



**MANAV RACHNA**  
॥ vidyāratārikṣha ॥

**MANAV RACHNA**  
**UNIVERSITY**   
FORMERLY MANAV RACHNA COLLEGE OF ENGINEERING  
NAAC ACCREDITED A GRADE INSTITUTION

Declared as State Private University under section 2f of the UGC act, 1956

**MANAV RACHNA UNIVERSITY**  
**DEPARTMENT OF MANAGEMENT AND COMMERCE**  
**SYLLABUS- BBA- FINANCE AND ACCOUNTS (FAA)**  
**2019-2022**

**DEPARTMENT OF MANAGEMENT AND COMMERCE**  
**SYLLABUS- BBA- FINANCE AND ACCOUNTS (FAA)**  
**2019-2022**

SEMESTER – 1										
SUBJECT CODES	SUBJECT NAME	**OFFERING DEPARTMENT	*COURSE NATURE (Hard/Soft/Workshop/NTCC)	COURSE TYPE (Core/Elective / University Compulsory)	L	T	P	O	NO. OF CONTACT HOURS PER WEEK	NO. OF CREDITS
MCH 101B	FUNDAMENTALS OF MANAGEMENT	DMC	HARD	CORE	3	0	0	0	3	3
MCH102B	MICRO ECONOMICS	DMC	HARD	CORE	3	0	0	0	3	3
MCH109B	FINANCIAL ACCOUNTING	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH 106B	BUSINESS STATISTICS	DMC	HARD	CORE	3	0	0	0	3	3
MCH104B	ORGANIZATIONAL BEHAVIOUR	DMC	HARD	CORE	3	0	0	0	3	3
MCH 105B	MARKETING MANAGEMENT	DMC	HARD	CORE	3	0	0	0	3	3
ECH104B	COMPUTERS AND INFORMATION SYSTEM LAB	ECE	HARD	CORE	2	0	2	0	4	3
MCH107B	BUSINESS COMMUNICATION – I	DMC	SOFT	CORE	3	0	0	0	3	3
<b>TOTAL (L-T-P-O/CONTACT HOURS/CREDITS)</b>					<b>23</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>25</b>	<b>24</b>

**SEMESTER I**

Course Title/Code	<b>FUNDAMENTALS OF MANAGEMENT / MCH 101B</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	The course aims to help the student to acquire current and relevant management knowledge and understanding of managerial functions and principles in achieving organizational success.

	Sections	Weightage
	A	25%
	B	25%

Syllabus	C	25%
	D	25%
	TOTAL	100%

#### SECTION -A

**Concept and Nature of Management:-** Concept of Organization, Meaning and Definition of Management; Nature and Importance of Management, Management as Science, Art and Profession, Functions & Process of Management, Management and Administration, levels of management, Skills and roles of a manager, Social Responsibilities and Ethics.

#### SECTION -B

**Development of Management Thought-** Schools of Management Thought- F.W. Taylor's Scientific Management, Henry Fayol's Organizational Theory, Max Weber's Bureaucracy; Elton Mayo's Human Relations Approach , System Approach and Contingency Approach.

#### SECTION -C

**Planning Organizing and Decision Making:-** Concept, Nature and Elements of Planning, Types of Plans, Levels of Planning, Steps in Planning, Decision Making and Process of Rational Decision Making, Organizing-Nature Process and Importance, Forms of Organizational Structure, Span of Management, Departmentation, Delegation and Decentralization of Authority.

#### SECTION -D

**Leading & Control:-** Meaning and Significance of Leadership, Leadership Styles, Essentials of Successful Leadership, Communication- Importance, Process and Barriers to Communications and Overcoming these Barriers, Principles of Effective Communication. Motivation- Definition, Motives and Motivation, Theories of Motivation. Controlling- Definition and Elements of Control Process, Types of Control System; Pre-Requisites of Effective Control System, An Overview of Budgetary And Non-Budgetary Control Devices.

#### References

1. Essentials of Management – Harold, Koontz and Cyril O' Donnell Heinz WeihrichKoontz . 9<sup>th</sup>ed, (Mc.Graw Hill Publishers), 2006
2. Fundamentals of Management, Essential Concepts and Applications, Robbins &DeCenzo, 9<sup>th</sup>ed, Pearson, 2000
3. Vasishth, Neeru, Principles of Management, Taxmann, New Delhi.
4. L.M. Prasad , Principles & Practices of Management, Sultan Chand & Sons), 2015

Course Title/Code	<b>MICRO ECONOMICS/ MCH 102B</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0

Prerequisites	NIL
Course Objectives	The objective of this course is to familiarize the students with concepts and techniques used in Micro-Economic theory and to develop their capability to apply these concepts and techniques in making decisions pertaining to different business situations.

Syllabus	Sections	Weightage
	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### SECTION A

Microeconomics: meaning nature and scope. Basic concepts of economics: Static and dynamic approaches, equilibrium, utility, opportunity cost, marginal and incremental principles. Microeconomics and Business, Utility analysis.

#### SECTION B

Theory of demand: Nature of demand for a product, individual demand, market demand, determinants of demand. Elasticity of demand and its determinants, demand as multivariate function.

#### SECTION C

Theory of production and costs: The concept of production function, production with one and two variable inputs, optimal input combination, theory of cost in short run and long run, revenue function.

#### SECTION D

Theory of firm and market organization: Breakeven analysis, pricing under perfect competition, pricing under monopoly, price discrimination, pricing under monopolistic competition, selling cost, pricing under oligopoly: cournot model, kinked demand curve and price leadership.

#### References:

1. D N Dwivdi, Micro Economics: Theory and Applications, 1<sup>st</sup>ed, Sultan Chand & Co., New Delhi, 2018
2. N Gregory Mankiw, Principles of Micro Economics, 6<sup>th</sup>ed, Cengage India, 2006
3. Salvatore, Dominick, Principles of Microeconomics, 5<sup>th</sup>ed, Oxford University Press, 2009
4. Samuelson, Micro-Economics; 19<sup>th</sup>ed, McGraw-Hill International Edition, 2010

Course Title/Code	FINANCIAL ACCOUNTING/ MCH 109B
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Course Type:	Elective
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Prerequisites	None
Course Objectives	The primary objective of the course is to familiarize the professional under graduate students with the basic accounting principles and techniques of preparing and presenting the accounts for user of accounting information.

Syllabus	Sections	Weightage
	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### **SECTION A**

Introduction: Financial Accounting-definition and Scope, objectives of Financial Accounting, Accounting v/s Book Keeping Terms used in accounting, users of accounting information and limitations of Financial Accounting. Conceptual Frame work: Accounting Concepts, Principles and Conventions, Accounting Standards-concept, objectives, benefits, brief review of Accounting Standards in India.

#### **SECTION B**

Recording of transactions: Voucher system; Accounting Process, Journals, Subsidiary Books, Ledger, Cash Book, Bank Reconciliation Statement, Trial Balance, Depreciation: Meaning, need & importance of depreciation, methods of charging depreciation. (WDV & SLM)

#### **SECTION C**

Preparation of final accounts: Preparation of Trading and Profit & Loss Account and Balance Sheet, Introduction to Company Final Accounts: Important provisions of Companies Act, 1956 in respect of preparation of Final Accounts.

#### **SECTION D**

Preparation of final accounts of a Company, Computerized Accounting: Computers and Financial application, Accounting Software packages.

#### References:

1. R.L. Gupta – Advanced Accounting, 13<sup>th</sup>ed, Sultan Chand and Sons, 2018
2. Shah: Basic Financial Accounting, 4<sup>th</sup>ed, Oxford University Press. 2017
3. Maheshwari and Maheshwari – An Introduction to Accountancy 12e – Vikas Publishing House, 2018
4. Bhattacharya/financial Accounting for business Managers, 3<sup>rd</sup>ed, Prentice Hall of India , 2006.
5. Khan and Jain, Financial Accounting, 5<sup>th</sup>ed, Tata McGraw-Hill Education, 2007

Course Title/Code	<b>BUSINESS STATISTICS / MCH 106B</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Prerequisites	Nil
Course Objectives	Learning important statistical techniques required for performing data analysis and its interpretation, as it further assists in managerial decision-making..

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

### SECTION A

Introduction: Meaning and definitions of Statistical Data; Applications of Statistics in Managerial Decision-Making; Frequency Distributions. Measures of Central Tendency: Mean, Geometric mean, Harmonic mean, Median, Mode and their implications. Partition Values: Quartiles, Deciles and Percentiles. Measures of Dispersion: Range, Quartile Deviation, Mean Deviation and Standard Deviation.

### SECTION B

Probability: Concept, Uses of Probability in Business Decision-Making, Addition and Multiplication Theorem of Probability.

### SECTION C

Correlation, Karl Pearson Correlation Coefficient, Scatter Diagram, Regression Analysis, Regression Equation, Skewness and Kurtosis.

### SECTION D

Meaning, Importance and Component of Time Series, Additive Model, Multiplication Model, Measurement of Trend: Semi Average Method, Moving Average Method and Methods of Least Squares.

### References:

1. Levin, Richard, David S. Rubin, Rastogi, and Siddiqui. Statistics for Management, 10th ed., Pearson Education, 2016.
2. Siegel Andrew F. Practical Business Statistics, 6th ed, McGraw Hill, 2012.
3. Quantitative Techniques For Managerial Decision Making: Srivastava, Shenoy, Sharma, New Age Pub.
4. Statistical Methods: S P Gupta, Sultan Chand Publication.
5. Vohra N. D., Business Statistics, McGraw Hill.

Course Title/Code	<b>ORGANIZATIONAL BEHAVIOUR/MCH 104B</b>
Course Type:	Core
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Prerequisites	NIL
Course Objectives	The course aims to provide an understanding of the basic concepts, theories and techniques in the field of human behaviour at the individual, group and organizational levels

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### SECTION A

**Introduction to Organizational Behaviour:** - Meaning and Importance of Organizational Behaviour, Need for Organizational Behavior, Role of Managers in OB- Interpersonal Roles-Informational Roles- Decisional Roles, Challenges and Opportunities for OB, Models of OB.

#### SECTION B

Foundation of individual behavior- Perception – nature, importance, perceptual selectivity, stereotyping, halo effect, **Learning** and its theories, behavior modification, **Attitudes:** importance, components and major job attitude. **Personality-** meaning, self-concept, self-esteem, major determinants of personality, **Motivation-** types of motivation, theories of work motivation given by Maslow, Herzberg, McGregor, Vroom and Porter – Lawler. Nature and meaning of Interpersonal Behavior, and Transactional Analysis; Benefits and uses of Transactional Analysis, Johari Window Model

#### SECTION C

Group Behavior& Team development

Group dynamics, Types of groups, Group norms and roles, Group cohesiveness, Group development and facilitation, Understanding work Teams and types of team, Creating effective team. Dynamics of managerial leadership: nature, leadership styles, trait, behavioral, contingency theories, and managerial grid.

#### SECTION D

Organizational Culture-Concept, Functions, Socialization; Creating and sustaining culture; Managing Conflict – Sources, types, process and resolution of conflict; Managing Change; Managing across Cultures; Empowerment and Participation..

#### References:

1. Robins, Stephen P. - Organizational Behavior, 16<sup>th</sup>ed, Pearson Education Asia, 2016
2. Peter Schen , Organizational Psychology and Leadership, 5<sup>th</sup>ed, John Wiley and Sons, 2017
3. Parikh, Gupta, Organizational Behavior, 1<sup>st</sup>ed, Tata McGraw Hill, 2010
4. Fred Luthans, Organization Behavior, 12<sup>th</sup>ed, Tata McGraw Hill, 2010
5. Newstrom, Organizational Behaviour: Human Behaviour at Work, 12<sup>th</sup>ed, Tata McGraw Hill, 2017.

Course Title/Code	<b>MARKETING MANAGEMENT /MCH105B</b>
Course Type:	Core
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Prerequisites	Nil
Course Objectives	The objective of this paper is to identify and develop knowledge and skills in application of the fundamental terms and concepts that are commonly used in marketing. The course aims to develop competence in market analysis, and decision making relevant to marketing management required for effective marketing practice. This course attempts to develop relationship between marketing and other management functions

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

### **SECTION A**

An Overview: Introduction, Definition of Market, Types of Markets, Meaning and Definition of Marketing, Origin of Marketing, Scope of Marketing, Importance of Marketing, Functions of Marketing, Difference between Marketing and Selling; Marketing Concepts: Introduction, Exchange concept, Production concept, Product concept, Sales/selling concept, Modern marketing concept, Societal marketing concept, Impact of marketing concepts and its applicability; Marketing Environment: Introduction, Need and Importance of Environmental Analysis, Methods of Analysis – SWOT, PEST, Internal Environment of the Organization, External Environment; Consumer Behaviour: Introduction, Important definitions, Evolution of the study of consumer behavior, Determinants of consumer behavior, Types of buying decisions, Stages of the buying process, Importance of consumer behaviour study

### **SECTION B**

Marketing Planning and Strategies: Introduction, Management Processes in Marketing, Types of Marketing Plan, Competitive Marketing Strategies, Interactions between Marketing Mix and Marketing Environment , Control Mechanisms in Marketing;Market Segmentation: Introduction, Definition of market segmentation, Need for market segmentation, Criteria for effective segmentation, Bases for market segmentation, Benefits of market segmentation; Product Related Decisions: Introduction, Features of a Product and its Classifications, Product Plan and New Product Development, Product Mix and its Elements, Decisions related to Product Mix, Product Life Cycle

### **SECTION C**



Introduction to branding: introduction, definition of a brand, development of a brand, types of brands, importance of brands and branding, merits and demerits of branding, brand equity – definition and benefits; Pricing decisions: introduction, price and its determinants, objectives of pricing decisions, factors affecting pricing decisions, pricing policies and strategies, pricing methods; distribution strategy: introduction, meaning, need for and importance of distribution channel, factors influencing channel decisions, types of channels, direct channel, indirect channel, functions of channel members

**SECTION D**

Promotion Mix: Introduction, Promotion mix and its components, Advertising, Sales Promotion, Personal selling, Direct marketing, Public Relations and publicity, Online marketing, Developing an integrated promotion mix;. Promotion Mix Decisions: Introduction: Advertising decisions, Sales promotion decisions, Personal selling decisions, Public Relations and Publicity decisions; Services Marketing: Introduction, Definition of services, Characteristics of services, Distinction between goods and services, Marketing mix for services, Types of services, Strategies for Services Marketing; Recent Trends in Marketing : Introduction, E-commerce, E-marketing, E-Retailing, Relationship marketing, Mobile marketing, Green marketing

**References:**

1. Philip Kotler and Kevin Lane Keller Marketing Management, Global Edition, 15 ed, Person, 2015
2. Michael J. Etzel Bruce J. Walker William J. Stanton, Ajay Pandit, Marketing, 14<sup>th</sup> ed, McGraw Hill Education, 2010
3. Lamb, W., Hair, J., McDaniel, C. (1998), Marketing, (4th edn), South-Western College Publishing, Cincinnati.
4. Gary Armstrong and Philip Kotler, Marketing: An Introduction, Pearson, 2017.
5. Kumar, Ramesh; “Application Exercises in Management,” Vikas Publishing House, 2004.

