer Behaviour: Introduction, Characteristics of Culture, Values, Sub-cultures, Cross-cultural Influences, Cultural Differences in Non-verbal Communications

Unit X – Social Class and Group Influences on Consumer Behaviour: Introduction, nature of Social Class, Social Class Categories, Money and Other Status Symbols, Source of Group Influences, Types of Reference Groups, Nature of Reference Groups, reference Group Influences, Applications of Reference Group Influences, Conformity to Group Norms and Behaviour, Family Life Cycle Stages, nature of Family Purchases and Decision-making, Husband-wife Influences, Parent-child Influences, Consumer Socialization of Children, word-of-Mouth Communications within Groups, opinion Leadership

Unit XI – Diffusion of Innovation: Introduction, Types of Innovation, Diffusion Process, Factors Affecting the Diffusion of Innovation, The Adoption Process, Time Factor in Diffusion Process, Culture, Communication and Diffusion



Unit XII – Situational Influence on Consumer’s Decision and the Decision Models: Introduction, Nature of Situational Influence, Situational Variables, Types of Consumer Decisions, Nicosia Model of Consumer Decision-making (Conflict Model), Howard-Sheth Model (also called Machine Model), Engel, Blackwell, Miniard Model (also called Open System)

Unit XIII – Consumer Decision-making Process – Problem Recognition, Information Search and Evaluation of Alternatives: Introduction, Problem Recognition, Information Search, Evaluation of Alternatives

Unit XIV – Consumer Decision-making Process: Outlet Selection, Purchase and Post Purchase Behaviour, Introduction, Outlet Selection and Purchase, Post Purchase Behaviour

Unit XV – Organizational Buying Behaviour: Introduction, Organizational Buyer Characteristics, Purchase and Demand Patterns, Factors Influencing Organizational Buyer Behaviour, organizational Buyer Decision Process, Organizational Buying Roles

Textbook:

Consumer Behaviour, Schiffman, Kanauk and R. Kumar, Pearson

Reference Book:

Consumer Behaviour: Buying, Having and Being, Solomon, R. Michael, Prentice Hall India

Course Code- DMKT303	RETAIL MARKETING
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Learning objectives:

- To define retailing and understand the contemporary retail business scenario
- To understand the ways that retailers use marketing tools and techniques to interact with their customers
- To understand the role of Information Systems in the changing retail industry

Unit I – Introduction to Retailing: Introduction, Meaning of Retailing, Economic Significance of Retailing, Retailing Management Decision Process, Product Retailing vs. Service Retailing, Types of Retailers, Retailing Environment, Indian vs. Global Scenario

Unit II – Retail Marketing Environment: Introduction, Understanding the Environment, Elements in a Retail Marketing Environment, Environmental Issues

Unit III – The Retail Marketing Segmentation: Introduction, Importance of Market, Segmentation in Retail, Targeted Marketing Efforts, Criteria for Effective Segmentation, Dimensions of Segmentation, Positioning Decisions, Limitations of Market Segmentation

Unit IV – Store Location and Layout: Introduction, Types of Retail Stores Location, Factors Affecting Retail Location Decisions, Country/Region Analysis, Trade Area Analysis, Site Evaluation, Site Selection, Location Based Retail Strategies

Unit V – Retail Marketing Strategies: Introduction, Target Market and Retail Format, Strategy at different levels of Business, Building a Sustainable Competitive Advantage, the Strategic Retail Planning Process, Retail Models, Retail “EST” model



Unit VI – Store Location and Layout: Introduction, Target Market and Retail Format, Gauging Growth Opportunities, Building a Sustainable Competitive Advantage, the Strategic Retail Planning Process, Differentiation Strategies, Positioning Decisions

Unit VII – Retail Merchandising: Introduction, Understanding Merchandising Management, Activities of a Merchandiser, Retail Merchandising Management Process

Unit VIII – Private Branding in Retail: Introduction, Difference between a Store/Private, Brand and a National Brand, Growth Drivers of Private Label, Global Scenario of Private Labels, Indian Market Scenario, Advantages of Private Label, Disadvantages of Private Label

Unit IX – Integrated Marketing Communication in Retail: Introduction, Understanding Integrated Marketing Communication, Elements of Communication Process, Communication Plan - Integrated marketing process, Tools of IMC, Upcoming tools of IMC, Factors influencing the Increased use of sales promotion

Unit X – Retail Pricing: Introduction, Establishing Pricing Policies, Factors Influencing Pricing, Pricing Strategies, Psychological pricing, Mark-up and Mark-down Pricing

Unit XI – Customer Relationship Management in Retailing: Introduction, Benefits of Relationship Marketing, Management of Relationship, Principles of CRM, Customer Relationship Management Strategies, Components of CRM, Customer Service in Retailing, CRM and Loyalty Program

Unit XII – International Retailing: Introduction, Stages in Retail Global Evolution, Reasons for Going Global, Benefits of Going Global, Other Opportunities and Benefits of Going Global, Market Entry Methods

Unit XIII – E-Tailing: Introduction, E-tailing, Role of Technology in Satisfying Market Demand, Technology in Retail Marketing Decisions, Structure and Developments in E-tailing, Factors Influences the Growth of E-Tailing, Advantages and Disadvantages of E-Tailing, Future of Electronic Retailing

Unit XIV – Rural Retailing: Introduction, an Overview of the Indian Rural Market, Role of Rural retailing in India, Challenges in Indian Rural Market, Periodic Markets (Shanties/Haats/Jathras), Rural retail Players in India, Rural Retail Strategies, Future of Rural retailing

Textbook:

Marketing Channels-A Management Perspective, Rosenbloom, Cengage

Reference Book:

“Customer Relationship management 2009”, Peelen Ed, Pearson Education

Course Code- DMKT304	MARKETING RESEARCH
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Learning objectives:

- Discuss the scope and managerial importance of market research and its role in the development of marketing strategy
- Have a detailed overview of the stages in the market research process
- Use contemporary statistical packages to calculate and report descriptive statistics from quantitative data



- Interpret data analysis in the context of the identified business problem and communicate research results in an appropriate format

Unit I – Marketing Research Dynamics: Introduction, Meaning of Research, Research Characteristics, Various Types of Research , Marketing Research and its Management, Nature and Scope of Marketing Research , Marketing Research in the 21st Century (Indian Scenario), Marketing Research: Value and Cost of Information

Unit II – Planning the Research Process: Introduction, Research Process: An Overview, Formulation of a Problem, Research Methods, Research Design, Data Collection Methods, Sample Design, Data Collection, Analysis and Interpretation, Report Writing, Components of Research Proposal, Components of Research Paper

Unit III – Research Design: Introduction, Meaning of Research Design, Types of Research Design, Descriptive Research, Causal Research Design, Research Design and Marketing Decision Process, Choosing a Good Research Design

Unit IV – Data Collection Sources and Methods: Introduction, Meaning and Nature of Secondary Data, Advantages of Secondary Data, Drawbacks of Secondary Data, Types of Secondary Data Sources, Primary Data and its Types

Unit V – Designing a Questionnaire: Introduction, Questionnaire Design, Questionnaire Building, Process of Questionnaire Design, Information Required, Interview Method, Questionnaire Format and Question Composition, Individual Question Content, Questions Order, Form and Layout, Pilot Testing the Questionnaire

Unit VI – Measurement and Scaling Techniques: Introduction, Importance of Measurement and Scaling in Marketing Research, Scales of Measurement: Fundamental Properties, Primary Scales of Measurement, Attitude Measurement Scales, Types of Comparative Scales, Non – Comparative scale, Selecting an Appropriate Scale, Scale Evaluation

Unit VII – Sampling Theory-Design, size and Techniques: Introduction, Meaning of Sampling, Importance of Sampling in Marketing Research, Sampling: Basic Constructs, Process of Sampling Design, Determining Sample Size, Probability and Non Probability Sampling, Classification of Probability Sampling Techniques, Classification of Non Probability Sampling, Selecting an Appropriate Sampling Technique

Unit VIII – Hypothesis Testing: Introduction, Hypothesis, Steps Involved in Hypothesis Testing, Test of Significance of a Mean, Test of Significance of Difference between Two Means, Test of Significance of Difference between Two Standard Deviations, Test of Significance of Sample Proportion, Test of Significance of Difference between Two Sample Proportions, Student's T – Distribution, Parametric and Non-Parametric Tests

Unit IX – Data Processing and Preliminary Data Analysis: Introduction, Survey Field Work and Data Collection, Nature and Scope of Data Preparation, Editing, Coding, Data Entry, Data Cleaning, Preliminary Data Analysis, Assessing for Normality and Outliers

Unit X – Data Analysis I: Introduction, Statistics in Data Analysis, Measures of Central Tendency, Measures of Dispersion, Bivariate Analysis, Multivariate Analysis

Unit XI – Data Analysis II: Introduction, Descriptive Statistics, Univariate Analysis, Bivariate Analysis, Correlation analysis, analysis of variance and analysis of covariance, Multivariate



Analysis, Conjoint analysis

Unit XII – Data Interpretation and Report Writing: Introduction, Data Interpretation, Research Report, Modus Operandi of Writing a Market Research Report, Structure of the Report, Components of a Report, Style and Layout of a Report, Revising and Finalizing the Research Report, Quality Research Report, Responsibilities of a Market Research Report Writer, Presenting the Report

Unit XIII – Applications of Marketing Research I: Introduction, Consumer Market Research, Business-to-Business Market Research, Product Research, Pricing Research, Motivational Research, Distribution Research

Unit XIV – Applications of Marketing Research II: Introduction, Advertising Research, Media research, Sales Analysis and Forecasting, Data Mining

Unit XV – Recent Trends in Marketing Research: Introduction, Marketing Information System and Research, Online Marketing Research, Recent Trends in Marketing Research, Research in Lifestyle Retail, Marketing Research and Social Marketing, Rural Marketing Research, Trends in Services Marketing Research, Brand Equity Research, International Marketing and Branding Research

Textbook:

Business Research Methods, N. Bajpai, Pearson

Reference Book:

Research Methods for Business Students, M. Saunders, P. Lewis, M. N. K. Saunders, Pearson

HUMAN RESOURCE ELECTIVES

Course Code- DHRM301	MANPOWER PLANNING AND SOURCING
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Learning objectives:

- Analyze the theory and concepts of Manpower planning
- Identify the evolution of Manpower planning throughout the organization
- Relate and apply models and methods used in forecasting
- Describe the applications of a human resources information system
- Evaluate the organization's planning program

Unit I – Manpower Planning and Resourcing: Factors Affecting Manpower Planning, Need for Manpower Planning, Five Steps in Manpower Planning, Importance of Manpower Planning, Obstacles in Manpower Planning, Advantages of Manpower Planning, Successful Manpower Planning, Consolidated Demand Forecast Development, Effective Decision Making, Gaining Senior Management Support, Meeting the Organization's Goals and Objectives

Unit II – Manpower Forecasting: Introduction, Forecasting, Necessity for forecasting, Steps in forecasting, Demand and supply forecasting, Demand Forecasting techniques, Forecasting accuracy, Benefits of forecasting



Unit III – Role of Human Resource in Manpower Planning: Introduction, Inputs provided by HR for manpower planning, Key human resource elements

Unit IV – Human Resource Accounting: Introduction, Definition of Human Resource Accounting, Need, Significance, Objectives for HRA, Advantages of HRA, Methods of HRA, Objections to HRA, Controlling Manpower Costs, True Costs of Planning and Recruitment, Human Resource Accounting in India