Course Title/Code	<b>COMPUTERS AND INFORMATION SYSTEMS/ECH104B</b>
Course Type:	Core
Course Nature:	Hard
L-T-P-O Structure	2-0-2-0
Course Objectives	This is a basic paper for Business Administration students to familiarize with the computer and its applications in the relevant fields and exposes them to other related papers of IT.

	Sections	Weightage
	A	25%
	B	25%

Syllabus	C	25%
	D	25%
	TOTAL	100%

#### SECTION A

Evolution of Computer, Data, Instruction and Information, Characteristics of computers, Various fields of application of computers, Various fields of computer (Hardware, Software, Human ware and Firmware), Advantages and Limitations of computer, Block diagram of computer, Function of different units of computer, Classification of computers i) On the basis of Input (Digital, Analog and Hybrid) ii) On the basis of processing speed and storage capacity (Micro, Mini, Mainframe and Super), Different Generation of computers (I to V), Types of software (System and Application), Compiler and Interpreter, Generation of language (Machine Level, Assembly, High Level, 4GL)

#### SECTION B

Different Number System (Decimal, Binary, Octal and hexadecimal) and their interconversion (Fixed Point Only), Binary Arithmetic (Addition, Subtraction, Multiplication and Division); Keyboard, Mouse, Joystick, Digitizer, Scanner, MICR, OCR, OMR, Light Pen, Touch Screen, Bar Code Reader, Voice Input Device, Monitor and it's type (VGA, SVGA and XGA), Printer and it's type (Impact and Non-Impact with example), Plotter

#### SECTION C

Primary Memory (ROM and it's type – PROM, EPROM, EEPROM, RAM) Secondary memory- SASD, DASD Concept, Magnetic Disks – Floppy disks, Hard disks, Magnetic Tape, Optical disks – CD ROM and it's type (CD ROM, CD ROM-R, CD ROM-EO, DVD ROM.); Introduction to operating system; Function of OS, Types of operating systems, Booting Procedure, Start-up sequence, Details of basic system configuration, Important terms like Directory, File, Volume, Label, Drive name, etc

#### SECTION D

Networking Concepts, Types of networking (LAN, MAN AND WAN), Communication Media, Mode of Transmission (Simplex, Half Duplex, Full Duplex), Synchronous and Asynchronous Transmission, Different Topologies; Introduction to Information System: system concepts- feedback and control, other system characteristics, components of an information system. . Overview of information systems, the expanding roles of information system, Systems-trends in information systems, types of information system.

### COMPUTERS & INFORMATION SYSTEMS LAB

#### MS-DOS & MS-WINDOWS

Configuration of System in MS-DOS and MS-WINDOWS.;Environment Specifically – Role and Functions of Key files such as Batch files, SYS files etc. File creation, Edit and Directory Creation of MS-DOS.;Environment and Write, Paint Brush, File Manager, Print Manager, Control Panel etc. for Windows environment.

Working with MS- Office: MS-WORD: Word Basics, Commands, Formatting, Text and Documents, Sorting, Mail Merge etc.;MS-EXCEL: Basic, Formatting, Functions, Creating Charts, Working with Graphics, Using worksheet as Databases.; MS-POWER POINT: PowerPoint Basics, Creating Presentations, Slide show, working with Graphics

#### References:

- 1 V.Rajaraman , Fundamentals of Computers-, 6h ed, Prentice Hall of India, 2014
- 2 P.K. Sinha, Fundamentals of Computers, 6<sup>th</sup>ed, 2014
- 3 Suresh K. Basabdra , Computer Today, BpB Publications., New Delhi, 2005
- 4 Deepak Barihoke, Essential of IT, Bpb Publications, 2003

Course Title/Code	<b>BUSINESS COMMUNICATION SKILLS I/ MCH107B</b>
Course Type:	Core
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Pre-requisites	Knowledge of Communication Skills and enable the students to work effectively in business environment.
Course Objectives	<p>CO1. To develop the skills of the professional undergraduate students for proper self-expression, social communication, spoken English, correct pronunciation, voice modulation and business etiquettes.</p> <p>CO2. The students will improve their personality, communication skills and enhance their self-confidence.</p>

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

### **SECTION A**

Parts of Speech, Sentence

Introduction to Business Communication: Basic forms of communication, Process of communication, Principles of effective Business Communication, 7 Cs.

Media of Communication: Types of communication: Barriers of communication; Technology Enabled Communication; E-mail etiquettes and writing.

### **SECTION B**

Tenses, Active and Passive Voice

Introduction to Business Communication: Communication models and processes; Theories of Communication. Self-Development and Communication: Development of positive personal attitudes.

Report Writing

### **SECTION C**

Words often confused, Homophones and Homonyms

Corporate Communication: Formal and Informal communication networks; Grapevine; Miscommunication; Steps for improving communication.

Business manners. Body language gestures, Etiquette of the written word, Etiquette of the telephone handling, business meetings.

Business letter writing: Need, Functions and Kinds. Layout of letter writing. Types of letter writing: Persuasive letters, Request letters, Sales letters, Complaints and Adjustments.

## SECTION D

Identifying & Analyzing Grammatical Errors in sentences related to Pronoun, Article, Verb, Preposition, Jumbled Sentences

Group Discussions: Principles and steps; Interviews/Mock interviews; Hearing vs Listening, Principles of Effective Listening; Individual and group presentations.

Departmental Communication: Meaning, Need and types: Interview letters, Promotion Letters, Resignation letters, Newsletters, Circulars, Agenda, Notice, Memorandums, Office orders.

### Suggested Readings:

1. Chhabra T N; Business Communication: Concepts and Skills, Sun India Publications. New Delhi, 2016.
2. Convey, R. Stephen; The Seven Habits of Highly Effective People. Paperback – Special Edition, 19 Nov 2013
3. E.H.McGrath, S.J.; Basic Managerial Skills for All, 4<sup>th</sup> ed., Prentice Hall of India Pvt. Ltd., New Delhi, 2001.
4. Krizan AC, Merrier Patricia, Logan Joyce, Williams Karen; Effective Business Communication, 7<sup>th</sup> ed. Cengage learning.2010.
5. Kumar Sanjay, PushpaLata; Communication Skills; Oxford University Press.2<sup>nd</sup> ed. 2011.
6. Magan Sangeeta; Business Communication: 2<sup>nd</sup> ed., International Book House Pvt. Ltd.2013
7. Mukhrjee Hory Shankar; Business Communication, Connecting at Work, Oxford University Press.2012.
8. Penrose, Raspberry, Myers; Business Communication for Managers: An Advanced Approach; 5<sup>th</sup> India ed.; Thompson Learning, South-Western. 2005.
9. Penrose Raspberry, Myres; Advanced Business Communication, 4<sup>th</sup> ed.,South West College Publishers, 2001.
10. Ray, Reuben; Communication Today – Understanding Creative Skills, Himalaya Publishing House, 2001.
11. Robinson, David; Business Etiquette,2<sup>nd</sup> ed., Paperback, 2012.
12. Rogets Thesaurus of English Words and Phrases, Penguin Reference; by George Davidson (Editor), Paperback 2004.
13. Sinha, K. K.; Business Communication, Galgotia Publishers, 2<sup>nd</sup> ed. 2003.
14. Williams Karen, “Buddy” Krizan AC, Logan Joyce, Merrier Patricia; Communicating in Business 8<sup>th</sup> ed., Cengage learning.2010.
15. Wren & Martin; New Ed. ; High School; English Grammar & Composition Revised by N.D.V. Prasada Rao; S. Chand.

**SEMESTER - 2**

<b>SUBJECT CODES</b>	<b>SUBJECT NAME</b>	<b>**OF FERING DEPARTMENT</b>	<b>*COURSE NATURE (Hard/Soft/ Workshop/ NTC)</b>	<b>COURSE TYPE (Core/ Elective/ University Compulsory)</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>O</b>	<b>NO. OF CONTACT HOURS PER WEEK</b>	<b>NO. OF CREDITS</b>
MCH113B	MACRO ECONOMICS	DMC	HARD	CORE	3	0	0	0	3	3
MCH112B	BUSINESS ENVIRONMENT	DMC	HARD	CORE	3	0	0	0	3	3
MCH114B	HUMAN RESOURCE MANAGEMENT	DMC	HARD	CORE	3	0	0	0	3	3
MCH115B	FINANCIAL MANAGEMENT	DMC	HARD	CORE	3	0	0	0	3	3
CHH105B	ADVANCED EXCEL	CST	HARD	CORE	2	0	2	0	4	3
MCH116B	BUSINESS COMMUNICATION SKILLS- II	DMC	HARD	CORE	3	0	0	0	3	3
MCH118B	COST AND MANAGEMENT ACCOUNTING	DMC	HARD	ELECTIVE	3	0	0	0	3	3
CDO101B	PROFESSIONAL DEVELOPMENT PROGRAMME II	CDC	SOFT	UC	1	0	0	0	2	0
<b>TOTAL (L-T-P-O/CONTACT HOURS/CREDITS)</b>					21	0	2	0	24	21
	POST II SEMESTER									
MCH213 B	INDUSTRY PROJECT ( TO BE EVALUATED IN 3 SEM)	DMC	NTC	CORE	0	0	0	2	0	2

Course Title/Code	<b>BUSINESS ENVIRONMENT /MCH 112B</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Prerequisites	Nil
Course Objectives	CO1.This course will provide a comprehensive introduction to the subject of Business research, and discuss some key concepts, process and techniques, and their applications. CO2. After completion of this course, students will gain an appreciation for some of the breadth and depth of this subject and its significance for a business enterprise.

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### **SECTION-A**

Basic Concepts of Research: Business research; its concept, nature, scope, need and managerial value of business research; Research: Its objectives and types. Definitions: concepts, constructs, variables, Formulation of Research Problem; Steps of research & Research ethics. Research Design: Types of Research Design; Factors Affecting Research Design. Literature Review.

#### **SECTION-B**

Sampling Methods and Techniques: Basic Concepts, Characteristics of a good sample, Sampling Frame, Sampling errors, Non Sampling errors, Types of sampling: Probability Sample, Non Probability sampling. Measurement of Data: Concept of Measurement: what is measured, Problems in measurement in management research - Validity and Reliability. Levels of measurement - Nominal, Ordinal, Interval, Ratio scales. Attitude Scaling Techniques: Rating Scales and Ranking Scales – Paired Comparison & Forced Ranking - Concept and Application. Types of Data - Primary Data, secondary data; data Collection - Questionnaire Method: Questionnaire Construction - Personal Interviews, Telephonic survey interviewing, and observational methods; editing, coding, content analysis

#### **SECTION-C**

Hypothesis Formulation: An overview of non-parametric tests (Wilcoxon Matched – pairs signed – rank test, Mann – Whitney test, Kruskal – Wallis H-test), Introduction to Multivariate Analysis: Factor Analysis; Discriminant Analysis; Cluster Analysis; Dimensional Analysis; Conjoint Analysis.

#### **SECTION-D**

Presentation of Results: Report writing: Purpose of a Report; Essentials of a Good Report; Format of a Report; Types of Report Presentation, procedure of preparation of reference and bibliography (APA model)

#### **References:**

1. WG Zikmund, BJ Babin, JC Carr, M Griffin., Business Research Methods, 8<sup>th</sup>ed, Thomson Learning, Bombay House, 2013.
  2. T N Srivastava, ShailajaRego, Business Research Methods, 2<sup>nd</sup>ed, Tata McGraw- Hill Companies, 2008
  3. Naresh K. Malhotra, David F. Birks, Daniel Nunan, Marketing Research: An Applied Approach, 5<sup>th</sup>ed, Pearson Education, New Delhi, 2017.
  4. Deepak Chawla, Neena Sondhi, Research Methodology, Vikas Publications, 2011
- Prahlad Mishra, Business Research Methods: 1<sup>st</sup>ed, Oxford India, 2015

Course Title/Code	<b>MACRO ECONOMICS/MCH113B</b>
Course Type:	Core
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Prerequisites	Nil
Course Objectives	The Macroeconomics course is designed to provide students with a unified frame work that can be used to analyze macroeconomic issues such as national income concepts, Money Supply, Inflation, National Income determination, International aspects of Macroeconomics and macroeconomic policies.

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### **SECTION A**

Macroeconomics: meaning, nature and scope, the circular flow Models of the Economy, National Income: Concepts, measurements, difficulties and importance.