Unit V – Developing a Manpower Plan: Introduction, Developing a Manpower Plan, Qualitative Side of Manpower Planning, Behavioral Event Interviewing, Standard Interviews, Competency Mapping (Skill Inventory), Problems in Manpower Planning, Sample Manpower Plan

Unit VI – Sourcing & Recruitment: Introduction, Sources of candidates, Recruitment, Outsourcing, Attracting candidates, E-Recruitment, Person specifications

Unit VII – Resourcing Strategy: Introduction, Components of Resourcing Strategy, Business Scenario Planning, Estimating Future Human Resource Requirements, Labor Turnover, Action Planning, Role of HR in Developing Resource Capability, Resourcing Strategy

Unit VIII – Selection Tests: Introduction, Selection Process, Selection Methods, Psychological tests, Types of tests, Validity of tests, interpreting test results, Psychometric tests, online test, Importance of tests, Interviews, Final stages

Unit IX – Induction: Introduction, Benefits of an Induction program, designing an induction program, Documentation, Types of Induction, On-the-Job Training

Unit X – Talent Development: Introduction, Policies and approaches, Organizational Training, Role of Training Managers

Unit XI – Talent Engagement: Introduction, Definition – Talent Engagement and Fully Engaged Talent, Importance of Talent Engagement, Driving Factors of Talent Engagement, Engagement Levels, Talent Engagement Model, Process for Improving Talent Engagement. Talent Engagement vs. Performance and Retention, Talent Engagement, Entrepreneurship, Intrapreneurship

Unit XII – Career Management: Introduction, Career management process, Career dynamics, Career management policies, Career planning process, Tips for successful career planning, Talent management, Succession planning

Unit XIII – Employee Turnover: Introduction, Employee turnover – causes and remedies, Cost of employee turnover, Importance of employee turnover, Employee exit process (Managing organizational release)

Unit XIV – Train to Hire: Introduction, Outsourcing the Train-to-Hire Process, Partnering with educational institutions, Generating revenue, setting up an academy, Designing Curriculum

Unit XV – Recent Trends in Manpower Development and Planning: Introduction, Competency mapping, Knowledge management, E-Manpower Development, E-Manpower planning



Textbook:

Manpower Planning & Sourcing, Dr. Sujit Kumar Acharya & Prof. Santosh Kumar Tripathy, Himalaya Publishing House

Reference Book:

Manpower Planning & Sourcing, D K Sharma, Centrum Press

Course Code- DHRM302	MANAGEMENT AND ORGANIZATIONAL DEVELOPMENT
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Learning objectives:

- To understand the nature of change, the forces for change, resistance to change and approaches to managing organizational change
- To understand the nature and concept of organizational transformation and transition
- To gain an insight into the organizational development programmes and techniques, emerging OD approaches and techniques and its application in organizations
- To be aware of implications of change tailoring the specific needs of the organization through organizational development techniques

Unit I – Organizational Development: An introduction: Organizational Development – Meaning and Definition, History of OD, Relevance of Organizational Development for Managers, Characteristics of OD, Assumptions of OD

Unit II – Change Process and Models: Organizational Change, Strategies for Change, Theories of Planned Change (Lewin’s change model, Action research model, the positive model), Action Research as a Process, Resistance to Change

Unit III – Role of OD Practitioner: OD Practitioner, Role of OD Professional in Organizations, Competencies Required for an OD Professional, Scope of the Role of an OD Professional

Unit IV – Process of OD: Process of OD, Components of OD program, OD program phases, Making an Entry, Developing Contract, Launch, Situational Evaluation, Closure

Unit V – Designing Interventions: OD Interventions, Characteristics of OD Interventions, Levels of Diagnosis in Organisations, OD Map, Factors Affecting Success of Interventions

Unit VI – Values and Ethics in OD: Professional Values, Value Conflict and Dilemma, OD Values and Changing Themes over Time, Ethics in OD, Ethical Dilemmas in Practicing OD, Factors that Influence Ethical Judgement

Unit VII – Human Process Interventions: Introduction, Team Development Interventions, Interpersonal Development Interventions

Unit VIII – Human Resource Interventions: HRM Interventions, Goal Setting, Performance Appraisal, Reward Systems, Career Planning and Development, Managing Workforce Diversity, Employee Wellness

Unit IX – Structural Interventions: Socio-Technical Systems, Techno-Structural Interventions, Physical Settings and OD, Types of Techno-Structural Interventions



Unit X – Strategic Interventions: Integrated Strategic Change, Trans-organisation Development, Merger and Acquisition Integration, Culture Change, Self-Designing Organisations, Organisation Learning and Knowledge Management, Confrontation Meetings, System 4 Management, Learning Organisations

Unit XI – Technology and OD: Technology & OD: Basic Concept, Impact of Technology in Organisations, Benefits of Using Technology in OD, Guidelines for Integrating Technology in OD Interventions, Tools used in OD

Unit XII – Issues Faced in OD: Introduction, Issues Related to Client Relationships, Power, Politics and Organisational Development

Unit XIII – Evaluating OD Interventions: Evaluation, Importance of Evaluating Interventions, Types of Evaluation, Methods of Evaluating Interventions

Unit XIV – Organisational Learning: Learning Organisation, Senge’s Approach Nonaka & Takeuchi’s Approach, Executive View on Organisational Learning, Reality Checklist, Seven Steps of Initiating Organisational Learning

Unit XV – Future of OD: Organisational Development and Globalization, Emerging Trends in OD, Expanding the use of OD, Combining traditional “hard” business competencies and OD, Creating whole system change, Using OD to facilitate partnerships and alliances, Enhancing constant learning, Trends within the Organisation

Textbook:

Management & Organizational Development, Ratan Raina, SAGE

Reference Book:

Organizational Change & Development, Dipak Kumar Bhattacharyya, Oxford University Press

Course Code- DHRM303	EMPLOYEE RELATIONS MANGEMENT
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Learning objectives:

- Describe and critique the concept of employee engagement
- Identify problems associated with both over-engagement and disengagement
- Examine the extent to which emotional and aesthetic labour are positioned in some contemporary organizations
- Critically evaluate the measurement of employee engagement
- Identify the issues associated with employee engagement in times of organisational change, including the role of effective communications during organisational change.

Unit I – Introduction to Employee Relations Management (ERM): Introduction, Overview of Employee Relations Management, Importance of Employee Relations Management, Employee Relations Management Tool, Core Issues of Employee Relations Management

Unit II – Strategic Employee Relations Management: Introduction, Different Strategy Levels in an Organisation, Strategy and Employment Policies, Future Challenges, Performance



Management Services, Quality, Involvement and Commitment as Competitive Advantages, the Psychological Contract: Interest and Expectations, HR Infrastructure, Employee Surveys

Unit III – Organizational Aspects in Employee Relations Management: Introduction, Organisational Commitment and Engagement, How Organisations Work, Organisational Culture, Conflicts in Organisations

Unit IV – Behavioural Aspects in Employee Relations Management: Introduction, Motivation, Leadership, Communication, Decision Making, Power and Authority

Unit V – Human Resource Information System (HRIS): Introduction, Overview of Human Resource Information Systems, Importance of Human Resource Information Systems, Features of Human Resource Information Systems, Common Applications of Human Resource Information Systems

Unit VI – Organizational Discipline: Introduction, Overview of Organisational Discipline, Types of Organisational Discipline, Types of Disciplinary Problems, Disciplinary Procedure

Unit VII – Grievance Handling: Introduction, Grievance, Needs for Grievance Redressal, Steps in Grievance Redressal Procedure, Essential Pre-requisites of Grievance Procedure, Grievance Interview, Precautions in Grievance Handling, Conflict Resolution

Unit VIII – Industrial Relations: Introduction, Overview of Industrial Relations, Composition of Industrial Relations, Importance of Industrial Relations, Perspectives of Industrial Relations

Unit IX – Trade Unions: Introduction, Trade Unions, Reasons for Joining Trade Unions, Functions of Trade Unions, Types of Trade Unions, Advantages and disadvantages of Trade unions, Trade Unions in India

Unit X – Collective Bargaining and Negotiation: Introduction, Collective Bargaining, Phases of Collective Bargaining and Negotiation, Collective Bargaining Advantages, Negotiation

Unit XI – Laws related to Employee Relations: Introduction, Evolution of Employee Laws in India, Laws Relevant to Employee Relations, Laws Relevant to Organisational Conflicts, Laws Relevant to Employee Wages and Compensation

Unit XII – Participation and Empowerment: Introduction, Employee Participation and Empowerment Objectives, Employee Participation, Advantages of Employee Participation, Employee Participation in India, Methods of Participation, Employee Empowerment

Unit XIII – Employee Rewards: Introduction, Employee Rewards, Formulating Employee Rewards, Types of Reward system, Recognition programs

Unit XIV – International Employee Relations Management: Introduction, Internationalization, International Employees, International Employee Relations Management, Role of Human Resource Management

Unit XV – Contemporary Issues in Employee Relations: Introduction, Careerism, Stress and Employee wellness in organisation, Organisational Justice, Organisational Misconduct, Issues with Contract labour and temporary workforce, Managing Employee Relations through Organisational Change, Employee relations for the diverse workforce and Multinational Companies (MNC), Employee relations during crises – Recession



Textbook:

Employee Relations Management, D P Sahoo, SAGE

Reference Book:

Employee Relations Management, Singh and Kumar, Pearson

Course Code- DHRM304	HR AUDIT
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Learning objectives:

- Understand the concept, evolution and the Purposes of HR Audit
- Identify the scope and areas of Human Resource Audit
- Learn how to become prepared and how to perform periodic and formal organizational assessments and reviews with knowledge and confidence
- Learn about the steps that HR Professional should follow in managing the Human Resource Audit process.
- Demonstrate awareness about the different approaches and models in carrying out the Human Resource Audit

Unit I – Human Resource Management Practices: Introduction, Human Resources Concept, Human Resource Planning, Recruitment and Staffing, Training and Development, Performance Appraisal, Human Resource Audit

Unit II – Human Resource Development Audit: Introduction, Components of Human Resource Development Audit, Human Resource Development Strategies and Human Resource Development Systems, Human Resource Development Structure, Culture and Competencies, Conceptualizing of Human Resource Audit, What you need to know before conducting Human Resource Audit

Unit III – Conceptual Understanding of Human Resource Audit: Introduction, what is Human Resource Audit? Need for Human Resource Audit, Identifying the Human Resource Audit Goal, Defining the Audit Team, Approaches to Human Resource Audit, and Benefits of Human Resource Audit

Unit IV –HR Audit Methodology and Issues: Introduction, Conducting a Human Resource Audit, Preliminary Steps, Goals of the Audit, Areas of the Audit, Issues in HR Audit

Unit V – Human Resources Audit Structure: Introduction, Recruiting, Staffing, Employee Orientation Programmes, Employee and Supervisory Training, Benefit Administration

Unit VI – HR Audit and Workforce Issues: Introduction, Workforce Communication and Employee Relations, Performance Management, Compensation System, Teambuilding System

Unit VII – Areas for HR Audit: Introduction, Audit of HR Planning, Audit of HR Development, Audit of Training, Audit of Industrial Relations, Audit of Managerial Compliance, Audit of HR Climate, Audit of Corporate Strategies

Unit VIII – The HR Audit Process: Introduction, Audit of Human Resource Function, Planning



Questions, Collecting Data, Analyzing the Audit Data, Interpretation: Assessing the Ability for Change, Post Audit Steps

Unit IX – Audit and HR Scorecard: Introduction, How to Approach a Human Resource Scorecard, Understanding the Reason for Implementing the Human Resource Scorecard, Understanding Business Context of Human Resource, Maintaining Human Resource Scorecard Framework, Measuring Human Resource Effectiveness – Human Resource Scorecard Design, Balanced Scorecard

Unit X – Audit and Competency Management: Introduction, Competency Management – Introduction, Competency Management Framework, Design and implementation, Competency Mapping, Integration of Competency Based HR systems

Unit XI – The HR Audit for Legal Compliance and Safe Business Practices: Introduction, what does the Human Resource Audit Cover? Pre-employment Requirements, Hiring Process, New-hire Orientation Process, Workplace Policies and Practices

Unit XII – HR Audit as Intervention: Introduction, Effectiveness of Human Resource Development Audit as an Intervention, Human Resource Audit and Business Linkages

Unit XIII – Human Resource Auditing as a Tool of Human Resource Valuation: Introduction, Rationale of Human Resource Valuation and Auditing, Valuation of Human Resources, Issues in Human Capital Measurement and Reporting

Unit XIV – HRD Audit: The Indian Experience and case studies: Introduction, Prevalence of HR Audit, HR Audit Case-Manufacturing Industry, HR Audit Case-Service Industry

Unit XV – HR Audit Questionnaire: Introduction, Areas to be Concentrated, A Comprehensive Coverage of the Entire Human Resource Practices, A Sample Internal Human Resource Audit Questionnaire

Textbook:

HR Audit, T V Rao, SAGE

Reference Book:

HR Audit, Durdana Ovais Rajni Gyanchandani, Everest Publishing House

SEMESTER – IV

Course Code- DMBA401	STRATEGIC MANAGEMENT AND BUSINESS POLICY
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Learning objectives:

- To be aware of key concepts, tools and principles of business policy and strategic management
- To appreciate the strategic management process and the difference between strategic analysis, strategy formulation and strategy implementation
- To understand how strategic plans and policies are integrated, implemented and controlled, and to comprehend the culture and ethical factors that influence these management activities



- To analyze the new knowledge and use existing knowledge to conduct strategic and competitive analysis using various tools (e.g., five forces model, SWOT analysis, Portfolio matrix models) in a variety of industries

Unit I – Introduction to Strategies: Introduction, Fundamentals of Strategy, Conceptual Evolution of Strategy, Scope and Importance of Strategies, Purpose of Business, Difference between Goals and Objectives of Business, Strategic Intent through Vision and Mission Statements, Core Competencies of Business

Unit II – Strategic Management: Introduction, Strategic Management, Need, scope, key features and importance of strategic management, Role of Strategists in Decision Making, strategists at various management levels, Types of Strategies, Limitations of Strategic Management

Unit III – Strategy Analysis: Introduction, Strategy Analysis and its Importance, Environmental Appraisal and Scanning Techniques, Organisational Position and Strategic Advantage Profile, Strategic Management Model

Unit IV – Strategy Formulation and Implementation: Introduction, Strategy Formulation, Process in Strategy Formulation, Strategy Implementation and its Stages, Reasons for Strategy Failure and Methods to Overcome, Strategy Leadership and Strategy Implementation, Strategic Business Units (SBUs)

Unit V – Strategic Control and Evaluation: Introduction, Strategy Evaluation, Strategic Control, Difference Between Strategic Control and Operational Control, Concept of Synergy and its Meaning, Key Stakeholder's Expectations

Unit VI – Business Policies: Introduction, Overview of Business Policies, Importance of Business Policies, Definitions of Policy, Procedures, Process and Programmes, Types of Policies, Business Policy Statements, Corporate Culture

Unit VII – Business Policy and Decision Making: Introduction, Factors Considered Before Framing Business Policies, Steps Involved in Framing Business Policies, Policy Cycle and its Stages, Implementation of Policy Change, Role of Policies in Strategic Management, Business Policy and Decision Making

Unit VIII – Business Continuity Plan: Introduction, Concepts of Business Continuity Plan (BCP), Relevance and Importance of BCP, Steps in Business Continuity Plan, Business Impact Areas, BCP and its Influence on Strategic Management, BCP and its Influence on Policy Making, Contingency Planning

Unit IX – Business Investment Strategies: Introduction, Business Plan and Business Venture, Business Investment Strategies

Unit X – Strategies for Multinational Corporations: Introduction, Multinational Corporations (MNCs), Benefits of MNCs, Limitations of MNCs, Business Strategies of MNCs, Techniques Employed by MNCs to Manage Markets, MNC, TNC and Global Companies

Unit XI – Strategic Alliances: Introduction, Strategic Alliances, Types of Strategic Alliances and Business Decisions, Problems Involved in Strategic Alliances

Unit XII – Role of Creativity and Innovation in Business: Introduction, Creativity, Innovation, Creating and Building Creative and Innovative Business Culture, Business Practices Adopted to Promote Creativity and Innovation, Importance of Creativity and Innovation in Business,



Challenges Involved in Creativity and Innovation

Unit XIII – Business Ethics and Corporate Social Responsibility: Introduction, Ethics and Values, Ethical Conduct and Unethical Conduct, Impact of Ethical Conduct, Corporate Social Responsibilities (CSR), Business obligations, Social Audit and Corporate Governance

Unit XIV – Challenges in Strategic Management: Introduction, Strategic Management as an Organisational Force, Dealing with Strategic Management in Various Situations, Strategic Management Implications and Challenges

Unit XV – Recent Trends in Strategic Management: Introduction, Strategic Thinking, Organisational Culture and its Significance, Organisational Development and Change, Change Management, Models of Leadership Styles and its Roles, Strategic management in a new globalised economy

Textbook:

Strategic Management and Business Policy, Subba Rao, Himalya Publishing House

Reference Book:

Business Policy and Strategic Management, Jaunch L.R., Frank Bros

Course Code- DMBA402	INTERNATIONAL BUSINESS MANAGEMENT
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Learning objectives:

- To be equipped with the knowledge, skills, and abilities to understand the global economic, political, cultural and social environment within which firms operate
- To gain knowledge in international business environment, strategies and management
- To be aware of the global business environment and its impacts on businesses
- To apply the current business phenomenon and to evaluate the global business environment in terms of economic, social and legal aspects
- To analyze the principle of international business and strategies adopted by firms to expand globally

Unit I – Introduction to International Business: Introduction, Elements of International Business, Globalisation

Unit II – International Trade theories and their application: Introduction, Why do nations trade, Theories of International trade- mercantilism, Absolute advantage, Comparative advantage, Heckscher- Ohlin, Product life cycle theory and Porter's diamond model

Unit III – International Business Environment: Introduction, Economic Environment, Political Environment, Demographic environment, Legal Environment

Unit IV – Culture and International Business: Introduction, Meaning of Culture, Country Culture, Culture in an International Business Organization

Unit V – Foreign Investments- Types and Motives: Foreign investments, types of foreign investments, motives



Unit VI – Regional integration: Introduction, Overview of Regional Integration, Types of Integration, Regional Trading Arrangements, India and Trade Agreements

Unit VII – Global trade institutions: Introduction, World trade organization (WTO), International Labour Organisation (ILO)

Unit VIII – International Financial Management: Introduction, Overview of International Financial Management, Components of International Financial Management, Scope of International Financial Management

Unit IX – International Accounting Practices: Introduction, International Accounting Standards, Accounting for International Business, International Regulatory Bodies, International Financial Reporting Standards

Unit X – International Marketing: Introduction, scanning international markets, mode of entering into potential markets, Global Marketing Strategies, Branding for International Markets

Unit XI – International Strategic Management: Introduction, Strategic Management, Strategic Planning, Strategic Management Process

Unit XII – Ethics in International Business: Introduction, Business Ethics Factors, International Business and Ethics, National Differences in Ethics, Corporate Governance, Code of conduct for MNCs

Unit XIII – International Human Resource Management: Introduction, International Organizational Structures, Introduction to International Human Resource Management, Scope of International Human Resource Management

Unit XIV – Finance and International Trade: Introduction, understanding payment mechanism, Documentation in International Trade, Financing Techniques, Export Promotion Schemes, Export and Import Finance

Unit XV – Global Sourcing and Indian Industries structure: Introduction, What is global sourcing? Reasons for global sourcing, advantages and disadvantages, Challenges for Indian Businesses

Textbook:

International Business Management, CB Gupta, Sultan Chand

Reference Book:

International Business Management, Cherunilam F, PHI Learning

Course Code- DMBA403	BUSINESS LEADERSHIP
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Learning objectives:

- Develop an understanding of the various leadership styles and attributes
- Evaluate the importance of leadership skills for organizational success for skill development



- Application of own leadership skills to entice employability

Unit I – Leadership theories, styles, Attributes, Effectiveness, Measurement

Unit II – Negotiation techniques, Conflict resolution

Unit III – Articulating Vision, Decision making- Individual decision making, group decision making, Strategy development

Unit IV – Change Management, Relationship between leadership and power, Difference between management and leadership

Unit V – Persuasion and influence, Role of ethics and values in leadership

Unit VI – Leading teams, Leading high performing teams, leading dysfunctional teams, Resolving workplace conflicts, Establishing work culture

Unit VII – Preparing for leadership role, Assessing the current situation and a vision for future, developing strategy

Unit VIII – Culture for success, Sustaining organization for challenges ahead

Reference Books:

- Joseph Grenny), Kerry Patterson, David Maxfield, Ron McMillan 2013 Influencer: The New Science of Leading Change, Second Edition. McGraw-Hill Education
- John Maxwell Developing the Leader within You. Thomas Nelson Publishing
- John Maxwell . Becoming a Person of Influence: How to Positively Impact the Lives of Others. Thomas Nelson Inc.
- Daniel Goleman, Richard E. Boyatzis, Annie McKee. Primal Leadership: Learning to Lead With Emotional Intelligence. Harvard Business Review Press

Course Code: DMBA404

Title of the Course: PROJECT

Every student shall undertake Project work in the III semester starting with the project synopsis and culminating with the project report in the IV semester. Students are encouraged to choose a project, of six months' duration either at place of work or any other location, in the chosen area of specialization to complete the Programme. The project work is equivalent to four credits.