#### **SECTION B**

Money – Its functions and Role, Quantity theory of Money, Keynesian view about money and price; Inflation – Meaning, Measures and Effects; Theories of Inflation

#### **SECTION C**

Theory of Income and Employment – The classical theory of Output and Employment, Keynesian Theory of Income and Employment, Four sector model of income determination in an open Economy

#### **SECTION D**

Balance of Payments: Meaning and Assessment, Disequilibrium and Adjustments, Macroeconomic Policy: Meaning, Objectives and Formulation, Monetary Policy and Fiscal Policy

#### **References:**

- 1 Errol D'Souza, Macro Economics, 2/e, Pearson Education, 2012.
- 2 Aggarwal, Macroeconomics Theory and Policy, Pearson Education.1,e, paperback, 2010
- 3 Samuelson, Nordhaus, Chaudhri, Macroeconomics, Tata McGraw Hill, 19/e, 19th edition, 2010
- 4 D. N Dwivedi, Macro Economics, McGraw Hill Education, 4th edition, 2015
- 5 Mishra and Puri, Modern Macro-Economic Theory, Himalaya Publishing House. 17th ed, 2017

Course Title/Code	<b>HUMAN RESOURCE MANAGEMENT /MCH114B</b>
Course Type:	Core
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Prerequisites	Nil
Course Objectives	The objective of the course is to familiarize students with the different aspects of managing Human Resources in the organization through the phases of acquisition, development and retention.

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### **SECTION A**

**Introduction:** Concept, nature, scope, objectives and importance of HRM; Evolution of HRM; Environment of HRM; Personnel Management v/s HRM. Acquisition of Human Resources: HR Planning; Job analysis – job description and job specification; recruitment – sources and process; selection process – tests and interviews; placement and induction. Job changes – transfers, promotions/demotions, separations

#### **SECTION B**

**Training and Development:** Concept and importance of training; types of training; methods of training; design of training program; evaluation of training effectiveness; executive development – process and techniques; career planning and development

#### **SECTION C**

Performance Appraisal: Performance appraisal – concept and objectives; traditional and modern methods, limitations of performance appraisal methods.

#### **SECTION D**

Compensation and Maintenance: Compensation: job evaluation – concept, process and significance; components of employee remuneration – base and supplementary; maintenance: overview of employee welfare, health and safety, social security.

#### **References:**

1. Chhabra, T. N; Human Resource Management, 4<sup>th</sup>ed, Dhanpati Rai and Co. Pvt. Ltd New Delhi 2003.
2. Dr. Gupta, C. B.; Human Resource Management, 11<sup>th</sup> revised ed, Sultan Chand and Sons, New Delhi, 2008.
3. Khanka S S, Human Resource Management (Text and Cases), S. Chand & Company Ltd, 2013
4. Flippo, Edwin B. ,Personnel Management, (McGraw-Hill International Editions: Management Series, 1984.
5. Rao, V S P, Human Resource Management, Text and Cases, Excel Books, 2004.
6. Aswathappa, K.; Human Resource and Personnel Management (Text and Cases), Tata McGraw Hill Publishing Company, New Delhi, 2003
7. Dessler, Gary. Human Resource Management, 15th ed, Prentice Hall, 2013
8. D’Cenzo,David A & Stephen P.Robbin, Personnel Human Resource Management, 7<sup>th</sup>ed, Prentice Hall of India.



Course Title/Code	<b>FINANCIAL MANAGEMENT/MCH115B</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Prerequisites	Nil
Course Objectives	Finance is the backbone of an organization and efficient management of finance is directly related to the efficient management of enterprise. The objective of this course is to acquaint the students with the overall framework of financial decision-making in a business unit.

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### **Section A**

Introduction, Objectives of Financial Management, Scope and Functions of Financial Managers, Financial Managers roles, Profit Vs Wealth Maximization, Agency Costs, Time Value of Money, Future Value and Present Value of lump sum, Future Value and Present Value of Annuity, Multi Period compounding

#### **Section B**

Capital Budgeting Decisions, Nature of Investment Decisions, Investment Evaluation Criteria: NPV (Net Present Value), IRR (Internal Rate of Return), PI (Profitability Index), Payback Period, Discounted Payback Period, Accounting Rate of Return

#### **Section C**

Significance of Working Capital Management, Types of Working Capital, Operating Cycle, Determinants of working capital, Objectives of Inventory Management, Types of Inventory, Economic Order Quantity, Cash Management, Motives for Holding Cash, Objectives of Cash Management, Credit Management, Credit Management

#### **Section D**

Meaning, Factors Affecting Cost of Capital, Significance, Capital Structure Theories: Concept of Value of Firm, Factors Determining Capital Structure, Financial Distress, Leverages: Meaning, Financial Leverage and Operational Leverage, Significance, Dividend Policy: Definition and Types of Dividends, Determinants of Dividend Policy, Rights and Bonus Shares

#### **Text Books:**

1. I. M. Pandey, Financial Management 2010 (10<sup>th</sup>ed.) (Vikas Publishing House)
2. Y. M. Khan, and P. K. Jain, Financial Management 2012 (6<sup>th</sup>ed.) (Tata McGraw Hill Company)

#### **Reference Books:**

1. Prasanna Chandra, Financial Management: Theory and Practice, 2012 (8<sup>th</sup> ed.) (Tata McGraw Hill)
2. Van C. Horne & M. Wachowich, Fundamentals of Financial Management 2008 (13<sup>th</sup>ed.) (Prentice Hall of India).

Course Title/Code	<b>ADVANCED EXCEL/ CHH105B</b>
Course Type:	Core
Course Nature:	Hard
L-T-P-OStructure	2-0-2-0
Course Objectives	At the end of this course, students will be able to understand the basic and advanced functions in Excel for business activities.

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### **SECTION-A**

Introduction to Excel: Excel Introduction, Understanding Workbooks and Worksheets, Introducing the Ribbon, Using Shortcut Menus, Working with Dialog Boxes, Using the Task Pane, Creating Excel Worksheet, Entering and Editing Worksheet Data, Essential Worksheet Operations.

#### **SECTION-B**

Advanced Excel : Working with Cells and Ranges, Introducing Tables, Worksheet Formatting, Using Custom Number Formats, Understanding Excel Files, Using and Creating Templates, Printing Your Work, Working with Dates and Times, Introducing Formulas and Functions, Creating Formulas That Count and Sum, Creating Formulas That Look Up Values

#### **SECTION-C**

Creating Formulas for Financial Applications, Introducing Array Formulas, Visualizing Data Using Conditional Formatting, Using Data Validation, Creating Charts and Graphics 04 Understanding How Excel Handles Charts, Understanding Chart Types, Understanding Chart Elements, Modifying the Chart Area, Modifying the Plot Area, Working with Chart Titles, Working with a Legend

#### **SECTION-D**

Working with Gridlines, Working with Data Series, Creating Chart Templates, Analyzing Data with Excel 04 Introducing Pivot Tables, Analyzing Data with Pivot Tables, Understanding Slicers and Slicer properties

#### **References:**

1. John Walkenbach, Excel 2013 Bible, Wiley, PAP/CDR edition, 2013
2. John Walkenbach, Excel 2013 Power Programming with VBA (Mr. Spreadsheet's Bookshelf) Wiley; PAP/CDR edition, 2013

## **Excel LAB**

### **SECTION A**

Introduction to Excel : Excel Introduction· Basic formulae: Entering and editing data, Creating and copying formulae, Creating functions easily Formatting: Inserting/deleting rows/columns, Changing fonts, Colors and borders,· Merging and aligning cells Printing: Page break preview, Using page layout view, Headers and footers, Freezing· print titles Charts: Selecting data, Quick ways to create charts, Formatting your chart· Basic tables: Table styles, Using calculated columns, Header rows and total rows· Case Exercises/ Practical Assignments/Activities

### **SECTION B**

Advanced Excel : Sorting and filtering lists/tables of data, custom sort· Number formatting: Creating custom formats, The four parts of a format, Scaling· numbers Dates and times: How dates and times are stored, Useful date/time functions,· Formatting dates and times , Conditional formatting: Creating/using cell rules, Data bars and colour sets, Styles· and themes, How themes work, Using the default styles, Creating custom styles Validation and protection: Setting cell validation, Protecting cells/worksheets,· Grouping and outlining, Cell comments Range names and absolute references: Absolute references (\$ symbol), Fixing only· the row/column, Creating range names, Labelling ranges automatically, Case Exercises/ Practical Assignments/Activities

### **SECTION C**

Advanced Excel: Excel Functions: Introduction to Mathematical Functions, Introduction to Text· Functions, Introduction to Logical & Reference Functions, Introduction to Date & Time Functions, Introduction to Financial Functions, Introduction to Information Functions IF and LOOKUP functions: The conditional (IF) function, Nested Ifs, Lookup· functions Case Exercises/ Practical Assignments/Activities

### **SECTION D**

Tables and Charts : Advanced Tables, Using calculated columns, Removing duplicates, Advanced filter· Pivot tables: Creating pivot tables, Swapping rows, columns and pages, Grouping· fields Slicers, Pivot table slicers, Changing slicer properties· Advanced charts, Creating chart templates, Combination charts, Picture charts,· Custom chart types, Case Exercises/ Practical Assignments/Activities

### **References:**

1. John Walkenbach, Excel 2013 Bible, Wiley, PAP/CDR edition, 2013
2. John Walkenbach, Excel 2013 Power Programming with VBA (Mr. Spreadsheet's Bookshelf) Wiley; PAP/CDR edition, 2013

Course Title/Code	<b>COST &amp; MANAGEMENT ACCOUNTING /MCH118B</b>
Course Type:	Elective(Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Prerequisites	Nil
Course Objectives	<ol style="list-style-type: none"> <li>1. Understanding of basic concepts, analyses, uses and procedures of various cost and management accounting techniques.</li> <li>2. Obtain basic skills of analysis of financial information to be useful to management</li> </ol>

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### **SECTION A**

Cost and Variance Measures: Comparison of expected results (budgets) to actual outcomes; Determine variances; Calculation and analysis of variances; Flexible budgets to analyze performance & management by exception; Standard cost systems - Flexible Budget & Variance Analysis, and Sales Volume Variance Analysis

Responsibility Centers & Reporting Segments: Types of responsibility centers; contribution and segment reporting; transfer pricing models; reporting of organizational segments

Performance Measures: Product Profitability Analysis; Business unit Profitability Analysis & Customer Profitability Analysis; Return on Investment (ROI); Residual Income (RI); RI vs. ROI; Balanced Scorecard; Performance Measures and Reporting Mechanisms

#### **SECTION B**

Measurement Concepts: Define and classify costs to understand how they can be used to measure performance; Manufacturing Costs, Cost Drivers & Pre-determined Overhead Rate; Cost Flows: COGM → COGS; Types of Costs - Actual, Normal, and Standard Costing, Fixed & Variable Costs, Absorption & Variable Costing, and Joint Product Costing and By-Product Costing

Costing System: Job order vs. Process costing; Activity-based costing; Life-cycle costing; Operation costing, and Backflush costing  
Overhead Costs: Fixed and variable overhead expenses; Plant-wide, departmental, and ABC overhead costing; Allocation of service department costs

Supply Chain Management: Material requirements planning; Just-in-time manufacturing; Outsourcing; Theory of constraints; Capacity concepts; Other production management theories

Business Process Performance: Value chain analysis; Value-added concepts and quality; Process analysis; Benchmarking; Activity-based management; Continuous improvement (Kaizen) concepts; Best practice analysis; Cost of quality analysis.

#### **SECTION C**

Basic Financial Statement Analysis: Common-size financial statements; Trend analysis and review the growth rates of the various elements of the financial statement; Statement of cash flows

Financial Performance Metrics: Financial Ratios; Working capital analysis - Liquidity/solvency ratios and Capital structure analysis

Profitability Analysis: Earnings per Share; Sustainable Equity Growth; Return on Capital Investment; Revenue Analysis; Income measurement Analysis and Limitations of Ratio Analysis  
Special Issues: Differences in accounting measurement; Economic complexities - inflation and foreign currency transactions; Economic profit and accounting profits; Earnings quality; Effects of changing prices and inflation; Fair value standards; Accounting for foreign currency and Differences in financial results: IFRS vs. GAAP

#### SECTION D

**Cost/Volume Profit Analysis:** Fixed & Variable Costs; CVP Analysis (Break-even Analysis); Income Taxes and CVP Analysis; Sensitivity Analysis and CVP and Analysis of multiple products

**Marginal Analysis:** Special Orders and Pricing; Make vs. Buy; Sell or Process further; Add or drop a segment; Income Taxes and Marginal Analysis

**Pricing:** Setting Prices; Market-based Pricing; Cost-based Pricing & Target pricing; Laws of demand and demand curve; Law of supply and supply curve; Market equilibrium and Price elasticity of demand

#### References:

1. Varun Jain, CPA, CMA and Dwijavanti Varatharajan, CPA , Financial Reporting, Planning, Performance and Control (Class Notes to Wiley CMA excel Learning System) – 2017 Edition;
2. Varun Jain, CPA, CMA and Dwijavanti Varatharajan, CPA , Financial Decision Making (Class Notes to Wiley CMA excel Learning System) – 2017 Edition;
3. Financial Reporting, Planning, Performance and Control – 2017 Edition; Wiley CMA excel A System Exam Review, Part 1, John Wiley & Sons, Inc.
4. Financial Decision Making – 2017 Edition; Wiley CMA excel Learning System Exam Review, Part 2, John Wiley & Sons, Inc.
5. Steven M. Bragg , Cost Accounting Fundamentals: Essential concepts and examples, fifth edition; 2016
6. M.N. Arora, Methods & Techniques of Cost Accounting , 3rd Ed, Himalaya Publishing House, 2011
7. S.P. Jain and K L Narang, Cost Accounting – Principles and Practices, 21st Revised Edition; Kalyani Publishers, 2014