ELECTIVES SEMESTER – IV

FINANCE ELECTIVES

Course Code- DFIN401	INTERNATIONAL FINANCIAL MANAGEMENT
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Learning objectives:

- To understand the functioning of the foreign exchange market and international financial markets
- To assess the feasibility of cross-border investment opportunities
- To foresee and identify the risks arising out of exchange rate volatility and develop strategies to manage them
- To be aware of the various types of financing available for foreign trade

Unit I – International Financial Environment: ‘Globalization’, goals of International Financial Management

Unit II – Balance of Payments: concepts and principles of balance of payments and its various components. The Current Account Deficit and Surplus and Capital Account Convertibility

Unit III – Foreign Exchange Market: origin of the concept of foreign exchange, the difference between fixed and floating rates. Foreign exchange transactions and the derivative instruments traded in foreign exchange market such as forwards, futures, swaps, and options

Unit IV – Currency Derivatives: Forward markets and the different concepts, currency futures markets and currency options markets and functions

Unit V – Exchange Rate Determination: Exchange rate movements, factors that influence exchange rates, movements in cross exchange rates, concepts of international arbitrage, interest rate parity, purchasing power parity and the International Fisher effect

Unit VI – International Financial Markets: Basic concepts of the international money market. International credit markets (loans in various forms) from the creditors/investors

Unit VII – Foreign Trade Finance: concept of foreign trade finance. Concepts of financing exports and financing imports and documentary collections, factoring, forfeiting and countertrade

Unit VIII – Nature and Measurement of Foreign Exchange Exposure: nature and measurement of foreign exchange exposure. Types of exposures and the various types of translation methods

Unit IX – Management of Foreign Exchange Exposure: concept of exposure forward and foreign exchange exposure, various tools and techniques of foreign risk management and the risk management products

Unit X – International Capital Structure: International capital structure, cost of capital, the capital structure of MNCs, cost of capital in segmented versus integrated markets

Unit XI – International Capital Budgeting: Introduction to international capital budgeting, adjusted present value model, capital budgeting from parent firm’s perspective and expecting



the future expected exchange rate analysis

Unit XII – Country Risk Analysis: country risk factors, assessment of risk factors. Techniques through which the country risks can be assessed as well as measured

Unit XIII – International Taxation: international tax system, principles of taxation, double taxation, tax havens and transfer pricing. International tax management strategy and Indian tax environment

Unit XIV – Foreign Direct Investment, International Portfolio and Cross-Border Acquisitions: flow, cost and benefits of Foreign Direct Investment, ADR and GDR, concept of portfolio, cases on cross border acquisitions

Textbook:

Multinational Financial Management, Alan C. Shapiro, Wiley India Private Limited

Reference Book:

International Financial Management, P.G. Apte, McGraw Hill Education

Course Code- DFIN402	TREASURY MANAGEMENT
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Learning objectives:

- To understand the role and significance of treasury in an organization
- To be able to describe the treasury management practices
- To understand the exposure measuring techniques
- To be able to implement the hedging techniques for various types of risk

Unit I – Introduction to Corporate Treasury Management: Overview of Corporate Treasury Management, need and benefits, functions and Treasury exposures. Organisation structure of treasury

Unit II – Financial Markets: The Money Market - money market, types of financial markets (the other is capital market). Money market instruments and regulation of the market

Unit III – Financial Markets: Capital Market - Type of financial markets viz. capital market. Stock market (both equity and preference) and debt market. Regulation of capital market, commodity markets

Unit IV – Treasury Products: Treasury products for foreign exchange (forex) markets and forex derivatives. Commodity market instruments

Unit V – RBI and the Foreign Exchange Market: Crucial role of our country's central bank i.e. Reserve Bank of India (RBI) in forex management. Foreign Exchange Management Act (FEMA)

Unit VI – Liquidity Planning and Managing Cash Assets - Introduction of treasury management – liquidity: Planning and control of liquidity CMS or cash management systems (both domestic and international), role of working capital management in liquidity



Unit VII – Business Risk Management: Business risks, Measurement of business risks and mitigation by effective treasury management

Unit VIII – Corporate Liquidity Risk Management: Type of risk, liquidity risk, origin of liquidity risk, tactics for mitigating the risk

Unit IX – Interest Rate Risk Management- Treasury risk, interest rate risk, traditional and modern theories of interest rate, management strategies and the role of financial intermediaries

Unit X – Financial Risk - Financial risks of a business, types of financial risks and its dimensions, strategies of corporate financial risks, Enterprise Risk Management (ERM)

Unit XI – Foreign Exchange Risk Management: Risk of forex fluctuations, impacts of global milieu, Types of forex risks, strategies for managing the risk, comprising policies, procedures and controls

Unit XII – Working Capital Management: Introduction, need for working capital, cash cycle, management strategies for working capital, perspective of the Treasury function

Unit XIII – Treasury Risk Management: Treasury risks, Role of asset-liability management

Unit XIV – Integrated Treasury: Introduction, Responsibilities of Treasury, Accounting risks associated with financial reporting and disclosure of treasury exposures in the balance sheet

Textbook:

Treasury Management in India, V.A. Avadhani, Himalaya Publishing House

Reference Book:

Treasury Management: Indian Institute of Banking & Finance, Macmillan

Course Code- DFIN403	MERCHANT BANKING AND FINANCIAL SERVICES
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Learning objectives:

- To be able to explain the significance of merchant banking in the financial system
- To describe the functions of merchant bankers in the capital markets
- To understand the various types of financial services

Unit I – Merchant Banking and Financial Services: Introduction, concept of merchant banking, financial system in India, development of merchant banks and regulations

Unit II – Issue Management: Pre-issue and Post-issue management activities performed by merchant banks

Unit III – Underwriting and Brokerage: Different roles played by underwriters and brokers in issue management and their responsibilities

Unit IV – Raising Capital from International Markets: Needs of Indian companies for raising



funds from foreign markets, usage of euro, evaluation of various types of depository receipts - American Depository Receipts, Global Depository Receipts, FCCBs and FCEBs

Unit V – Financial Services: Financial services in India, types and importance, online trading, dematerialization and re-materialization

Unit VI – Depository System in India: Depository system, the Depository Act of 1996 and depository participants. NSDL, CDSL and benefits of a depository system

Unit VII – Mutual Funds and AMCs: Mutual funds, various types of mutual fund schemes, advantages and disadvantages of investing in mutual funds, legal structure and the regulation of mutual funds in India

Unit VIII – Lease: Leasing, benefits and limitations, types of leasing

Unit IX – Hire Purchase: Important financial innovations, lease financing and hire-purchase financing

Unit X – Mergers and Acquisitions: Introduction of mergers and acquisitions, benefits of mergers, the procedure and theories of mergers and the legal aspects governing mergers, acquisitions and takeovers in India

Unit XI – Portfolio Management: Introduction of portfolio management, theories of portfolio management, techniques of portfolio evaluation and measures of portfolio revision

Unit XII – Credit Rating: Introduction of credit rating, processes, scope of credit rating agencies in India

Unit XIII – Securitization of Debts: Introduction of securitization, features, advantages and the steps involved in the securitization process, guidelines laid down by the Securitization Act, 2002

Unit XIV – Venture Capital Funds: Introduction of venture capital fund, features, emergence of venture capitalism in India

Unit XV – Factoring: Process and features of factoring, types of factoring contracts, advantages and disadvantages of factoring, differences between factoring and bill discounting, process of factoring as it exists in India, process of forfeiting

Textbook:

Merchant Banking & Financial Services, Dr. S. Gurusamy, McGraw Hill Education

Reference Book:

Merchant Banking & Financial Services, Madhu Vij & Swati Dhawan, Tata McGraw Hill Education

Course Code- DFIN404

INSURANCE AND RISK MANAGEMENT

Learning objectives:

- To gain knowledge of concept of risk and its significance



- To explain the techniques of risk identification, risk measurement and risk management
- To be aware of the basic principles of insurance
- To be aware of the function of insurance

Unit I – Risk: An Introduction, interpretations of the term ‘risk’, types of business and personal risks, significance of risk management function within business organizations

Unit II – Insurance and Risk: Significance of insurance and risk, general structure of the insurance market, significant aspects of this industry

Unit III – Reforms in Indian Insurance Industry: Importance of the privatization of insurance industry, problems associated with public insurance enterprises, relation between insurance and economic growth

Unit IV – Regulations Relating to Insurance Accounting and Management: Framework for IRDA rules and regulations regarding general insurance investment in the country, role of financial reporting in managing insurance operations, significance of determining solvency margins

Unit V – Life Insurance: Factors influencing the key functioning of insurance organizations, insurable interest, role of riders in insurance policies

Unit VI – Non-life Insurance - I: Elements of fire insurance contract and its ancillary features. Significance of marine insurance and its various policies, the role of rural insurance in making people’s lives better in rural India

Unit VII – Non-life Insurance – II: Types of motor insurance policies, critical aspects of aviation industry in the country, significance of liability insurance in India

Unit VIII – Functions and Organization of Insurers: Components of the distribution system of life insurance companies in the country, role of agents in the life insurance sector in India, important activities carried out in a life insurance organization

Unit IX – Product Design and Development: Product development in the life and non-life insurance sectors in India, role of risk evaluation in the process of insurance product formation, future trends in the domain of insurance product design and development

Unit X – Insurance Underwriting: Need for insurance underwriting, factors that affect the activities performed by the underwriter, steps involved in the process of insurance underwriting

Unit XI – Claims Management: Factors affecting the insurance claim management system, types of documents needed in various types of claims, meaning of ‘Causa Proxima’ in insurance claim settlement

Unit XII – Insurance Pricing and Marketing: principles of insurance pricing and marketing, tools and techniques used in pricing individual life and health insurance

Unit XIII – Financial Management in Insurance Companies and Insurance Ombudsman: Importance of financial management in insurance companies, tools of managing



expenses in the insurance companies, modes used by the insurance companies in channelizing their funds

Unit XIV – Reinsurance: Reinsurance in the insurance sector. Areas of the application of reinsurance

Unit XV – Information Technology in Insurance: Application of information technology in the insurance sector, role of insurance companies in insurance security, contours of the future of insurance in rural areas

Textbook:

Principles of Risk Management & Insurance, George E. Rejda & Michael McNamara, Pearson

Reference Book:

Risk Management & Insurance Planning, Jatinder Loomba, PHI Learning

MARKETING ELECTIVES

Course Code- DMKT401	SERVICES MARKETING AND CUSTOMER RELATIONSHIP MANAGEMENT
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Learning objectives:

- Examine the nature of services, and distinguish between products and services
- Identify the major elements needed to improve the marketing of services
- Develop an understanding of the roles of relationship marketing and customer service in adding value to the customer's perception of a service
- Recognise how services marketing principles can be used as a conceptual framework to help managers identify and solve marketing problems

Unit I – Nature and Scope of Services: Introduction, meaning of services, unique characteristics, difference between services and tangible products, service sector, classification of services, growth of service sectors and service industries

Unit II – Services Marketing: Introduction, concept and evolution of services marketing, meaning of service marketing, myths encountered in services, need for service marketing, and growth in Services Marketing

Unit III – Services Marketing: Mix and Gaps Model Introduction, 7Ps of service marketing, service gaps framework, perceived service quality, models of service marketing

Unit IV – Service Design and Service Delivery: Introduction, Service delivery process, service encounters and Moments of Truth, employee role in service delivery, service employee-criteria, importance and emotional approach, role of service provider, intermediaries involved in Service Process and Service Delivery

Unit V – STP: Strategy for Services Introduction, Need for segmentation of services, basis of segmentation services, segmentation strategies in service marketing, need for targeting and positioning of services, positioning strategies for services, positioning Through



Product/Service Delivery Strategies, Positioning Through Pricing Strategies, Positioning through Distribution Strategies, positioning through Sales Promotion and Advertising, Service Differentiation Strategies

Unit VI – Consumer Behavior in Services Marketing: Introduction, Customer Expectations in Services, Service Costs Experienced by Consumer, the Role of customer in Service Delivery, Conflict Handling in Services, Customer Responses in Services, Concept of Customer Delight

Unit VII – Service Development and Quality Improvement: Introduction, Types of New Service Development and its Stages, Types of new services, Stages in new service development, Service Costs Incurred by the Service Provider, service Blue Printing, service Development – Need, Importance and as a Measure of Competitive Advantage, service Quality Dimensions, Service Quality Measurement and Service Mapping, Improving Service Quality and Service Delivery, Service Failure and Recovery

Unit VIII – Customer Defined Service Standards: Introduction, Customer Defined Service Standards- Hard and Soft, Concept of Service Leadership and Service Vision, Meeting Customer Defined Service Standards, Service Flexibility Versus Standards, Evaluate Strategies to Match Capacity and Demand, Managing demand, Managing supply, managing Demand and Supply of Service – Lack of Inventory Capability, applications of Waiting Line and Queuing Theories to Understand Pattern Demand

Unit IX – Integrated Services Marketing: Introduction, meaning and Importance, Features of Integrated Service Marketing, Integrated Marketing Communication for Service, Reasons for growing importance of integrated marketing communication, Advantages of integrated marketing communication, Integrated Service Marketing Mix, Developing an effective and efficient service marketing system, Integration of service quality measures and managing quality

Unit X – Marketing of Services: Introduction, Overview of Different Service Sectors, Marketing of Banking Services, Marketing in Insurance Sector, Marketing of Education Services, Marketing of Tourism and Airlines, Tourism marketing, Airlines marketing, marketing of Hospitality Services, Healthcare Marketing, Social Service by NGOs, Marketing of Online Services, Marketing of Professional Services

Unit XI – Emerging Issues in Service Marketing: Introduction, Strategic approach in Services Marketing, Service Marketing in e-Commerce and e-Marketing, and Telemarketing Services, Service Marketing Research for Global Markets and Rural Markets, Innovations in Services Marketing, Ethical Aspects in Service Marketing

Unit XII – Customer Relationship Management: Introduction, Meaning and Definition of CRM, Importance of CRM, Concept and Growth of Relationship Marketing, Scope of Relationship Marketing, concept of Lifetime Customer and Customer Loyalty, Benefits and difficulties of CRM

Unit XIII – CRM Process and Implementation: Introduction, Customer Development Process, customer Retention, Customer satisfaction, Importance of customer retention, Customer Retention Strategies, Customer Lifetime Value, types of Relationship Management, CRM process for B2B markets

Unit XIV – Technological Support in CRM: Introduction, technological Applications in CRM, types of Technological Applications in CRM, Customer Databases and Information Systems,



Database Marketing Strategies, CRM Software Solutions for B2C and B2B Markets, Accounting Systems for Customer Acquisition and Retention Costs, Customer Loyalty and Profitability through Technology

Unit XV – E-CRM – Emerging Trend in CRM: Introduction, Importance of e-CRM in Service Marketing, Challenges involved in formulating and implementing e-CRM strategies, e-CRM architecture and its components, Five engines of e-CRM, Evolution of e-customer and e-marketing, e-CRM for personalized services

Textbook:

Services Marketing, R. Nargundkar, Tata Mcgraw Hill

Reference Book:

Services Marketing, H. L. Christopher, W. Jochen, Pearson

Course Code- DMKT402	ADVERTISING MANAGEMENT AND SALES PROMOTION
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Learning objectives:

- Identify and respond to clients' advertising and marketing communications objectives by applying principles of marketing and communications
- Perform a market segmentation analysis, identify the organization's target market/audience and define the consumer behaviour of each segment
- Contribute to evaluating the effectiveness of advertising and marketing communications initiatives

Unit I – Overview of Advertising Management: Introduction, Meaning and Framework of Advertising, Defining Advertising, Advertising to Persuade the Buyer, Importance of Advertising in Marketing, Role of Advertising in Marketing Mix and Positioning, Advertisers and Advertising Agencies, Choosing an Advertising Agency

Unit II – The exciting world of Indian Advertising: Introduction, Emerging Areas of Growth, Shifting patterns of consumption, Factors that Affect Marketing and Advertising

Unit III – Structure of an Advertising Agency: Introduction, Overview of an Advertising Agency, Departments of an Advertising Agency, Creative department, Media department, Client servicing department, Marketing research department, Ancillary Services, Interfacing with Client's Organisation, Integration of Services

Unit IV – Setting Advertising objectives: Introduction, Marketing Objectives, Advertising Objectives, Sales-oriented/ Behavioural objectives, Communication-oriented objectives, The DAGMAR Approach to Setting Objectives and Measuring, Advertising Effectiveness, Kinds of Advertising Objectives, The Advertising Communication System, The communication process, The advertising exposure model, The need for clear understanding of objectives

Unit V – Understanding Persuasive Messages: Introduction, Communication Response Hierarchy, Securing Attention, Interpretation and Processing of Information, Persuasion, Attitude Change, Factors that influence or change attitudes, Theories of Advertising

Unit VI – Advertising Copy and Design strategy: Introduction, Advertising Copy, Types of advertising copy, Creativity in Advertising, Copy Testing Methods, Visual Strategies, Art



department specialists, Developing a layout, Power of synergy

Unit VII – Media Planning: Introduction, Media Objectives, Media Options, Measuring Media Audiences, Determining Media Weight, Media Schedule Decisions, Space and Time Buying, Cost Considerations, The Role of a Media Planner and a Media Buyer, Media Trends

Unit VIII – Advertising Budgets: Introduction, Factors Influencing Budget Setting, Typical Spending Patterns, Common Budgeting Approaches, Budgeting Methods, Decision Support System (DSS), Structure of DSS, Allocating the Marketing Communication Budget

Unit IX – Direct Marketing: Introduction, Meaning and Importance of Direct Marketing, Strengths and Limitations of Direct Marketing, Products Suitable for Direct Marketing, The Indispensable Elements of Direct Marketing, The list, The offer, The message, Media for Direct Marketing, Regulations and Ethics in Direct Marketing

Unit X – Emerging Consumer Segments Introduction, evolving Consumer segments, the sunshine economy and Generation Me, Confident youth, Brat power, Assertive working women, DINK family, Metrosexual, Elderly population

Unit XI – Rural Advertising: Fundamental Nature of Rural Market, Understanding the rural mind and buying process, Advertising and Marketing in Rural Areas, Innovative Use of Media in Rural Areas, The Size of Rural Market, Promising Growth

Unit XII – Ethics in Advertising: Introduction, Perceived Role of Advertising, The Advertising Standards Council of India (ASCI), Forms of Ethical Violations, Misleading advertising, Advertising to children, Product endorsements, Stereotyping, Cultural, religious and racial sensitivity in advertising, Obscenity in advertising

Unit XIII – Laws for Protection against Malpractices: Introduction, Civil and Penal Codes Applicable to Advertising, Laws Relating to Intellectual Property Rights, Consumer Protection Act, 2020. The Monopolies and Restrictive Trade Practices Act, 1969. A Note Regarding Comparative Advertising, Regulation Governing Broadcast Media Advertising

Unit XIV – Sales Promotion: Introduction, Meaning and Importance of Sales Promotion, Strengths and Limitations of Sales Promotion, Difference between Sales Promotion and Advertising, Tools and Techniques of Consumer Sales Promotion, Trade Promotions, Organising Sales Promotion Campaigns

Textbook:

Advertising and Promotion, Belch, George, Belch, A. Michael, Poorani, Keyoor, McGraw Hill Education

Reference Book:

Advertising Management, Batra, Rajeev, G. John Myers' and Aaker, A. David, Pearson

Course Code- DMKT403	E - MARKETING
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Learning objectives:

- Explain the importance of e-marketing and illustrate the use of search engine marketing, online advertising and online marketing strategies
- Formulate an integrated and comprehensive e-marketing plan



- Review and prioritize the strategic options for boosting customer acquisition, conversion, and retention using digital marketing

Unit I – E-Marketing-An Overview: Introduction, Objectives, Definition, History and Features of E-Marketing, Scope, Benefits and Problems of E-Marketing, E-marketing Techniques, Internet Marketing, Digital Marketing and E-marketing

Unit II – Components of E-Marketing: Introduction, Objectives. Customers (Buyers): Impulsive, Patient and Analytical Sellers and Products, Infrastructure: Building a Product System, Intermediaries, Other Business Partners, Support Services, Digital Products

Unit III – E-Customers: Introduction, Objectives, Definition of E-Customers, Dealing with Customers' Motivations and Expectations, Fears and Phobias of Online Customers, Online Buying Process

Unit IV – Types of E-Market: Introduction, Objectives, Definition of E-market, E-Malls, E-Storefront, E-Marketplace

Unit V – E-Marketing Tools: Introduction, Objectives, E-Mail Marketing, Creating a Website, Social Media Marketing, Pay-Per-Click Advertising, Search Engine Optimization or Paid Search Engine Listing, Search Engine Marketing, Blogging and Classified Advertising

Unit VI – E-Marketing Plan: Introduction, Objectives, Definition of E-Marketing Plan, Situational Analysis, Setting Objectives, Marketing Mix Decision, Budget Allocation, Action Plan, Measuring Success

Unit VII – E-Marketing Mix Strategy: Introduction, Objectives, the 4Ps in E-Marketing, Additional 3Ps in E-Marketing of Services, the 2P+2C+3S Formula in E-Marketing

Unit VIII – Applications of E-Marketing: Introduction, Objectives, Online Advertising, Direct Response Medium, Role of Distribution in E-Marketing, Lead Generation Platform, Customer Service Mechanism, Relationship Building Medium

Unit IX – Strategic Advantages of E—Marketing: Introduction, Objectives, Creating New Sources of Competitive Advantage, Direct Distribution Model, Re-engineering the Supply Chain, Targeting Underserved Segments, Lower Price Barrier, Delivery Systems for Digital Products

Unit X – Methods and Techniques of E-Marketing I: Introduction, Objectives, Advertising Techniques, Selling Methods, Sales Promotion, Public Relations

Unit XI – Methods and Techniques of E-Marketing II: Introduction, Objectives, Sponsorship Techniques, Direct Marketing Techniques, Merchandising Techniques, Online Seminar Techniques, Word-of-Mouth Marketing Techniques

Unit XII – E-Metrics: Introduction, Objectives, E-Metrics: An Overview, Monitoring E-Marketing Activities, User Surveys and Usability Testing, Tracking and Site Analysis Tools

Unit XIII – E-Customer Relationship Management: Introduction, Objectives, Concept of E-



CRM, Prerequisites for the Implementation of E-CRM, Transition from CRM to E-CRM, E-CRM and Community Building, E-CRM and Customer Lifecycle, E-CRM versus E-Loyalty, Conversion Optimization

Unit XIV – Legal and Ethical Issues in E-Marketing: Introduction, Objectives, Need for E-Business Legal Protection, Legal and Ethical Issues in E-Marketing, Privacy, Digital Property, Online Expression, Emerging Issues

Textbook:

E-commerce, K. C. Laudon, C. G. Traver, Pearson

Reference Book:

Failing to Succeed: The Story of First Indian e- Commerce Company, K. Vaitheeswaran, Rupa Publications India

Course Code- DMKT404	INTERNATIONAL MARKETING
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Learning objectives:

- To develop an understanding of major issues related to international marketing
- To develop skills in researching and analysing trends in global markets and in modern marketing practice
- To be able to analyse an organization's ability to enter and compete in international markets

Unit I – Introduction to International Marketing: Introduction, Scope of International Marketing, International Marketing vs. Domestic Marketing, Principles of International Marketing, Customer value and the value equation, Competitive or differential advantage, Management Orientations, MNCs and TNCs, Benefits of international marketing