Course Title/Code	<b>BUSINESS COMMUNICATION II/MCH116B</b>
Course Type:	Core
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	<p>1. To develop the skills of the professional undergraduate students for proper self-expression, social communication, spoken English, correct pronunciation, voice modulation and business etiquettes.</p> <p>2. The students will improve their personality, communication skills and enhance their self-confidence</p>

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### **SECTION-A**

Meaning; Nature; Key functions of leadership styles; Responsibilities of a Leader; Qualities of a Good Leader; Role of Communication in Delegating Responsibilities; Setting aside personal desires; Importance of Communication in Building Teams ; Leadership in Groups/Teams, Organizations, & the Public Sphere; Cultural Differences in Leadership; Leadership Communication & Ethics; Leadership Development; Creativity and Communication: Importance of Public Speaking and on Special Occasions; Qualities of a Good Speaker; Importance of Body Language; Using Humour and Wit; Structure of a Good Speech; Speaker's Credibility; Tips for Building Credibility; Grammar and Vocabulary: One- Word Substitution, Question Tags

#### **SECTION-B**

Theatre and Communication

Public Communication: Orality and performance (speech, visual effects and body language – observation & enactment), Communication as Self-Expression: Writing a Script; Devising a Message; Performing a Scene; Creating Scenes from day to day life such as: Students going to school, Customer visiting a mall/mart or buying a product from the shop, etc., Body Language: Revelation of Inner Self; Communication and Self Confidence; advantages of Self Confidence; Reason of lacking Self Confidence; Negative; Shades of not being Self Confident; Myths about Self Confidence; Tips to develop Self Confidence; Creativity and Communication: Paper Reading (compeering/ anchoring: Voice Modulation, Articulation etc.) ; Grammar and Vocabulary: Idioms and Phrases, Foreign Words

#### **SECTION-C**

Personality development: A must for communication and career growth, Personality: Meaning; Definition; Theories; Stages of Personality Development; Big five Personality dimensions; Major Determinants of Personality; Heredity Potentials; Environmental Influences; Relative Influences of Heredity and Environment, Nervousness: An Indispensable trait; Combating Nervousness; Understanding Self and Others; Self- concept; Perception; Communication and Self disclosure; Effective Disclosure; Openness Communication and giving feedback; Creativity and Communication: Business Talk, Characteristics of Good Business Speaker; Importance of gestures; Practicing the Art of Business Communication; Meeting, Playing role of effective team members in a meeting (task roles, personal roles, problem roles) , Grammar and Vocabulary: Reported Speech, Phrasal Verbs

#### **SECTION-D**

Levels of Communication (interpersonal, intrapersonal, group, public); Communication as a Change Agent (silence, satire, artifice) Determinants in Impacting Communication; Social, Political, Cultural; Semiotics and Communication; Ideology and Communication Impact of Encoding and Decoding in Communication (noise, codes, culture, technology); Communication and Gratification: Four Models: Publicity Model; Ritual Model; Convergence Model; Reception Model; Creativity and Communication: Situation Writing and

Situational Dialogues, Defining an Object (pictorial description), Expansion of Proverbs and Ideas; Grammar and Vocabulary: Synonyms, Antonyms, Reading Comprehension, Jumbled Sentences, Modifiers

**Lab Exercises**

Exercises related to Grammar

Exercises related to Creativity and Writing

Mock Interviews

Extempore

Group Discussion

Debate

Role Plays (Meeting)

Final production of a one act play/ scene

Introduction to Articulation Skills (Conversation: Telephonic and Face-to-Face)

Listening to Understand (Hearing vs. Listening)

Listening for Inter-personal Effectiveness

Techniques & Levels of Reading Comprehension

**References:**

1. Amodio, Mark C. Writing the Oral Tradition: Oral Poetics and Literate Culture in Medieval England; 1<sup>st</sup> ed., ND University of Notre Dame Press, 2004.
2. Barun K. Mitra, Personality Development and Soft Skills, 2<sup>nd</sup> ed., Oxford University Press, 2011.
3. Beardsley, M. C., "Aspects of Orality: A Short Commentary", New Literary History 8,3 Spring 1977.
4. Bel, B. et al., Media and Mediation, 1<sup>st</sup> ed., Sage, New Delhi. 2005.
5. Bernet, John R, Mass Communication, An Introduction, Prentice Hall. 1989.
6. ConarNira, Communication Skills for Professionals, 2<sup>nd</sup> ed., PHI Pvt. Ltd.
7. Fiske, John, Introduction to Communication Studies, 2<sup>nd</sup> ed. Routledge. 1990.
8. Guffey Mary Ellen, Business Communication: Process and Product, 5<sup>th</sup>ed, South-Western, Thomson Publishing, 2005.
9. Hurlock, B Elizabeth; Personality Development, 1st ed., Tata McGraw Hill. 1976.
10. McQuail, Dennis, Mass Communication Theory, 4<sup>th</sup> ed., London, Sage. 2000.
11. Pareek Udai; Understanding Organizational Behaviour, 2nd ed., Oxford University Press; 3 ed. 2011.
12. Penrose and Raspberry, Business Communication for Managers: An advanced approach, 5ed., Cengage Learning, 2007.
13. Pushpa Lata, Kumar Sanjay, Communicate or Collapse: A Handbook of Effective Public Speaking, Group Discussions and Interviews, 1<sup>st</sup> ed., PHI Pvt. Ltd. 2007
14. Rogets Thesaurus of English Words and Phrases, Penguin Reference; by George Davidson (Editor), Paperback 2004.
15. Schechter Joel Popular Theatre: A Sourcebook, Routledge, 2013.
16. Viswanathan Rajeesh, Business Communication, Himalaya Publishing House, Mumbai, India, 2011.
17. Wren & Martin; New Ed. ; High School; English Grammar & Composition Revised by N.D.V. Prasada Rao; S. Chand, Paperback
18. Yukl G; Leadership in Organisation: 8<sup>th</sup> ed., Prentice- Hall. 2013

Course Title/Code	<b>PROFESSIONAL DEVELOPMENT PROGRAM I / CDO101B</b>
Course Type:	UC
Course Nature:	Soft
L-T-P-O Structure	1-0-0-0
Prerequisites	Nil
Course Objectives	<p>CO1:To develop effective presentation skills.</p> <p>CO2:To become self-aware individuals by assessing one’s own strengths, weaknesses, opportunities and threats.</p> <p>CO3:To enable students to create broad career plans, evaluate the employment market, identify the industries they are interested in, Identify the companies they would like to work with, and identify the departments in a company they would like to work in.</p> <p>CO4:To understand nuances of team work.</p> <p>CO5:To understand how cultures affects communication and identify essentials of effective cross cultural communication.</p> <p>CO6:To appreciate importance of creativity in problem solving.</p>

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### **SECTION A**

Parts of Speech, Tense, Active and Passive Voice, Sentence, Words often confused, Identifying & Analyzing Grammatical Errors in sentences related to pronoun, Article, Verb, Preposition

#### **SECTION B**

Introduction to Business Communication: Basic forms of communication, Process of communication, Principles of effective Business Communication, 7 Cs.; Media of Communication: Types of communication: Barriers of communication (Practical exercise in communication);Introduction to Business Communication: Basic forms of communicating; Communication models and processes; Effective communication; Theories of Communication.; Self-Development and Communication: Development of positive personal attitudes

#### **SECTION C**

Corporate Communication: Formal and informal communication networks; Grapevine; Miscommunication (Barriers); Improving communication. ; Practices in business communication; Group discussions; Mock interviews; Seminars; Effective listening exercises; Individual and group presentations and reports writing, Principles of Effective Communication. ; Business manners, Body language gestures, Etiquette of the written word, Etiquette of the telephone, handling business meetings. Case Studies

#### **SECTION D**

Business letter writing: Need, Functions and Kinds, Layout of letter writing. Types of letter writing: Persuasive letters, Request letters, Sales letters, Complaints and Adjustments; Departmental Communication: Meaning, Need and types: Interview letters, Promotion Letters, Resignation letters, Newsletters, Circulars, Agenda, Notice, Office memorandums, Office orders, Press release, Report writing; Technology Enabled Communication: E-mail etiquettes and writing.



SEMESTER - 3										
SUBJECT CODES	SUBJECT NAME	**OFFERING DEPARTMENT	*COURSE NATURE (Hard/Soft/Workshop/NTCC)	COURSE TYPE (Core/Elective / University Compulsory)	L	T	P	O	NO. OF CONTACT HOURS PER WEEK	NO. OF CREDITS
MCH204B	FINANCIAL REPORTING, PLANNING AND CONTROL	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH205B	INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH201B	BUSINESS LAW	DMC	HARD	CORE	3	0	0	0	3	3
ECH212B	MANAGEMENT INFORMATION SYSTEMS	ECE	HARD	CORE	2	0	2	0	4	3
MCH202B	CONSUMER BEHAVIOUR	DMC	HARD	CORE	3	0	0	0	3	3
MCH203B	OPERATIONS MANAGEMENT	DMC	HARD	CORE	3	0	0	0	3	3
FLS101,102,103	FOREIGN LANGUAGE	MRVFL	SOFT	UC	2	0	0	0	2	1
CHH137	ENVIRONMENTAL SCIENCES	CHEM DEPT	HARD	UC	2	0	0	0	2	2
<b>TOTAL (L-T-P-O/CONTACT HOURS/CREDITS)</b>					<b>21</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>23</b>	<b>21</b>

Course Title/Code	<b>FINANCIAL REPORTING, PLANNING &amp; CONTROL /MCH204B</b>
Course Type:	ELECTIVE (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	CO1:Cover the 4 basic financial statements as well as recognition, measurement, valuation and disclosure concepts. CO2:Cover basic budgeting and forecasting techniques that provide information to a company to execute and pursue its short-term and long-term goals CO3:Understand the basis for internal audit activities and the means of ensuring the security and reliability of information on which the company basis its decisions

Syllabus	Sections	Weightage
	A	25%
	B	25%
	C	25%

	D	25%
	TOTAL	100%

#### SECTION-A

Financial Statements: Primary objectives of general purpose financial reporting; Income Statement (Statement of Earnings & Comprehensive Income); Balance Sheet; Statement of Cash Flows; Statement of Changes in Stockholders' Equity; Notes to F/S Recognition, measurement, valuation, and disclosure (CMA101)  
Recognition, Measurement, Valuation, and Disclosure: Accounts Receivable; Inventory; Tangible Fixed Assets; Intangible Fixed Assets and US GAAP vs. IFRS

#### SECTION-B

Strategic Planning: Strategy and Strategic Planning; External Factors in Strategic Planning; Internal Factors in Strategic Planning; SWOT Analysis; Long-term Vision, Mission, Goals, and Objectives; Alignment of tactics with long-term strategic goals; Characteristics of successful strategic/tactical planning; Contingency Planning; Other Planning tools and techniques  
Budgeting Concepts: Budgeting concepts and terminology; Operations and performance goals; Characteristics of a successful budget process; Resource allocation  
Forecasting Techniques: Regression analysis; Time series analysis; Smoothing; Learning curve analysis; Expected value; Sensitivity analysis

#### SECTION-C

**Budgeting Methodologies:** Activity-based budgeting; Zero-based budgeting; Continuous (rolling) budgeting; Project budgeting and Flexible budgeting.  
**Annual Profit Plan and Supporting Schedules:** Master budget concepts; Operating budget and Financial budgets  
**Top Level Planning & Analysis:** Pro Forma Financial Statements; Use of financial projections in preparing financial statements; Assess anticipated performance using Pro Forma Financial Statements Financial Reporting, Planning & Control

#### SECTION-D

**Governance, Risk, and Compliance:** Risk -Design controls to address risks and Internal control structure; Management philosophy and control procedures  
**Internal Auditing:** Responsibility and authority of the internal audit function; Types of audits conducted by internal auditors  
**Systems Controls and Security Measures:** Information systems controls; Network; hardware and facility controls; Backup and disaster recovery controls; Accounting controls and Flowcharting to assess controls

#### References:

1. Varun Jain, CPA, CMA and DwijavantiVaratharajan, CPA , Financial Reporting, Planning, Performance and Control (Class Notes to Wiley CMA excel Learning System) – 2017 Edition;
2. Varun Jain, CPA, CMA and DwijavantiVaratharajan, CPA , Financial Decision Making (Class Notes to Wiley CMA excel Learning System) – 2017 Edition;
3. Financial Reporting, Planning, Performance and Control – 2017 Edition; Wiley CMA excel A System Exam Review, Part 1, John Wiley & Sons, Inc.
4. Financial Decision Making – 2017 Edition; Wiley CMA excel Learning System Exam Review, Part 2, John Wiley & Sons, Inc.
5. Steven M.Bragg , Cost Accounting Fundamentals: Essential concepts and examples, fifth edition; 2016
6. M.N. Arora, Methods & Techniques of Cost Accounting , 3rd Ed, Himalaya Publishing House, 2011
7. S.P. Jain and K L Narang, Cost Accounting – Principles and Practices, 21st Revised Edition; Kalyani Publishers, 2014

Course Title/Code	<b>INVESTMENT ANALYSIS &amp; PORTFOLIO MANAGEMENT/MCH205B</b>
Course Type:	Elective

Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	This course aims at providing a clear understanding of the changing domestic and global investment scenario in general and Indian capital market in particular. Important theories, techniques, regulations and certain advancements in theory of investment will be covered with an aim of helping the participants make sound investment decisions both in the context of individual security and portfolio investment. It is meant to provide an unbiased forum for the presentation of critical thinking on advanced financial topics while supplying the tools and empirical evidence to participants to make their own judgments independently

Syllabus	Sections	Weightage
	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### SECTION A

A quick review of basic concepts; Overview of Investments: Investment objectives; Investment Environment; Investment Process; Common Errors in Investment Management; Introduction of Primary Markets and interrelationship with secondary markets; Investment Alternatives, Risk and Return in the Context of Portfolio, Capital Asset Pricing Model

#### SECTION B

Valuation of Securities: Valuation of Fixed Income Securities, Valuation of Common Stock

#### SECTION C

Markowitz's Risk-Return Optimization; Optimal Portfolio; Efficient Market Hypothesis; Overview of Fundamental & Technical Analysis

#### SECTION D

Managed Portfolios and Performance Evaluation: Sharpe's, Treynor's, Jensen's and Fama's Performance Measures; Portfolio Revision: Portfolio Re-balancing and Upgrading

#### References:

1. Chandra, Prasanna, "Investment Analysis & Portfolio Management", 3e. Tata McGraw-Hill Education Pvt. Ltd, 2012
2. Fischer D E; Jordan R J, "Security Analysis and Portfolio Management", 6e, Prentice Hall, 2008.
3. Fuller R J & Farrel J, "Modern Investments and Security Analysis, "McGraw Hill, 1987

Course Title/Code	<b>BUSINESS LAW/MCH201B</b>
Course Type:	Core (Departmental)

Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	CO1: To acquaint the students with the fundamental knowledge of Business Law and Indian Contract Act. CO2: To identify and interpret the different contracts like Indemnity, Bailment, Pledge, Guarantee etc in context of day to day life CO3: To analyze and understand the concepts and implications of Sales of Goods Act, 1930, Negotiable Instrument Instrument Act, 1881 CO4: To acquaint the students with the basic knowledge of Indian Companies Act, 2013 CO5: To make the students understand and analyze the practical working of a company and its nitty-gritties.