Unit II – International Marketing Environment: Introduction, Political Environment, Political systems, legal and Regulatory Environment, Socio-cultural Environment, Economic Environment, Technological Environment, Challenges in Global Marketing

Unit III – International Trade Environment: Introduction, classical trade theories, modern trade theories, trade barriers, quotas, Implications of Tariffs, Types of Agreements, General Agreement on Tariffs and Trade (GATT), Functions and Objectives of WTO, Implication of WTO on International Marketing, India's Role in International Trade Theories

Unit IV – International Market Entry Strategies: Introduction, Different Entry Modes and Market Entry Strategies, joint Ventures, Strategic Alliances, Direct Investment, Manufacturing and Franchising

Unit V – International Marketing Research: Introduction, Concept of Marketing Research, Need for Marketing Research, Approach to Marketing Research, Scope of International Marketing Research, International Marketing Research Process, market surveys, marketing information system

Unit VI – International Product Policy and Planning: Introduction, Products: National and International, the new Product Development, International Product Planning, Product Adoption and Standardization, International Market Segmentation, Influences on Marketing Plan and Budget, International Product Marketing, Marketing of Services



Unit VII – International Pricing Policy: Introduction, Price and Non-Price Factors, Methods of Pricing, International Pricing Strategies, Dumping and Price Distortion, Counter Trade

Unit VIII – International Distribution and Logistics Planning: Introduction, International Logistics Planning, Distribution – Definition and Importance, Direct and Indirect Channels, factors Involved in Distribution Systems, Modes of Transportation, International Packaging

Unit IX – International Promotional Strategies: Introduction, Communications Process, principles of communication, Status of Promotion, Promotion Appeals, Media Selection, Personal Selling, Public Relations and Publicity, Sales Promotion, advertising, e-marketing

Unit X – Foreign Markets and Export Marketing Process: Introduction, choosing appropriate mode of operations, Issues Related to Exports, processing an Export Order, Entering into export contract, Export Pricing and Costing, Export-Import (EXIM) Policy, 2015-2020

Unit XI – Export Marketing Documentation: Introduction, Significance of export documentation, the statutory control, declaration forms, disposal of export documentation form, major documents

Unit XII – Foreign Trade Policy: Introduction, export Promotion Capital Goods Scheme, Duty Exemption/Remission Schemes, gem and Jewellery Promotion Scheme, Diamond import licence, Special Economic Zones (SEZS), Free Trade Warehousing Zones (FTWZ), Star Export Houses, Deemed exports, Agri Export Zones, Target Plus Scheme

Unit XIII – Foreign Exchange and Foreign Currency: Introduction, the Foreign Exchange Market, Organisation of the foreign exchange market, Exchange Rate Policy and Management, Triangular Arbitrage, Future and Forward Market, Foreign Currency Options, Forecasting Foreign Exchange Rates

Unit XIV – International Financial Institutions: Introduction, IMF, World Bank – IBRD, International Finance Corporation, Organisation for Economic Cooperation and Development (OECD)

Unit XV – Legal and Ethical Issues in International Marketing: Introduction, Nature of International Business Disputes and Proposed Action, Legal Concepts Relating to International Business, International Dispute Settlement Machinery, ethical consideration in International Marketing and Marketing Communications

Textbook:

International Business: Text and Cases, F. Cherunilam, Prentice Hall India

Reference Book:

International Business, K. Aswathappa, Tata McGraw Hill



HUMAN RESOURCE ELECTIVES

Course Code- DHRM401	COMPENSATION AND BENEFITS
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Learning objectives:

- Recognize how pay decisions help the organization achieve a competitive advantage
- Identify the internal and external environmental factors that have an impact on the pay structure of an organization
- Analyze, integrate, and apply the knowledge to solve compensation related problems in organizations
- Demonstrate comprehension by constructing a compensation system
- Design rational and contemporary compensation systems for modern organizations

Unit I – Compensation management: An Introduction: Compensation Management, Compensation and Non-compensation Dimensions, 3-P Concept in Compensation Management, Compensation as Retention Strategy, Compensation for Special Groups, Significant Compensation Issues

Unit II – Job Evaluation, Grading and Compensation Structure: Concept of Salary Structure, Salary Progression, Methods of Payment, Limitations of Job-Related Compensation, Competency based Compensation (Broad pay bands and 360-degree feedback)

Unit III – Wages and Salary Administration at Macro (National) Level: Wage Concept, Wage Policy, Institutional Mechanisms for Wage Determination, Pay Commission, Wage Boards, Public Sector Pay Revision, ILO and Collective Bargaining, Union Role in Wage and Salary Administration

Unit IV – Job Evaluation: Compensation Strategy at Micro Level, Concept of Equity, Job Evaluation - Methods of job evaluation and System of job evaluation, Process of Job Evaluation, Problems Involved in Job Evaluation

Unit V – Incentive Schemes: Pay for Performance: Types of Incentive Schemes, Wage Incentive Plans, Pre-requisites of Effective Incentive Schemes, Merits and Demerits of Incentives, Pay for Performance Plans

Unit VI – Benefits and Services: Concept and Nature of Benefits, Classification of Employee Benefits, Employee Benefit Programs, Long term Incentive plans, Strategic Perspectives on Benefits, Factors Influencing Choice of Benefit Program, Administration of Benefits and Services, Employee Services – Designing a Benefit Package

Unit VII – Tax Planning: Concept of Tax Planning, Role of Tax Planning in Compensation Benefits, Tax-efficient Compensation Package, Tax Implications of Employee Compensation Package to Employer, Fixation of Tax Liability, Salary Restructuring, Recent Trends in Taxation

Unit VIII – Voluntary Retirement Scheme: Concept of Voluntary Retirement Scheme (VRS), Approaches to Deal with Workforce Redundancy, Costs and Benefits to the Company, VRS



for Public Sector Employees, The Worker Adjustment and Retraining Notification Act (WARN)

Unit IX – Compensation Strategy: New Thinking for the New Millennium: Pay the Person, Reward Excellence, Individualising the Pay System, Organisational and External Factors Affecting Compensation Strategies, Compensation Strategies as an Integral Part of HRM, Compensation Policies

Unit X – Managerial Remuneration: Managerial Remuneration – Concept and Elements, Executive Compensation: Methodology, CEO-to-worker pay ratio, Rewarding – A New Approach, Remuneration Ceilings, Remuneration Ceilings under Section XIII, Benchmark Compensation Package as per the Industry Standards

Unit XI – Performance Linked Compensation: Performance management, Performance Appraisal and Measurement, Pay for Performance Plans, Balancing of Internal and External Equity

Unit XII – Pay Structures: Performance Based and Pay Based Structures, Designing Pay Structures, Comparison in Evaluation of Different Types of Pay Structures, Designing Pay Ranges and Bands, Significance of Factors Affecting Pay Levels

Unit XIII – Rewards & Recognition: Concept of Reward Management, Developing Reward Policies, Reward Strategy, Developing Total Reward Approach, Reward Management in Service Sector, Total Reward Framework of Service Industries in India, Factors affecting Reward Management Policies in Service Sector, Process of Designing a Successful Reward Strategy

Unit XIV – Reward Management in Service Sector at Micro Level: Concept of Reward System in Service Organisations, Elements of Reward System, Designing Reward Systems, Recognizing and Rewarding Service Excellence, Reward Strategy and Performance Management in Insurance

Unit XV – International Compensation: Expatriate Compensation and its Objectives, Elements of Expatriate's Compensation Package, Problems in Compensation Management

Textbook:

Compensation & Benefits, Dipak Kumar Bhattacharyya, Oxford University Press

Reference Book:

Strategic Compensation: A Human Resource Management Approach, J. Martocchio Joseph, Pearson



Course Code- DHRM402	PERFORMANCE MANAGEMENT AND APPRAISAL
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Learning objectives:

- Design an organization's performance management process that is compliant with law, and supports organizational mission and strategy
- Compare and contrast various organizational performance management programs and best practices and define attributes of effective performance management systems
- Employ job-related performance standards and performance indicators that reflect the employees' range of responsibilities
- Assess how increased employee involvement can contribute to effective performance and coach employees to identify career paths and resources available to support individual development
- Identify and communicate appropriate actions with employees (e.g. training and development, wage increase, promotion, bonus etc.) based on their performance strengths and weaknesses

Unit I – Introduction to Performance Management: Definition of Performance Evaluation, Evolution of Performance Management, Definitions and Differentiation of Terms Related to Performance Management. What a Performance Management System Should Do? Importance of Performance Management, Linkage of Performance Management to Other HR Processes

Unit II – Theoretical Framework of Performance Management: Goal Theory and its Application in Performance Management, Control Theory and its Application in Performance Management, Social Cognitive Theory and its Application in Performance Management, Organisational Justice Theory and its Application in Performance Management

Unit III – An Overview of Performance Management: Aims of Performance Management, Purpose of Performance Management, Employee Engagement and Performance Management, Principles of Performance Management, Overview of Performance Management as a System, Dimensions of Performance Management

Unit IV – Process of Performance Management: Performance Management Process, Performance Management Planning Process, Mid-cycle Review Process, End-cycle Review Process, Performance Management Cycle at a Glance

Unit V – Performance Management Planning and Development: Introduction, Performance Management Planning, the Planning Process, Performance Agreement, Drawing up the Plan, Evaluating the Performance Planning Process

Unit VI – Mechanics of Performance Management Planning and Documentation: The Need for Structure and Documentation, Manager's Responsibility in Performance Planning Mechanics and Documentation, Employee's Responsibility in Performance Planning Mechanics and Documentation, Mechanics of Performance Management Planning and Creation of PM Document

Unit VII – Performance Appraisal: Definitions and Dimensions of PA, Purpose of PA and Arguments against PA, Necessity of Performance Appraisal and its Usage by Organisations,



Characteristics of Performance Appraisal, Performance Appraisal Process, Mistakes made by Human Resource Department

Unit VIII – Performance Appraisal Methods: Performance Appraisal Methods, Traditional Methods, Modern Methods, and Performance Appraisal of Bureaucrats – A New Approach

Unit IX – Performance Appraisal Feedback: Feedback – Role, Types and Principles, Situations Requiring Feedback and Pitfalls, Components of a Feedback and Steps in giving a Constructive Feedback, Levels of Performance Feedback

Unit X – 360-Degree Appraisal: Introduction, the Impact of 360-Degree Feedback on Organisations, Concept of 360-Degree Feedback System, Purpose, Methodology, Ratings, Advantages and Disadvantages of the Method, The Process of 360-Degree Feedback, Operating 360-Degree Appraisal

Unit XI – Issues in Performance Management – I: Team Performance, Performance of Learning Organisations and Virtual Teams: Team Performance Management, Performance Management and Learning Organisations, Performance Management and Virtual Teams

Unit XII – Issues in Performance Management – II: Role of Line Managers, Performance Management and Reward: Role of Line Managers in Performance Management, Performance Management and Reward, Concepts related to Performance and Reward, Linking Performance to Pay – A Simple System Using Pay Band, Linking Performance to Total Reward, Challenges of Linking Performance and Reward

Unit XIII – Facilitation of Performance Management System through Automation: Improving Quality of Planning and Design of Performance Management, Improving the Objectivity of Performance Management, Improving Execution Aspects of Performance Management, Automation in Performance Management, Automation Process

Unit XIV – Ethics in Performance Appraisal: Ethics – An Overview, Ethics in Organisations, Ethics in Performance Management, Realities of Ethics in Performance Management, Ensuring Ethics in Performance Management

Textbook:

Performance Management & Appraisal, Dipak Kumar Bhattacharya, Pearson

Reference Book:

Performance Management, A S Kohli and T Deb, Oxford University Press



Course Code- DHRM403	TALENT MANAGEMENT AND EMPLOYEE RETENTION
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Learning objectives:

- Understand talent management and link between talent management and other HR practices
- Examine the process for identifying high potential talent and developing a pipeline of talent to serve organizational present and future needs
- Examine the processes for talent development and succession planning
- Discuss the unique challenges and opportunities of talent management resulting from globalization
- Examine the role of leadership related to talent management
- Evaluate the quality of a talent management program

Unit I – Introduction to Talent Management: Introduction, Talent Management – Overview, Talent Management – History, the Scope of Talent Management, Need of Talent Management, Key Processes of Talent Management, Talent vs knowledge, Source of Talent Management, Consequences of Failure in Managing Talent, Tools for Managing Talent

Unit II – Building Blocks for Talent Management: Introduction, Effective Talent Management System, Building Blocks of Effective Talent Management System

Unit III – Talent Management System: Introduction, Talent Management System, Critical Success Factors to Create Talent Management System, Some other critical success factors of best practice Talent Management System, Factors of unique talent management approach, Key Elements of Talent Management System

Unit IV – Life Cycle of Talent Management: Introduction, Linkage between Talent Management Process and Workforce, Importance of Talent Management Process, Important Steps to Assess Talent Management Process, Stages of Talent Management, Essentials of Talent Management Process

Unit V – Approaches to Talent Management: Talent Management Approaches, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies, Post Recession Challenges of Talent Management

Unit VI – Talent Management and Organisational Environment: Introduction, Talent Management and Organisational Environment-An Overview, Shaping Talent Planning and Developing Values, Promoting Ethical Behaviour

Unit VII – Talent Planning: Talent Planning, Objectives of Talent Planning, Steps in Strategic Talent Planning, Succession Planning Program, Innovative talent planning, Current Industry Practices for Strategic Talent Planning, Ensuring Leadership

Unit VIII – Talent Acquisition: Introduction, Talent Acquisition, Recruiting Process, Strategic Trends in Talent Acquisition, Talent acquisition management solutions



Unit IX – Talent Engagement and Retention: Introduction, Concept of Talent Engagement, Retention, Employee Engagement and Retention, the Race for Talent: Retaining and Engaging Workers, Best Practices for Talent Engagement, Improving Employee Retention

Unit X – Role of Information Technology in effective Talent Management Systems: Introduction, Role of Information Technology in Talent Management Systems, Talent Management Information System, Creating Business Value through Information Technology, Five Steps to a Talent Management Information Strategy, HR Analytics for TM Processes, Design Development through Rapid Prototyping and Scaling, Implementation and Maintenance, Audit and Update

Unit XI – Role of HR in Talent Management: Introduction, Overview of Human Resource Management, and Role of HR in Talent Management, Role of the HR Manager

Unit XII – Compensation and reward strategies for Effective Talent Management: Introduction, Effective Talent Management, Principles of Compensation Plans, Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated Rewards, Sustainable Talent Management and Reward Model, Strategic Compensation plan for Talent Engagement, Finding the Path for Success

Unit XIII – Talent Management and Corporate Restructuring: Introduction, Corporate Reconstruction, Timing the Corporate Reconstruction, Business Process Re-engineering

Unit XIV – Contemporary Talent Management Issues, Challenges, Best Practices: Introduction, Organisational Issues, Talent Management Challenges, Best Practices of Talent Management, Talent Management in India

Textbook:

Talent Management & Employee Retention, Lance A. Berger and Dorothy R. Berger, Tata McGraw Hill

Reference Book:

Global Talent Management, Sonal Minocha, Dean Hristov, SAGE

Course Code- DHRM404	CHANGE MANAGEMENT
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Learning objectives:

- Gain an appreciation for the impact of change management on organizational results
- Understand foundational aspects of change management and the critical role managers play in the change process
- Learn a practical framework for processing the many changes that impact managers
- Create action plans to move employees past barrier points and on to desired outcomes

Unit I – Organisational Change Management: Understanding Organizational Transformation, Transformation Strategies, Process of Organizational Transformation, Nature of Organizational Change, Perspectives of Organizational Change

Unit II – Models of Organizational Change: Process-based Change Models, Content-based Change Models, Individual Change Models, Integration of Change Models



Unit III – Communicating Change: Need for Communicating Change, Factors Involved in Communicating Change, Methods and Techniques for Communicating Change, Role of Top Management in Communicating Change

Unit IV – Process of Change Management: Change Management Process, Phases of the Change Management Process, Change Management Process Control

Unit V – Resistance to Change: Concept of Resistance to Change, Forms of Resistance, Reactions to Change, Resistance to Organizational Change Initiatives, Overcoming the Resistance to Change, Techniques to Overcome Resistance

Unit VI – Implementing Change: Implementation of Change, the Delta Technique, Developing an Implementation Plan, Gaining Support and Involvement of Key People, Developing Enabling Organizational Structures, Celebrating Milestones

Unit VII – Strategies for Implementing Change: Introduction, Types of Change Management Strategies, Factors Affecting the Choice of a Change Strategy, Formulating and Facilitating Change, Implementing Change

Unit VIII – Leading Changes: Visionary Leadership, Leadership Framework, Creating Shared Vision, Role of Leaders in the Phases of Organizational Change

Unit IX – Maintaining Organizational Effectiveness: Meaning of Organizational Effectiveness, Difference between Effectiveness and Efficiency, Approaches to Organizational Effectiveness, Perspectives of Organizational Effectiveness, Factors in Achieving Organizational Effectiveness

Unit X – Evaluating Organizational Change: Concept of Monitoring and Evaluation, Measurement and Methods of Evaluation, Feedback Process, Continuous Incremental Change

Unit XI – Change Agents: Meaning and Concept of Change Agents, Types of Change Agents, Role and Competencies of a Change Agent, Change Agent Styles, Areas that Change Agents can change

Unit XII – Culture and Change: Introduction, Concept of Organizational Culture, Dimensions of Culture, Type of Culture, Assessing Organizational Culture, Role of Culture in Managing Change

Unit XIII – Individual Change: Need for Individual Change, Personality and Change, Learning and Individual Change, Approaches to Individual Change, Implications of Change in Individuals

Unit XIV – Organizational Learning and Learning Organization: Concept of Organizational Learning, Process of Organizational Learning, Types of Organizational Learning, Disciplines Practiced in Organizational Learning, Concept of Learning Organizations, Individual Skill Sets in Learning Organizations



Textbook:

Change Management, James McCalman, Professor Robert A Paton & Sabina Siebert, SAGE

Reference Book:

Change Management, Derek S Pugh, David Mayle, SAGE

5.3. Duration of the programme

Programme	Level	Duration	Maximum duration for completion	Credits
MBA	Master's Degree	2 years	(2+ 2) years (As per UGC Notification on Specification of Degree, 2014)	102 Credits

5.4. Faculty and support staff requirement

Academic Staff	Number available to meet the required delivery norms
Programme Coordinator	1 member
Course Coordinator	1 member
Course Mentor	1 member per batch of 250 students

5.5. Instructional delivery mechanisms

The Directorate of Online Education of MUJ comprises of faculty members and staff who are well versed in Distance Education and Online delivery.

An Academic calendar depicting dates for all major events during each semester will be prepared by faculty members and shared with students through LMS, at the beginning of each academic session.

Apart from providing content in the form of Self Learning Material, enough e-learning resources in the form of Audio and Video content will be provided to students. Regular engagement of students will be ensured through the following means:

- Conduct of Webinars/live lectures/online lectures/Virtual Class
- By encouraging them to participate in mandatory Discussion Forums to stimulate their thinking, and to be able to fearlessly express their views in forums. These discussion forums will be moderated by faculty to provide equal opportunity for everyone to participate, as well as to ensure maintenance of decorum of the forum.
- Through periodic formative assessments



Regular evaluation of content learnt will be provided for, through Self-Assessment Questions within the SLM, as well as quizzes on the LMS. The quizzes can be taken any number of times, so that they reach a stage of being able to answer questions without errors, which is a reflection of their understanding of the concept. .

Effort will be made to provide case studies to enhance their analytical ability and make right decisions.

Link to National Portals (SWAYAM/NPTEL) will be provided, as also link to University's digital library portal.

All links to additional reading will be provided in the LMS. Interested students can study beyond the confines of the syllabus.

5.6. Identification of media—print, audio or video, online, computer aided

LMS provides for all audio video content (e-learning material, e-pubs, faculty-led video sessions, virtual classrooms and discussion boards), dashboard of their progress in learning, comparison with their peers in terms of learning, regular notifications regarding upcoming Webinars/virtual classes, Assignments, Discussion Forum participations and Examinations. It also provides an opportunity for raising queries if any, and seek answers to the same, by chat bot or course mentors.

5.7. Student Support Services

The Student Support services will be facilitated by the Directorate of Online Education, Manipal University Jaipur, Rajasthan which includes the pre-admission student support services like counselling about the programme including curriculum design, mode of delivery, fee structure and evaluation methods. Post-admission student support services include guiding students towards accessing e-identity card, LMS portal, Academic calendar and academic delivery. Examinations support staff shall answer queries pertaining to conduct of end-semester examinations, evaluation and issue of certificates.

6. Procedure for Admission, Curriculum Transaction and Evaluation

The purpose of Online education by Manipal University, Jaipur is to provide flexible learning opportunities to students to attain qualification, wherever learners are not able to attend the regular classroom teaching. Academic programmes offered for such candidates under Online Learning mode will be conducted by Directorate of Online Education-Manipal



University, Jaipur with support of the various University schools. The programmes/courses may be termed Online mode for award of Degree. Eligibility criteria, programme/course structure, curriculum, evaluation criteria and duration of programme shall be approved by Board of Studies and Academic Council which are based on UGC guidelines.

Candidates seeking admissions in any programme offered by Directorate of Online Education-Manipal University, Jaipur shall fill up online application form available on DOE-MUJ website. Before applying, candidates must check eligibility criteria for programme that they are interested in. Details about Eligibility criteria, programme structure, curriculum, duration, and fee structure are available on the website.

6.1. Procedure for Admission

6.1.1 Minimum Eligibility Criteria for admission

- Candidate must have a 10 + 2 + 3 years bachelor degree or equivalent qualification as recognized by Association of Indian Universities (AIU) or other competent body in any discipline from a recognized University/Institution with a minimum of 50% (45% for Reserved category) marks in aggregate, and valid score from any relevant recognised aptitude test (CAT/MAT/CMAT/XAT/GMAT).
- Note: Candidates without aptitude test score need to appear and clear online Aptitude test conducted by Manipal University, Jaipur as per admission Norms to MBA Programme.

Important Instructions:

- All admissions shall be provisional until and unless candidates meet the eligibility criteria.
- Admission will stand cancelled if a candidate does not meet eligibility criteria, or there is failure to pay programme/course fees.
- Admission will stand cancelled, if candidate does not submit proof of eligibility within stipulated time given by Directorate of Online Education-Manipal University, Jaipur.
- Directorate of Online Education-Manipal University, Jaipur has the right to make necessary changes from time to time as deemed fit in Eligibility criteria, programme/course structure, curriculum, duration, fee structure and programme announcement dates. All changes will be notified on website.