Syllabus	Sections	Weightage
	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### SECTION A

Indian Contract Act, 1872 (Fundamental Knowledge) Essentials of valid contract, discharge of contract, remedies for breach of contract.

#### SECTION B

Contracts of Indemnity, Guarantee, Bailment, Pledge and Agency

#### SECTION C

Sale of Goods Act 1930 Meaning of Sale and Goods, Conditions and Warranties, Transfer of Property, Rights of an unpaid seller. The Negotiable Instruments Act 1881 – Essentials of Negotiable instruments, Kinds of N.I. Holder and Holder in Due Course, Negotiation by endorsements, crossing of a cheque and Dishonor of a cheque.

#### SECTION D

The Companies Act 1956 (Basic elementary knowledge) essential characteristics of a company, types of companies, memorandum and articles of association prospectus, shares – kinds, allotment and transfer, debentures, essential conditions for a valid meeting, kinds of meetings and resolutions.

Directors, Managing Directors, their appointment, qualifications, powers and limits on their remuneration, prevention of oppression and mismanagement

#### References:

1. M.C. Kuchhal&VivekKuchhal, Business Law, 6<sup>th</sup>ed, Vikas Publishing House, New Delhi, 2013
2. Bagrial, Ashok; Company Law, 12<sup>th</sup>ed, Vikas Publishing House, 2012
3. Kapoor, N. D., “Elements of Mercantile Law”, Sultan Chand & Sons, New Delhi,2003
4. Kapoor, N. D.; Elements of Company Law, Sultan Chand & Sons, New Delhi, 2003.
5. Sen and Mitra; Commercial Law including co. law, 23rd ed, World Press Calcutta ,2002.
6. Jhabvala, N.H.; Law of Contracts, C. Jamnadas& Co. Mumbai., 2017
7. Jhabvala, N.H.; Consumer Protection Act, C. Jamnadas& Co. Mumbai., 2017
8. Dr. Singh, Avtar; Company Law,17<sup>th</sup>ed, Eastern Book Co. Lucknow, Bharat Law House, Delhi, 2018
9. Maheshwari, S.N. and S.K. Maheshwari; A Manual of Business Law, 2<sup>nd</sup> Edition, Himalaya Publishing House, 2015

Course Title/Code	<b>CONSUMER BEHAVIOUR/MCH 202B</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	<ol style="list-style-type: none"> <li>1. To understand consumer behaviour in an informed and systematic way.</li> <li>2. To analyse personal, socio-cultural, and environmental dimensions that influence consumer decisions making.</li> <li>3. To enable students in designing and evaluating the marketing strategies based on fundamentals of consumer buying behaviour.</li> <li>4. To give the students a perspective to understand the application of market research in framing effective marketing strategies..</li> </ol>

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### **SECTION A**

Consumer Behavior: Concept, diversity of consumer behavior, Characteristics of Indian Consumers, Consumer behavior and marketing strategies. Consumerism: Evolution of consumer society. Definition of consumerism, buyers & sellers' rights, effects of consumerism. Consumer Research.

#### **SECTION B**

Individual Determinants of Behavior- Personality, perception, attitude (attitudinal models), learning, Motivation, Group influence on consumer behaviour

#### **SECTION C**

Opinion leaders. Culture, Sub-culture, Cultural relevance to marketing decisions, Characteristics of culture, Cultural Values, Cultural Changes, Cross cultural understandings. Family: Role & Structure, Family Life Cycle, Diffusion of innovations: the diffusion process – the adoption process - consumer innovativeness and personality traits

## SECTION D

Consumer decision making: Consumer Decision Making Process, Models of consumer decision making- Kollatt-Blackwell model, Howard-Sheth Model, Bettman's Model, Concept of involvement & extensive problem solving - limited problem solving – routinized responsive behavior. Organizational Buying: Concept & comparison with Consumer buying

### References:

1. Blackwell, Roger, Miniard, Paul & Engel, James; Consumer Behaviour; 10<sup>th</sup>ed, Thomson Learning; New Delhi, 2009
2. Loudon, David J. & Dellabitta, Albert; Consumer Behaviour; 11<sup>th</sup>ed, Tata McGraw Hill Publishing Company Ltd., New Delhi, 2014.
3. Schiffman, Leon G. & Kanuk, Leslie Lazar; Consumer Behaviour; 10<sup>th</sup> revised ed, Pearson Education; New Delhi, 2010
4. Schiffman, Leon G. and Joseph Wisenblit, Consumer Behaviour; Pearson N.Y, , 2018
5. Solomon, Michael R.; Consumer Behaviour – Buying, Having and Being, 5<sup>th</sup>ed, Pearson Education; New Delhi, 2004.
6. Assel Henry, (2005), Consumer Behaviour, Biztantra, New Delhi, 2005..
7. Seth, J. N. & Mittal, B., Customer Behaviour-A Managerial Perspective, 2<sup>nd</sup>ed, Thomson South-Western, 2004

Course Title/Code	<b>OPERATIONS MANAGEMENT / MCH203B</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Prerequisites	Nil
Course Objectives	Apply decision-support tools to business decision making. Construct and present effective oral and written forms of professional communication. Apply knowledge of business concepts and functions in an integrated manner. Use specialized knowledge in Operations Management to solve business processes. Apply knowledge of fundamental concepts of operations management

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### **SECTION A**

What is operations management? Operations management is important in all types of organization, The input–transformation–output process, The process hierarchy, Operations processes have different characteristics, The activities of operations management, The quality objective, The speed objective, The dependability objective, The flexibility objective, The cost objective, Trade-offs between performance objectives, What is strategy and what is operations strategy?

#### **SECTION B**

What is layout? The basic layout types, what type of layout should an operation choose? Detailed design of the layout, what is process technology? Understanding process technologies, evaluating process technologies, implementing process technologies, what is capacity management, Measuring demand and capacity, the alternative capacity plans, choosing a capacity planning and control approach, Capacity planning as a queuing problem

#### **SECTION C**

What is inventory? Why is inventory necessary? Some disadvantages of holding inventory, the volume decision – how much to order, the timing decision – when to place an order, Inventory analysis and control systems, what is supply chain management? The activities of supply chain management, Types of relationships in supply chains

#### **SECTION D**

What is ERP? How did ERP develop? Implementation of ERP systems, Master production schedule, The bill of materials (BOM), Inventory records, What is lean synchronization? Eliminate waste, Lean synchronization and other approaches, what is quality and why is it so important? Diagnosing quality problems, Conformance to specification, Total quality management (TQM)

#### **References:**

1. Schmenner, R. Production/Operations Management. 5th ed. Macmillan Publishing Company, 1992.
2. Nahmias, S. Production and Operations Analysis. 2nd ed. Irwin, 1993.
3. Chase, Jacobs and Aquilano , Operations Management for Competitive advantages, **Tata McGraw-Hill** Education Pvt. Ltd. (2010)
4. Gerard Cachon and Christian Terwiesch., Matching Supply with Demand. 4<sup>th</sup>ed, McGraw-Hill in 2016.

Course Title/Code	<b>MANAGEMENT INFORMATION SYSTEMS/ ECH212B</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	2-0-2-0
Course Objectives	CO1:Understand and apply core knowledge in Management Information Systems (MIS) CO2:Identify and analyze requirements for information systems CO3:Understand and apply design principles in Information Systems CO4:Understand and apply system development & project management principles CO5:Effectively evaluate technology alternatives to solve problems in an MIS context CO6:Effectively communicate to both business and IT professionals

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### **SECTION A**

Data, Information, Knowledge, MIS: Need, Purpose and Objectives, MIS and Decision Making Concepts, Herbert Model of Decision Making, Concept of Information, Classification of Information, Value of Information, MIS and Information Concepts

#### **SECTION B**

Concept of SAD, Need of SAD, Process of SAD, MIS and System Analysis, Implementation of MIS

#### **SECTION C**

Planning, Designing of MIS, Decision Support Systems - Overview, Components and Classification, Steps in constructing a DSS, Philosophy of DSS

#### **SECTION D**

Introduction to ERP, Structure of ERP, Concepts of DBMS, Concepts of RDBM, ER Modeling

#### **References:**

- 1.Kroenke, D. M., Gemino, A., & Tingling, P. "Experiencing MIS (4th Canadian Edition). Toronto: Pearson., 201 6.
- 2.Poatsy, M. A., Cameron, E., Williams, J., &Grauer, R." Exploring Microsoft Office Access 2016", Comprehensive.Boston: Pearson Education Inc. , 2017.
3. Kenneth C Laudon & Jane P.Laydon, Management Information Systems, 13<sup>th</sup>ed, ,Pearson Education Limited, 2014



Course Title/Code	<b>ENVIRONMENTAL SCIENCES /CHH137</b>
Course Type:	Core(Allied)
Course Nature:	Hard
L-T-P-O Structure	2-0-0-0
Course Objectives	Student will be able to understand strategic cost management process

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### **SECTION A**

Multidisciplinary nature of environmental studies, Definition, scope and importance; Need for public awareness,, Renewable and non-renewable resources :

Natural resources and associated problems.

- a. Forest resources : Use and over-exploitation, deforestation, case studies. Timber extraction, mining, dams and their effects on forest and tribal people.
- b. Water resources : Use and over-utilization of surface and ground water, floods, drought, conflicts over water, dams-benefits and problems.
- c. Mineral resources : Use and exploitation, environmental effects of extracting and using mineral resources, case studies.
- d. Food resources : World food problems, changes caused by agriculture and overgrazing, effects of modern agriculture, fertilizer-pesticide problems, water logging, salinity, case studies.
- e. Energy resources : Growing energy needs, renewable and non renewable energy sources, use of alternate energy sources. Case studies.
- f. Land resources : Land as a resource, land degradation, man induced landslides, soil erosion and desertification.
- g. Role of an individual in conservation of natural resources.
- h. Equitable use of resources for sustainable lifestyles.

#### **SECTION B**

Ecosystems: Concept of an ecosystem, Structure and function of an ecosystem, Producers, consumers and decomposers, Energy flow in the ecosystem., Ecological succession., Food chains, food webs and ecological pyramids, Introduction, types, characteristic features, structure and function of the following ecosystem :-

- a. Forest ecosystem
- b. Grassland ecosystem
- c. Desert ecosystem
- d. Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries)

Biodiversity and its conservation:Introduction – Definition : genetic, species and ecosystem diversity., Biogeographical classification of India, Value of biodiversity : consumptive use, productive use, social, ethical, aesthetic and option values, Biodiversity at global, National and local levels, India as a mega-diversity nation, Hot-spots of biodiversity., Threats to biodiversity : habitat loss, poaching of wildlife, man-wildlife conflicts, Endangered and endemic species of India, Conservation of biodiversity : In-situ and Ex-situ conservation of biodiversity.

## SECTION C

Environmental Pollution, **Definition**, Cause, effects and control measures of :-

- a. Air pollution
- b. Water pollution
- c. Soil pollution
- d. Marine pollution
- e. Noise pollution
- f. Thermal pollution
- g. Nuclear hazards

Solid waste Management : Causes, effects and control measures of urban and industrial wastes., Role of an individual in prevention of pollution, Pollution case studies, Disaster management : floods, earthquake, cyclone and landslides.

Social Issues and the Environment

From Unsustainable to Sustainable development, Urban problems related to energy, Water conservation, rain water harvesting, watershed management, Resettlement and rehabilitation of people; its problems and concerns. Case Studies, Environmental ethics : Issues and possible solutions., Climate change, global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust. Case Studies, Wasteland reclamation, Consumerism and waste products., Environment Protection Act, Air (Prevention and Control of Pollution) Act, Water (Prevention and control of Pollution) Act

## SECTION D

Human Population and the Environment: Population growth, variation among nations, Population explosion – Family Welfare Programme, Environment and human health, Human Rights, Value Education, HIV/AIDS, Women and Child Welfare., Role of Information Technology in Environment and human health, Case Studies.