- Candidates should carefully read all instructions given in Programme prospectus before start of application form.

6.1.2. Fee Structure and Financial assistance policy

Suggested Fee for MBA programme is INR 1,20,000/- (One Lakh Twenty Thousand only)

List of scholarships are available for the students enrolling to online Programs

- Upto 20% on tuition fees will be provided to Divyang / Defence students
- Upto 10% on tuition fees will be provided to students employed with Public Sector Undertaking
- Merit scholarships Upto 10% on tuition fees will be provided to students with 60 % and above in 10 + 2 / 3 year Diploma programs awarded by recognized Technical boards.

6.2. Curriculum Transactions

6.2.1. Programme Delivery

Manipal University, Jaipur has state-of-the-art mechanism for online mode of Academic delivery to ensure quality education. Faculty members at MUJ offer expert guidance and support for holistic development of the students. Faculty members are not mere facilitators of knowledge but they also mentor students to make learning more engaging and maintain high retention level. The programme will be delivered with an aim to provide expertise and ensure that students excel in their domains. The features of programme delivery are:

- Online Mode of Academic Delivery
- Periodic review of Curriculum and Study material
- Live Interactive lectures from faculty / Course coordinators
- Continuous Academic and Technical support
- Guidance from Course Co-ordinators
- Learning and delivery support from Course Mentors

6.2.2. Norms for Delivery of Courses in Online Mode

S. No.	Credit value	No. of Weeks	No. of Interactive Sessions	Hours of Study Material	Self-Study	Total Hours
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	of the course		Synchronous Online Counselling/ Webinars/ Interactive Live Lectures (1 hour per week)	Discussion Forum/ asynchronous Mentoring (2 hours per week)	e-Tutorial in hours	e-Content hours	hours including Assessment etc.	of Study (based on 30 hours per credit)
1.	2 Credits	6 weeks	6 hours	12 hours	10	10	22	60
2.	4 Credits	12 weeks	12 hours	24 hours	20	20	44	120

6.2.3. Learning Management System to support Online mode of Course delivery

LMS Platform has been built to help learners reach their potential in their chosen programme. It is a secure, reliable learning experience tool that works consistently on Web and Mobile devices. Its simple interface makes it easy for instructors to design courses, create content and grade assignments. It provides a great mobile experience due to the responsive design which is paired with purpose-built native apps. It provides seamless accessibility to ensure all tools are standards-compliant and easy for students to navigate using assistive technologies. It provides 24 X 7 learning experience to facilitate learning as per the pace chosen by learners. Digital portfolio functionality allows students to document and share their learning journey as it happens, on both web and mobile platforms.

6.2.4. Course Design

The Course content is designed as per the SWAYAM guidelines using 4-quadrant approach as detailed below to facilitate seamless delivery and learning experience

- (a) Quadrant-I i.e. e-Tutorial, that contains – Faculty led Video and Audio Contents, Simulations, video demonstrations, Virtual Labs
- (b) Quadrant-II i.e. e-Content that contains - Portable Document Format or e-Books or Illustration, video demonstrations, documents as required.
- (c) Quadrant-III i.e. Discussion forums to raise and clarify doubts on real time basis by the Course Coordinator and his team.
- (d) Quadrant-IV i.e. Self-Assessment, that contains MCQs, Problems, Quizzes, Assignments with solutions and Discussion forum topics.



6.2.5. Academic Calendar

SI No.	Event	Batch	Last Date (Tentative)
1	Commencement of semester	January	1 st January
		July	1 st July
2	Enrol student to Learning Management system	January	Within 2 working days of fee confirmation
		July	
3	Assignment Submission	January	March end and April end
		July	September end and October end
4	Submission of Synopsis (Applicable during Pre final semester)	January	30 th April
		July	30 th October
5	Project Report Submission (Applicable during Final semester)	January	30 th April
		July	30 th October
6	Webinars / Interactive Live Lectures and Discussion Forum for query resolution	January	Mar to May
		July	September to November
7	Admit Card Generation	January	3 rd week of May
		July	3 rd week of Nov
8	Term End Examination	January	2 nd week of June (TEE June)
		July	2 nd Week of December (TEE December)
9	Result Declaration of End Term Examination	January	Last week of August
		July	Last week of February

6.3. Evaluation

The students' learning in a course would be evaluated based on Internal assignments, students' response sheets, and semester end examinations. University adopts rigorous process in development of question papers, question banks, assignments and their moderation, conduct of examinations, evaluation of answer scripts by qualified teachers, and result declaration. The Directorate shall frame the question papers so as to ensure that no part of the syllabus is left out of study by a learner.

The evaluation shall include two types of assessments-continuous or formative assessment in the form of assignments, and summative assessment in the form of end semester examination or term end examination which will be held with technology supported remote proctored examination tool.



However, we shall be considering the guidelines issued by the Regulatory bodies from time-to-time about conduct of examinations.

The examinations shall be conducted to assess the knowledge acquired during the study. There shall be two systems of examinations viz., internal and external examinations. In the case of theory courses, the internal evaluation shall be conducted as Continuous Internal Assessment via Student assignments preparation, quizzes. The internal assessment shall comprise of maximum of 30 marks for each course. The end semester examination shall be of three hours duration for each course at the end of each semester.

6.3.1. Question Paper Pattern

Time: 3 Hours

Max. Marks: 70

Part A - (Multiple Choice Questions) - 10 x 2 Marks = 20 Marks

Part B - (Short Answers) - Answer any 4 (out of 6) 4 x 5 Marks = 20 Marks

Part C – (Long Answers) – Any 3 (out of 4) x 10 Marks = 30 Marks

6.3.2. Distribution of Marks in Continuous Internal Assessments

The following procedure shall be followed for awarding internal marks for theory courses. Student must submit two assignments each carrying 30 marks and average of both will be considered as internal assessment marks.

6.3.3. Passing Minimum

The students are considered as passed in a course if they score 40% marks in the Continuous Evaluation (IA) and Term-End Examinations (TEE) individually. If a student fails in any one component (failure to get 40% marks either in IA or TEE), then he/she will be required to re-appear for that component only (IA or TEE as the case may be).

6.3.4. Marks and Grades

Based on the total marks obtained for each course in Internal Assessment and Term End examinations, student will be awarded grade for that course. The following table gives the marks, grade points, letter, grades and classification to indicate the performance of the candidate.



Range Marks	of	Grade Points	Letter Grade	Description
≥90 to ≤100		10	A+	Outstanding
≥80 to <90		9	A	Excellent
≥75 to <80		8	B+	Distinction
≥70 to <75		7	B	Very Good
≥60 to <70		6	C+	Good
≥50 to <60		5	C	Average
≥40 to <50		4	D+	Below Average
<40		0	F	Re-appear
ABSENT		0	AAA	ABSENT

For a semester:

$$\text{Grade Point Average [GPA]} = \frac{\sum_i C_i G_i}{\sum_i C_i}$$

Grade Point Average =

$$\frac{\text{Sum of the multiplication of grade points by the credits of the courses}}{\text{Sum of the credits of the courses in a semester}}$$

C_i = Credits earned for the course i in any semester

G_i = Grade Point obtained for course i in any semester.

n refers to the semester in which such courses were credited

For the entire programme:

$$\text{Cumulative Grade Point Average [CGPA]} = \frac{\sum_n \sum_i C_{ni} G_{ni}}{\sum_n \sum_i C_{ni}}$$

$$\text{CGPA} = \frac{\text{Sum of the multiplication of grade points by the credits of the entire programme}}{\text{Sum of the credits of the courses for the entire programme}}$$

7. Requirement of the Laboratory Support and Library Resources

7.1. Laboratory Support

No lab based courses are offered in this program.



7.2. Library Resources

Directorate of Online Education, Manipal University, Jaipur, Rajasthan has excellent Library facility with adequate number of copies of books in relevant titles for MBA programme. The Central Library of Manipal University, Jaipur is also having good source of reference books. The books available at both the libraries are only for reference purpose and lending services. In addition, reference books as prescribed will be procured. The Digital library access will also be made available to students who are enrolled into online mode of education. In addition, the university membership on Swayam/ NPTEL/ Knimbus will also be made available to students. Complete e-Learning resources to course would be made available on Learning Management System for learning along with e-tutorial lectures. Further, expert lectures/workshops/ webinars by industry experts would also be conducted for the students.

8. Cost Estimate of the Programme and the Provisions

The cost estimate of the Programme and provisions for the fund to meet out the expenditure to be incurred in connection with MBA. Programme as follows:

SI. No.	Expenditure Heads	Approx. Amount
1	Programme Development (Single Time Investment)	82,00,000 INR
2	Programme Delivery (Per Year)	9,00,000 INR
3	Programme Maintenance (Per Year)	42,00,000 INR

9. Quality assurance mechanism and expected programme outcomes

The quality of the programme depends on scientific construction of the curriculum, strong-enough syllabus, sincere efforts leading to skilful execution of the course of the study. The ultimate achievement of MCA programme of study may reflect the gaining of knowledge and skill in management area. Gaining of knowledge and skills in IT may help the students to get new job opportunities, upgrading their position not only in employment, but also in the society,

The benchmark qualities of the programme may be reviewed based on the performance of students in their end semester examinations. Also, the feedback from the alumni, students, parents and employers will be received and analysed for further improvement of the quality of the programme.



Manipal University, Jaipur has constituted Centre for Internal Quality Assurance (CIQA), which will assist Director, Directorate of Online Education to conduct periodic review and assessments and assist the Directorate to implement necessary quality measures and effectiveness in programme delivery. CIQA is constantly involved in reviewing all materials prepared by DOE, including syllabus, SLMs and e-learning content. CIQA will be involved in conducting studies to measure effectiveness of methods adopted for learning. As we proceed further, CIQA will involve in benchmarking quality of academic delivery, and perform various analyses, and guide all stakeholders towards upgrading quality constantly.

Centre for Internal Quality Assurance Committee (CIQAC) chaired by the Vice Chancellor consisting of internal and external experts oversees the functioning of Centre for Internal Quality Assurance and approve the reports generated by Centre for Internal Quality Assurance on the effectiveness of quality assurance systems and processes.

In addition to CIQA, as per the guidelines of National Assessment and Accreditation Council (NAAC), Manipal University, Jaipur has constituted Internal Quality Assurance Cell (IQAC), in which academicians, industry representatives and other stakeholders are nominated as members. The IQAC is a part of the institution's system and work towards realisation of the goals of quality enhancement and sustenance, as quality enhancement is a continuous process. The prime task of the IQAC is to develop a system for conscious, consistent, and catalytic improvement in the overall performance of institutions. The work of the IQAC is the first step towards internalization and institutionalization of quality enhancement initiatives.. IQAC's elementary motive is to promote measures for institutional functioning towards quality enhancement through internalization of quality culture and institutionalization of best practices.

The guidelines on quality monitoring mechanism prescribed by the UGC have been adopted by the Centre for Internal Quality Assurance for conducting institutional quality audits, to promote quality assurance and enhance as well as spread best-in-class practices of quality assurance. University has setup an effective system for collecting feedback from the stakeholders regularly to improve its programmes. The University will conduct self-assessments regularly and use the results to improve its systems, processes etc. and finally quality of programmes.