### References:

1. Environmental Chemistry C. Baird and M. Cann W.H. Freeman and Company, New York, 2012.
    1. Green Chemistry and engineering: A practical Design Approach C.J-Gonzalez and D.J.C. Constable A John Wiley & Sons, INC., publication, New Jersey, 2011
    1. Environmental Chemistry S.E. Manahan CRC Press, 2005
- Perspectives in Environmental Studies Kaushik & Kaushik New age international publishers Ltd.-New Delhi
1. The Green marketing Manifesto John Grant Wiley Pub.

## ENVIRONMENTAL SCIENCES PRACTICAL (CHH137) –FIELD WORK

1. Visit to a local area to document environmental assets- river/forest/grassland/hill/mountain
2. Visit to a local polluted site-Urban/Rural/Industrial/Agricultural
3. Study of common plants, insects, birds.
4. Study of simple ecosystems-pond, river, hill slopes, etc. (Field work Equal to 5 lecture hours)

### References:

1. Saha, B. Environmental Sciences and Sustainable Development, International Conference on Environmental Science and Sustainable Development- 2015, World Scientific Publishing Co. Pvt. Ltd, 2015.
2. Thakur, V. A Text Book of Environmental Sciences, Scientific Publishers, 2012
3. Granjou, C. Environmental Changes: The Futures of nature, ISTE Press Elsevier, 2016.

Course Title/Code	<b>INDUSTRY PROJECT/MCH213B</b>
Course Type:	Core (Departmental)
Course Nature:	Soft
L-T-P-O Structure	0-0-0-2
Course Objectives	<p>At the end of this course, students will be able to</p> <ol style="list-style-type: none"> <li>1. Ability to synthesize knowledge and skills previously gained and applied to an in-depth study and execution of industry problem</li> <li>2. Capable to select from different methodologies, methods and forms of analysis to produce a suitable research design, and justify their design.</li> <li>3. Ability to present the findings in a written report.</li> <li>4. Presenting the work in International/ National conference or reputed journals</li> </ol>

#### General Guidelines

- a. Industry project is a compulsory course during semester III.
- b. It is an in-depth report of a company assigned project/ an industry study that incorporates a critical and analytical approach to the subject with a rigorous research focus. Alternatively, it is researching an issue or problem academically to find a solution.
- c. It is a faculty- supervised course component .
- d. Each student will be attached to a Faculty Supervisor.
- e. The evaluation of Final Industry project is done in two stages viz. continuous evaluation and Final Industry evaluation.

SEMESTER IV										
SUBJECT CODES	SUBJECT NAME	**OFFERING DEPARTMENT	*COURSE NATURE (Hard/Soft/Workshop/NTCC)	COURSE TYPE (Core/Elective/University Compulsory)	L	T	P	O	NO. OF CONTACT HOURS PER WEEK	NO. OF CREDITS
MCH218B	SERVICES MARKETING	DMC	HARD	CORE	3	0	0	0	3	3
MCH215B	SUPPLY CHAIN MANAGEMENT	DMC	HARD	CORE	3	0	0	0	3	3
MCH219B	MANAGEMENT OF BANKING AND FINANCIAL INSTITUTIONS	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH220B	FINANCIAL DECISION MAKING (CMA III)	DMC	HARD	ELECTIVE	3	0	0	0	4	3
MCH216B	PERFORMANCE AND COMPENSATION MANAGEMENT SYSTEMS	DMC	HARD	CORE	3	0	0	0	3	3
CSH216B	RELATIONAL DATABASE MANAGEMENT SYSTEMS	CST	HARD	CORE	2	0	2	0	6	3
MCH217B	RESEARCH METHODOLOGY	DMC	HARD	CORE	3	0	0	0	3	3
<b>TOTAL (L-T-P-O/CONTACT HOURS/CREDITS)</b>					<b>20</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>25</b>	<b>21</b>
POST IV SEMESTER										
MCH221B	SUMMER INTERNSHIP	DMC	SOFT	CORE	0	0	0	4	4	4

Course Title/Code	<b>SERVICES MARKETING /MCH218B</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	Participants who master the course material will acquire knowledge about the various disciplines contribution in understanding buyer behavior in a holistic manner. He/she will acquaint with the advances in consumer research in deciphering buyer motivation, behavior (pre-purchase, purchase and post purchase) and impact of social and cultural variables on consumption decisions. The participants will get equipped with frameworks to analyze consumer's behavior and use them in designing marketing strategies and in enhancing the effectiveness of marketing programs.

	Sections	Weightage
	A	25%
	B	25%

Syllabus	C	25%
	D	25%
	TOTAL	100%

#### **SECTION A**

Introduction Growth of the service sector, the concept of service, Characteristics of Service – Classification of service – Designing of the service, blueprinting, using technology developing, human resources, building service aspirations

#### **SECTION B**

Marketing Mix In Service Marketing: The Seven Ps: Product decision, Pricing, Strategies and tactics, Promotion of service and placing of distribution methods for services. Additional dimension in services marketing – People, physical evidence and process

#### **SECTION C**

Effective Management Of Service Marketing: Marketing Demand and Supply through capacity planning and segmentation – Internal marketing of Services – External versus Internal orientation of service strategy

#### **SECTION D**

Delivering Quality Service:

Causes of Service – Quality gaps, the customer expectations versus perceived service gap. Factors and Techniques to resolve this gap Customer Relationship Management. Gaps in Services – Quality standards, factors and solutions – The service performance gap – Key factors and strategies for closing the gap, External communication to the customers – The promise versus delivery gap – Developing appropriate and effective communication about service quality

Marketing Of Service With Special Reference To:

1. Financial Services 2. Health Service 3.Hospitality Services including travel, hotels and tourism 4. Professional Service 5.Public Utility Services 6.Educational Services

#### **References:**

- 1 Joachen Wirtz, Patricia Chew and Christopher Lovelock, Essentials of Services Marketing, 2<sup>nd</sup> ed, Pearson Education, South Asia Ltd, 2013.
- 2 Adrian Payne, The Essence of Marketing New Delhi, Prentice Hall of India Pvt. Ltd., 2001.
- 3 Christopher Lovelock, Services Marketing, 4th edn, Pearson Education Asia, 2001.
- 4 Christopher Lovelock and Joachen Wirtz, Services Marketing: People, Technology, Strategy, Prentice Hall, 7th edition, 2011
- 5 K. Douglas Hoffman, John. E.G. Bateson, Essentials of Service Marketing, 2nd edn, Thomson – South Western , 2002.
- 6 Helen Woodroffe – Services Marketing, Mcmillan India Ltd., 1997.
- 7 S.M. Jha, Services Marketing, New Delhi Himalaya Publishing House, 2000.

Course Title/Code	<b>SUPPLY CHAIN MANAGEMENT / MCH215B</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Prerequisites	Nil
Course Objectives	At the completion of this course, the student should be able to examine the design and performance of supply networks and processes in different business contexts. Students develop capabilities in logistics, digital coordination for supply chain integration, inventory management, risk pooling, procurement, product and process design, and international supply chain management

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### **SECTION A**

Introduction to SCM What is SCM; Key Issues in SCM; Inventory Management , Economic lot size model ;Periodic review policy ;Continuous review policy; Managing inventory in the supply chain

#### **SECTION B**

Network Planning Network design Inventory positioning and; make-to-stock supply chain Contracts for make-to-order supply chain Contracts; The bullwhip effect Supply; supply chain trade-offs; Centralized and decentralized decision making and performance impacts

#### **SECTION C**

Supply Chain Integration Functional Products Innovative products efficient supply chains Responsive supply chains agile supply chains; Strategic Alliances Framework for strategic alliances Third-party logistics Retailer-Supplier Partnerships; Distribution Strategies

#### **SECTION D**

Procurement and Outsourcing Strategies Outsourcing benefits and risks, A Framework for Buy/Make Decisions Procurement , strategies E-Procurement; Global Logistics and Risk Management ;development Mass customization; Information Technology Business Processes Supply Chain IT Innovations Technology standards

#### **References:**

1. Douglas M. Lambert (ed), Supply Chain Management: Processes, Partnerships, Performance, 2nd Ed, The Supply Chain Management Institute, FL. 2006
2. Schmenner, R. Production/Operations Management. 5th ed. Macmillan Publishing Company, 1992.
3. Nahmias, S. Production and Operations Analysis. 2nd ed. Irwin, 1993.
4. Chase, Jacobs and Aquilano , Operations Management for Competitive advantages, **Tata McGraw-Hill** Education Pvt. Ltd. (2010)
5. Gerard Cachon and Christian Terwiesch., Matching Supply with Demand. 4<sup>th</sup> ed, McGraw-Hill in 2016.

Course Title/Code	<b>MANAGEMENT OF BANKING AND FINANCIAL INSTITUTIONS /MCH219B</b>
Course Type:	Elective (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	CO1 to study financial intermediary institutions, including banks, investment banks and institutional investors and their functions CO2 to analyse financial institutions and its operations. CO3 to study the role of them in the Global Financial Crisis. CO4 to banking regulation, capital adequacy, off-balance-sheet baking, and international banking.

#### **SECTION A**

Banking and financial institutions in India: Commercial Banks, Cooperative Banks, Regional Rural Banks, Agriculture and Rural Development Banks (SLDBs), Development Banks and NBFCs; their constitution, Functions, Working and Evolution. Reserve Bank of India: Traditional and Developmental Functions and Working, Objectives, Instruments of Monetary Policy.

#### **SECTION B**

Nature of Banking Business: Socio, Economic and legal environment of banking business in India – official regulation and control over banks in India: Banking Regulation Act, 1949, Reserve Bank of India Act, 1934, Banking companies Act, 1970 etc –an overview, Diversification of Banking in India, Forms of Banking: Branch Banking, Unit Banking, Group Banking Chain Banking, Banking, correspondent Banking, Process of Bank Management; Branch location policies and decisions. Organizational Structure of Commercial Banks in India Department set up of head office, Zonal Office, Regional office and Branch offices.

#### **SECTION C**

Financial markets:: Structure, institution and operating mechanism and its role in Economic Development. Developed and Underdeveloped Markets, Money Market in India: Importance, features instruments. Measures to strengthen money market in India, Recommendations of the working group on money market, Report of the task force on money market and mutual funds

#### **SECTION D**

Capital Markets in India: New issue market and stock exchange, importance of stock exchanges: National stock exchange, methods of floating new issues, types of shares and debentures, The Securities and Exchange Board of India (SEBI), need for establishment of SEBI. Objectives and role of SEBI in Capital Markets

#### **References:**

1. Casu, Girardone and Molyneux, Introduction to Banking, 2nd ed., Pearson 2015.
2. Mishkin and Eakins, Financial Markets and Institutions, 8th ed., Pearson, 2015.
3. Simpson, Financial Markets, Banking, and Monetary Policy, Wiley, 2014.

Course Title/Code	<b>FINANCIAL DECISION MAKING /MCH220B</b>
Course Type:	Elective (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	CO1:Understand risk and return and various computations involving the same; long term and short-term financial management; various markets from where capital can be raised; corporate restructuring and international finance CO2:Understand the COSO framework for ERM; Identification of risk, assessment and response Understand capital budgeting process and various tools used in determining the appropriate capital structure and risk analysis in capital investment CO3:Familiarize with IMA's Statement of Ethical Professional Practice and learn how to evaluate and resolve ethical issues

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### **SECTION A**

Risk and Return: Risk; Calculating rates of return; Risk and return relationship; Risk and return in a portfolio context; Diversification; Capital asset pricing model (CAPM); Alternatives to CAPM  
 Long- Term Financial Management: Risk and Return in Investment & Financing Decisions; Bonds; Stocks - Common Stock, Preferred Stock; Derivatives; Other long term financial instruments; Cost of Capital  
 Raising Capital: Debt Financing; Equity; Capital-raising concerns; Dividend Policy  
 Working Capital Management: Working Capital Terminology; Cash Management; Marketable Securities Management; Accounts Receivable Management; Inventory Management  
 Corporate Restructuring: Mergers and Acquisitions; Divestitures; Evaluation of Restructuring; Business Failures; Other Forms of Corporate Structuring  
 International Finance: Foreign Currency Exchange; Fixed, Flexible and floating currency exchange rates; Risk and Rate of Return for foreign investment; Financing and paying for international trade; Transfer Pricing; Legal and Social issues in global business.

#### **SECTION B**

Enterprise Risk: Identification and explanation of different types of risks; Operational risk; Volatility and time impact of risk; Probabilities in determining exposure to risk; Calculation of expected loss  
 Enterprise Risk Management: COSO framework for Enterprise Risk Management (ERM); Strategies for risk response, transfer of risk; Key steps in risk management process and the benefits of the same; Role of corporate governance; risk analytics; Portfolio management in ERM program

#### **SECTION C**

Capital Budgeting – Process & Techniques: Time Value of Money; Capital Budgeting Process and Capital Budgeting Techniques such as Payback period; Accounting Rate of Return; Internal Rate of Return and Net Present Value  
 Risk Analysis in Capital Investment: Sensitivity Analysis; Certainty Equivalents; Other Approaches to dealing with risk; Use of specifically adjusted rates and Qualitative considerations in capital investments



## **SECTION D**

Ethical Considerations for Management Accounting and Financial Management Professionals: Ethical Considerations for Management Accounting and Financial Management Professionals and Ethical Considerations for the Organization

Ethical Considerations for the Organization: Corporate Responsibility for Ethical Conduct; Ethics starts at the top; Measuring and improving ethical compliance; Governmental and international implications for organizational ethics; Ethics Scenario

### **References:**

1. Varun Jain, CPA, CMA and Dwijavanti Varatharajan, CPA , Financial Reporting, Planning, Performance and Control (Class Notes to Wiley CMA excel Learning System) – 2017 Edition;
2. Varun Jain, CPA, CMA and Dwijavanti Varatharajan, CPA , Financial Decision Making (Class Notes to Wiley CMA excel Learning System) – 2017 Edition;
3. Financial Reporting, Planning, Performance and Control – 2017 Edition; Wiley CMA excel A System Exam Review, Part 1, John Wiley & Sons, Inc.
4. Financial Decision Making – 2017 Edition; Wiley CMA excel Learning System Exam Review, Part 2, John Wiley & Sons, Inc.
5. Steven M.Bragg , Cost Accounting Fundamentals: Essential concepts and examples, fifth edition; 2016
6. M.N. Arora, Methods & Techniques of Cost Accounting , 3rd Ed, Himalaya Publishing House, 2011
7. S.P. Jain and K L Narang, Cost Accounting – Principles and Practices, 21st Revised Edition; Kalyani Publishers, 2014

Course Title/Code	<b>PERFORMANCE AND COMPENSATION MANAGEMENT SYSTEMS / MCH216B</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Prerequisites	Nil
Course Objectives	This course aims to impart the understanding about the performance and compensation management system and strategies adopted by the organizations to manage employees' performance. This course also intends to give insights on how to identify, integrate, and retain talent in an organization to deliver high performance

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### **SECTION A**

Conceptual Framework of Performance Management: Performance management process; Objectives of performance management system; Historical development in India; Performance management and performance appraisal; Linkage of performance management system with other HR practices. Components of Performance Management System: Performance planning; Ongoing support and coaching; Performance measurement and evaluation; Performance management and appraisal; Methods of performance appraisal; Appraisal Communication; Counseling, Identifying potential for development; Linking pay with performance.

#### **SECTION B**

Implementation and Issues in Performance Management: Implementing performance management system- Strategies and challenges; Characteristics of effective performance metrics; Role of HR professionals in performance management; Performance management as an aid to learning and employee empowerment; Performance management documentation; Performance management audit; Ethical and legal issues in performance management; Use of technology and e-PMS, Performance management practices in Indian organizations. Talent Management: Concept and approaches; Framework of talent management; Talent identification, integration, and retention. Unit V- Talent Management Practices and Process: Building the talent pipeline; Managing employee engagement; Key factors and different aspects of talent management; Using talent management processes to drive culture of excellence; Talent management in India; Future directions in talent management practice and research problem

#### **SECTION C**

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 Compensation Strategy: New Thinking for the New Millennium: Pay the Person, Reward Excellence, Individualizing the Pay System, Organizational and External Factors Affecting Compensation Strategies, Compensation Strategies as an Integral Part of HRM, Compensation Policies

#### **SECTION D**

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 Performance Linked Compensation: Performance management, Performance Appraisal and Measurement, Pay for Performance Plans, Balancing of Internal and External Equity ;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; 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; International Compensation: Expatriate Compensation and its Objectives, Elements of Expatriate's Compensation Package, Problems in Compensation Management

**References:**

1. Armstrong, M. & Baron, A., Performance management and development, Jaico Publishing House, Mumbai, 2006.
2. Armstrong, M., Performance management: Key strategies and practical guidelines, 2<sup>nd</sup> ed, Kogan Page, London, 2000
3. T.V Rao, Performance Management: Toward Organizational Excellence, 2<sup>nd</sup> ed, Sage Publications, 2015.
4. Bagchi, S. N., Performance management, 2<sup>nd</sup> ed, Cengage Learning India, 2013
5. Bhattacharyya, D.K., Performance management systems and strategies, 1<sup>st</sup> ed, Pearson Education, 2011
6. Robert B., Performance management, 2<sup>nd</sup> ed, McGraw-Hill Education India, 2012
7. Larry Isrealite, ASTD, Talent management: Strategies for success from six leading companies, 1<sup>st</sup> ed, Cengage Learning, 2010

Course Title/Code	<b>RESEARCH METHODOLOGY /MCH217B</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Prerequisites	Nil
Course Objectives	CO1: This course will provide a comprehensive introduction to the subject of Business research, and discuss some key concepts, process and techniques, and their applications. CO2: After completion of this course, students will gain an appreciation for some of the breadth and depth of this subject and its significance for a business enterprise.

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### **SECTION-A**

Basic Concepts of Research: Business research; its concept, nature, scope, need and managerial value of business research; Research: Its objectives and types. Definitions: concepts, constructs, variables, Formulation of Research Problem; Steps of research & Research ethics. Research Design: Types of Research Design; Factors Affecting Research Design. Literature Review.

#### **SECTION-B**

Sampling Methods and Techniques: Basic Concepts, Characteristics of a good sample, Sampling Frame, Sampling errors, Non Sampling errors, Types of sampling: Probability Sample, Non Probability sampling. Measurement of Data: Concept of Measurement: what is measured, Problems in measurement in management research - Validity and Reliability. Levels of measurement - Nominal, Ordinal, Interval, Ratio scales. Attitude Scaling Techniques: Rating Scales and Ranking Scales – Paired Comparison & Forced Ranking - Concept and Application. Types of Data - Primary Data, secondary data; data Collection - Questionnaire Method: Questionnaire Construction - Personal Interviews, Telephonic survey interviewing, and observational methods; editing, coding, content analysis

#### **SECTION-C**

Hypothesis Formulation: An overview of non-parametric tests (Wilcoxon Matched – pairs signed – rank test, Mann – Whitney test, Kruskal – Wallis H-test), Introduction to Multivariate Analysis: Factor Analysis; Discriminant Analysis; Cluster Analysis; Dimensional Analysis; Conjoint Analysis.

#### **SECTION-D**

Presentation of Results: Report writing: Purpose of a Report; Essentials of a Good Report; Format of a Report; Types of Report Presentation, procedure of preparation of reference and bibliography (APA model)

#### **References:**

1. WG Zikmund, BJ Babin, JC Carr, M Griffin., Business Research Methods, 8<sup>th</sup> ed, Thomson Learning, Bombay House, 2013.
2. T N Srivastava, Shailaja Rego, Business Research Methods, 2<sup>nd</sup> ed, Tata McGraw- Hill Companies, 2008
3. Naresh K. Malhotra, David F. Birks, Daniel Nunan, Marketing Research: An Applied Approach, 5<sup>th</sup> ed, Pearson Education, New Delhi, 2017.
4. Deepak Chawla, Neena Sondhi, Research Methodology, Vikas Publications, 2011
5. Prahlad Mishra, Business Research Methods: 1<sup>st</sup> ed, Oxford India, 2015

Course Title/Code	<b>RELATIONAL DATABASE MANAGEMENT SYSTEMS/CSH216B</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	2-0-2-0
Course Objectives	CO1:Understand and apply core knowledge in Management Information Systems (MIS) CO2:Identify and analyze requirements for information systems CO3:Understand and apply design principles in Information Systems CO4:Understand and apply system development & project management principles CO4:Effectively evaluate technology alternatives to solve problems in an MIS context CO5:Effectively communicate to both business and IT professionals

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### SECTION A

Basic Concepts – Traditional file oriented approach, Disadvantages of simple file system, Database approach, Advantages of Database approach, Database Management Systems (DBMS), Components of DBMS Environment, Advantages and Disadvantages of DBMS, DBMS Architecture, Data Independence, Data Models, Keys.

#### SECTION B

Computers: An introduction, use of computer in business, advantages and disadvantages, computerized system for inventory control, payroll order, banking and accounting. SQL using ORACLE

#### SECTION C

Introduction to SQL, Components of SQL: DDL, DML & DCL, Data types in SQL, DDL Commands: Create, Alter, Drop, Truncate, Creating queries with DDL commands and implementing constraints. DML Commands: Insert, Delete, Update, Select, Select with Group

#### SECTION D

Order by. Creating queries with DML commands, Operators: Set and Logical, SQL functions: Numeric functions, Scalar functions and Group functions Report-Writing: Commands, advantages of Report writing..

**Computer Lab:** SQL and PL/SQL using Oracle: Introduction to SQL PLUS environment, Executing and Editing SQL Commands, Creating and executing simple PL/SQL programs. OR Any RDBMS Package like MS-Access

#### References:

1. Ramez Elmasri, Shamkant B. Navathe, Fundamentals of Database Systems , 5<sup>th</sup> ed, Pearson Education, 2008
2. C. J. Date , An Introduction to Database Systems , Addison Wesley (Singapore) Pvt. Ltd., New Delhi,
3. George Koch, Kevin Loney, ORACEL 9I computer References, 1<sup>st</sup> ed, Tata Mc-Graw Hill, 2002
4. Raghu Ramakrishnan, Johannes Gehrke, Database Management, McGraw-Hill, 2003

**SEMESTER V**

<b>SUBJECT CODES</b>	<b>SUBJECT NAME</b>	<b>**OFFERING DEPARTMENT</b>	<b>*COURSE NATURE (Hard/Soft/Workshop/NTCC)</b>	<b>COURSE TYPE (Core/Elective/University Compulsory)</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>O</b>	<b>NO. OF CONTACT HOURS PER WEEK</b>	<b>NO. OF CREDITS</b>
MCH301B	CUSTOMER RELATIONSHIP MANAGEMENT	DMC	HARD	CORE	3	0	0	0	3	3
MCH302B	INTERNATIONAL BUSINESS	DMC	HARD	CORE	3	0	0	0	3	3
MCH303B	STRATEGIC MANAGEMENT	DMC	HARD	CORE	3	0	0	0	3	3
<b>CSW351B</b>	Website Designing	CST	Workshop	CORE	0	0	3	0	3	1.5
EDS289/EDS290/EDS288/PSE301/LWS325/LWS323	Applied Psychology/Applied Sociology/Applied Philosophy/Essential of Peace and Sustainability/Law Relating to Intellectual Property Rights/Cyber Law	EDU/LAW/PSE	SOFT	ALLIED ELECTIVE	1	0	2	0	3	2
MCH304B	FINANCIAL DERIVATIVES	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH305B	BUSINESS TAXATION	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH306B	MERGERS AND ACQUISITIONS	DMC	HARD	ELECTIVE	3	0	0	0	3	3
CDS305B	PROFESSIONAL DEVELOPMENT PROGRAMME V	CDC	SOFT	UC	1	0	1	0	2	0
<b>TOTAL (L-T-P-O/CONTACT HOURS/CREDITS)</b>					<b>20</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>26</b>	<b>21.5</b>

Course Title/Code	<b>CUSTOMER RELATIONSHIP MANAGEMENT/MCH301B</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	<p>Students should be able to</p> <ul style="list-style-type: none"> <li>· Acquire the conceptual understanding of Customer Relationship Management.</li> <li>· Design, develop &amp; integrate CRM mechanism in organization.</li> </ul> <p>Develop strategies to use CRM for a competitive advantage</p>

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

### **SECTION A**

**Fundamentals of CRM:** Introduction, Emergence of CRM Practice, Factors Responsible for Growth of CRM, CRM Cycle , Stakeholders in CRM, Significance of CRM, Customer Relationship Management Comprehension and Implementation Model, CRM Comprehension, Components of CRM Programme, CRM Value Chain, CRM Process: A Historical Perspective, CRM Process: Modern Variables, Designing a CRM Implementation Model. Case Study

### **SECTION B**

**Dimensions of CRM:** Customer Satisfaction: Meaning and Definition, Components of Customer Satisfaction, Customer Satisfaction Models, Rationale of Customer Satisfaction, Concept and Significance of Customer Loyalty, Defining Customer Loyalty, Customer Loyalty Ladder, Loyalty Principles, Rationale of Customer Loyalty, Other Advantages of Customer Loyalty, Dimensions of Customer Loyalty, Attitudinal Loyalty, Behavioural Loyalty, Determinants of Customer Loyalty, Factors Affecting Customer Loyalty, case study

### **SECTION C**

**IT in CRM:** e-CRM: An Information Technology Tool, e-CRM in Business, CRM: A Changing Perspective, Features of e-CRM, Advantages of e-CRM, Technologies of e-CRM, Functional Components of CRM Solution, Important CRM Software Programs, Database Management Database Construction, Data Warehousing, Data Mining, Characteristics of Data Mining, Data Mining Tools and Techniques.

## SECTION D

**Dynamics in CRM:** CRM: A Cost-Benefit Analysis, Customer Value, Customer Lifetime Value, The Lifetime Value Equation, Customer Profitability, Customer Classification Based on Customer Profitability, Customer Profitability as Strategic Measurement Tool, Customer Profitability and Company Value.

**Text Book:**

Rai, Alok Kumar. Customer Relationship Management: Concepts and Cases.

**Reference book:**

1. Customer Relationship Management: Concept, Strategy, and Tools - By V. Kumar, Werner Reinartz - Springer, Second Edition
2. Customer Relationship Management - Francis Buttle - Butterworth-Heinemann is an imprint of Elsevier, Second Edition
3. Managing Customer Experience and Relationships - Don Peppers, Martha Rogers - Wiley & Sons, Third Edition

Course Title/Code	<b>INTERNATIONAL BUSINESS/MCH302B</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	<p>CO1: A thorough understanding of the factors that determine the business environment of emerging markets, the relevant changes over time, and the implications for corporate strategies devised for those markets</p> <p>CO2: Acquire knowledge and understanding of business and its functional fields (management and organization, human resources, accounting, finance, operations, and marketing).</p> <p>CO3: Got insights of the global monetary system and explain the role and importance of International Organizations</p> <p>CO4: learner's judgment will be tested through critically evaluate existing research, questioning the status quo, and provide alternative solution possibilities; and, recognize the international dimension of business.</p>

Syllabus	Sections	Weightage
	A	25%
	B	25%
	C	25%
	D	25%



	TOTAL	100%
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### SECTION A

**Introduction-** Theories of International trade, Globalization forces-meaning, dimensions and stages in it, Tariff and non tariff barriers, Trading blocs.

### SECTION B

**Analysis of Global Environment** – Political, Social, Legal, Economic & Technological, Country risk analysis, Threats and Opportunities to International Business, Rise of new economies- BRICS & ASIAN countries.

### SECTION C

**Global Monetary System** - International Monetary Systems & Role played by IMF and World Bank, Balance of payments, International Finance and Foreign Exchange , Introduction to export and import and modes of payment in it.

### SECTION D

**Global Operations** - Global Production, Outsourcing and Logistics Management, Global HRM, Global Marketing. South East Asian currency crisis, Foreign Direct Investment.

#### References:

1. International Business, Charles W L Hill & Arun K.Jain (Tata McGraw-Hill, 6th edition)
2. International Business, Cherunilam, Francis, Text and Cases (PHI, Fourth edition (Revised))
3. International Business, Justin Paul (Prentice Hall)
4. International Business, Dr. P. Subba Rao (Himalaya Publications, 2nd Revised Enlarged edition)

Course Title/Code	<b>STRATEGIC MANAGEMENT/MCH303B</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	CO1:-Describe & identify the dynamic environment of Business Management . CO2:Examine & understand the need & importance of of Strategic Management CO3: Analyse and interpret Porter s Five force model & demonstrate Value chain analysis CO4: evaluate & summarize the various corporate strategies adopted by the companies for sustenance of business CO5: Evaluate & compare various evaluation techniques of strategic & Operational Implementation

Syllabus	Sections	Weightage
	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### SECTION A

Nature of Strategic Management: Definition of strategic Management, Need for strategic management, Levels of strategy, Strategic management process, Defining Vision and Mission of a company.

#### SECTION B

External Assessment & Internal Assessment: Environmental Scanning with respect to economic, social, cultural, demographic, environmental, political, governmental and legal aspects, technological forces, Industry's Porter's five force model. Internal analysis of a company profile with respect to seven basic functions of marketing & important financial – ratios, Value chain analysis (VCA) concept

#### SECTION C

Strategies in Action: Various types of strategies viz. integration strategies, Intensive strategy, Diversification, Turnaround strategies, Divestiture, Outsourcing, Generic Strategies viz Cost leadership, differentiation and focus.

#### SECTION D

Matrix Analysis & Strategy Evaluation: SWOT analysis, BCG matrix, GE matrix strategic evaluation, Evaluation techniques for strategy and operational control.

#### References:

- 1 Arthur, A, Thomson and Strickland, A, J. (2002), Strategic Management – Concept and cases, Tata McGraw Hill, New Delhi
- 2 Glueck, W.T. and Lawrence, R. Jauch (2003), Business Policy and Strategic Management, Frank Bros & Co
- Kazmi Azhar, Business Policy and Strategic Management, Tata McGraw Hill, New Delhi, 2004

<b>Course Title/ Code</b>	<b>Website Designing (CSW351B)</b>
<b>Course Type:</b>	<b>Core(Departmental)</b>
<b>Course Nature:</b>	Workshop
<b>L-T-P-O Structure</b>	(0-0-3-0)
<b>Objectives</b>	Student will be able to design a website.

Syllabus	Sections	Weightage
	A	25%
	B	25%
	C	25%
	D	25%
	<b>TOTAL</b>	<b>100%</b>

### Section-A

**INTRODUCTORY CONCEPTS:** Internet, Intranet, Extranet, Web Browser and WWW, W3C, HTTP, Cookies, Session, IP Address, Domain Name, Web Server, website and webpage structure. Markup Language, HTML editor: Dreamweaver, Introduction to HTML tags: html, head, body, div, br, hr, p, text formatting, text styles, layouts, marquee, lists: ordered, unordered and definition lists, hyperlinks: http/https/ftp, images, images as hyperlinks, adding graphics, audio and video, table, Frames, iframes, color names, values & shades, HTML entities, symbols, charset, Forms.

### Section-B

**Intro HTML 5.0:** What Is HTML5, History: A Little Retrospective, The WHATWG, Vision and Philosophy behind HTML5, HTML vs HTML5, Getting Started with HTML5: The State Of Browser Support, Structure of a Web Page: HTML5 DOCTYPE, Page Encoding, HTML5 Markup, New And Updated Elements, Structural Elements, New Attributes, Deprecated Elements And Attributes.

### Section-C

**HTML 5.0 Form, Graphics & Media:** HTML5 DOM, Form: new input types & attributes, form validation, HTML canvas and SVG: Drawing shapes, Text & images, working with pixels, Embedding media: Audio and Video based On Plug-in, New Audio/Video Markup, Attributes and Methods, Audio/Video Events & Controls, Plug-ins in HTML inserting YouTube videos.

### Section-D

**CSS & CSS3:** Introduction to CSS, Syntax, Selectors, Pseudo classes, Applying CSS to backgrounds, Text, Fonts, Links, Lists, Tables, Box Model: Border, Margin, Padding, Dimension, Display, Positioning, Align, CSS to Images and image Opacity, CSS Media Types, CSS Attr Selectors.

**CSS3:** Introduction, Rounded Corners, Border Images, Backgrounds, Colors, Gradients, Shadows, Fonts and text effects, 2D transforms, 3D Transforms, Transitions & Animations.

### LIST OF EXPERIMENTS:

- HTML: Basic Tags
- HTML: Graphics & Tables
- HTML: Frames & Forms
- HTML5.0: Basic Tags
- HTML5.0: DOM & Forms

- HTML: Canvas &SVG
- HTML: Media
- HTML: API's
- CSS
- Minor Project

**Text Books:**

- Pro HTML5 and CSS3 Design Patterns Paperback – 2012 by Dionysios Synodinos, Michael Bowers, Victor Sumner
- Murach's HTML5 and CSS3 Paperback – 2012 by [Zak Ruvalcaba](#)
- Dive into HTML5 by Mark Pilgrim.

**Reference Book:**

- Hello! HTML5 & CSS3: A user-friendly reference guide Paperback by [Rob Crowther](#).
- HTML5 Guidelines for Web Developers by Klaus Förster.

Course Title/Code	<b>FINANCIAL DERIVATIVES/MCH304B</b>
Course Type:	Elective (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	This course presents and analyzes derivatives, such as forwards, futures, and options. These instruments have become extremely popular investment tools over the past several decades, as they allow one to tailor the amount and kind of risk one takes, be it risk associated with changes in interest rates, exchange rates, stock prices, commodity prices, inflation, weather, etc. They are used by institutions as well as investors, sometimes to hedge (reduce) unwanted risks, sometimes to take on additional risk motivated by views regarding future market movements.

Syllabus	Sections	Weightage
	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

**SECTION-A**

Overview of Derivatives, Functions, Participants and Products, Types and Significance

**SECTION-B**

Futures and Forwards, Options, Payoffs

**SECTION-C**

Index Futures, Stock Futures, Strategies, Markowitz's Risk-Return Optimization; Optimal Portfolio; Efficient Market Hypothesis; Overview of Fundamental & Technical Analysis

**SECTION-D**

Managed Portfolios and Performance Evaluation: Sharpe's, Treynor's, Jensen's and Fama's Performance Measures; Portfolio Revision: Portfolio Rebalancing and Upgrading.

**References**

1. Fundamental of Options & Futures" authored by John C Hull, Pearson Education
2. Derivatives Valuation and Risk Management, Dubofsky, David A; Miller, Thomas W (Oxford University Press)
3. Financial Derivatives, Kumar, S S S (Prentice Hall of India)
4. Financial Derivatives: Theory, Concepts and Problems, Gupta, S L (Prentice Hall of India)
5. Fundamentals of Futures and Options Markets, 4e, Hull, John C (Pearson Education)
6. Derivatives & Risk Management, 1e, Varma, J R (Tata McGraw- Hill Publishing Company)
7. Derivatives and Financial Innovations, Bansal, M., Bansal, N. (Tata McGraw- Hill Publishing Company)
8. Financial Derivatives in Theory and Practice, Hunt, P J; Kennedy, J E (John Wiley & Sons)
9. Risk Management & Derivatives, Stulz, Rene M (Cengage Learning Pvt. Limited)

Course Title/Code	<b>BUSINESS TAXATION/MCH305B</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	CO 1: To understand the basic concepts and definitions under the Income Tax Act, 1961. CO2: To compute the Income under different heads of Income of Income Tax Act,1961. CO3: To understand and apply the knowledge about submission of IT Return, Advance Tax, Tax deducted at Source, Tax Collection Authorities. CO4: To compute tax liability of a person defined as per IT Act 1961.

Syllabus	Sections	Weightage
	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

## SECTION A

Income Tax Act-1961. (Meaning, Concepts and Definitions) Income, Person, Assesse, Assessment year, Pervious year, Agricultural Income, Exempted Income, Residential Status of an Assesse, Fringe benefit Tax, Tax deducted at Source, Capital and Revenue Income and expenditure. Computation of Taxable Income under the different heads of Income. A) Income from Salary Salient features, meaning of salary, Allowances and tax Liability-Perquisites and their Valuation- Deductions from salary.(Theory and Problems)

## SECTION B

Computation of Taxable Income under the different heads of Income. (continued) B) Income from House Property- Basis of Chargeability-Annual Value-Self occupied and let out property- Deductions allowed (Theory and Problems) C) Profits and Gains of Business and profession Definitions, Deductions expressly allowed and Business and professions disallowed (Theory and Problems) D) Capital Gains Chargeability-definitions- Cost of Improvement Short term and long term capital gains-deductions (Theory only)

## SECTION C

Computation of Total Taxable Income of an Individual. E) Income from other sources Chargeability-deductions-Amounts not deductible. (Theory only ) Gross total Income- deductions u/s-80(80ccc to 80 u) Income Tax calculation- (Rates applicable for respective Assessment year) Education cesses

## SECTION D

Miscellaneous :Tax deducted at source-Return of Income-Advance payment of Tax- methods of payment of tax-Forms of Returns-Refund of Tax. (Theory),Income Tax Authorities :Organization structure of Income Tax Authorities /Administrative and Judicial Originations)Central Board of Direct Tax (Functions and powers of various Income Tax Authorities)

### References:

1. Indian Income Tax Act. Vinod Singhania Latest edition (2018)
2. Students guide to Income Tax. Dr.Vinod Singhania
3. Income Tal. Ahuja and Gupta, Bharat Prakashan.
4. Income Tax. Manoharam.
5. Indian Income Tax Act.H.C.Malhotra
6. Income Tax Act. R.N.Lakhotia
7. Practical Approach to Income Tax-Girish Ahuja and Ravi Gupta.

<https://sol.du.ac.in/mod/book/view.php?id=1259>

<https://www.ey.com/in/en/services/tax/ey-working-in-india-residency-in-india-and-tax-incidence>

Course Title/Code	<b>MERGERS AND ACQUISITIONS/MCH306B</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	CO1: To understand the basic concepts, theories of Mergers and Acquisitions. CO2: To be able to understand the practical handling of cross border/ Cross-culture M&A and its taxation issues. CO3: To identify and interpret the different types of Mergers & Acquisitions, its legal implications and Anti-takeover strategy CO4: To apply theoretical knowledge in Deal Valuations and Evaluation of Merger and Acquisition through various methods. CO5: To understand the practical aspect of Post-Merger Evaluation, Methods of Financing options and criterias for cracking a deal in a practical scenario.

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### **SECTION A**

Mergers and Acquisitions: Introduction to mergers, types of mergers, theories of mergers & acquisitions; Cross-border mergers and acquisitions, issues and challenges in cross border M&A. Handling cross-culture and taxations issues in cross-border M&A. Analysis of Post-Merger Performance.

#### **SECTION B**

Demerger, types of demerger, reverse merger, buyback of shares, leverage buy-out strategy, merger strategy - growth, synergy, operating synergy, financial synergy, diversification. Takeover and its types, takeover strategy, takeover bids, legal framework for mergers and acquisitions, leverages and buyouts; Hostile tender offers and various anti-takeover strategies

#### **SECTION C**

Deal Valuation and Evaluation: Factors affecting valuation basics, methods of valuation, cash flow approaches, economic value added (EVA), sensitivity analysis, and valuation under takeover regulation, valuation for slump sale, cost-benefit analysis and swap ratio determination

#### **SECTION D**

Post-Merger Evaluation: Financial Evaluation of Mergers & Acquisitions, Impact on shareholders' Wealth; Methods of payment and financing options in mergers & acquisitions, financing decision, Merger, Acquisition and Competition law 2002, SEBI (Securities & Exchange Board of India) Takeover Code 2011 and criteria for negotiating friendly takeover.

#### **References**

1. Weston, Fred; Chung, Kwang S. & Siu, Jon A.: Takeovers, Restructuring and Corporate Governance, (2nd ed.). Pearson Education

2. Gupta, Manju (2010): Contemporary Issues in Mergers and Acquisitions. Himalaya Publishing Readings:

1. Sundarsanam (2006); Creating Value from Mergers and Acquisitions, (1st ed.) Pearson Education

2. Ramanujan. S. (1999); Mergers: The New Dimensions for Corporate Restructuring, McGraw Hill

3. Narayankar, Ravi, (2013): Merger and Acquisitions Corporate Restructuring, Strategy and Practices, (2<sup>nd</sup> ed.). International Book House Pvt. Ltd.

Course Title/Code	<b>PROFESSIONAL DEVELOPMENT PROGRAMME V CDC 305B</b>
<b>Course Type:</b>	CORE (CDC)
<b>Course Nature:</b>	SOFT
<b>L-T-P-O Structure</b>	1-0-0-0
Course Objectives	CO1:to give students the exposure to 21 <sup>st</sup> century skills CO2:to understand the interview process CO3:to create and deliver presentations confidently with effective use of body language CO4:to understand how to be professional CO5:to improve writing as well as speaking skills of students

Syllabus	Sections	Weightage
	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### **SECTION A**

Introduction to Social Responsibility: CSR Initiatives of various companies, Why CSR.

#### **SECTION B**

21st Century Skills: Creativity, Change Management, Stress Management, Cross Cultural Communication, Team Building

#### **SECTION C**

Written and Speaking Skills: Email Writing, Cover Letter, Creating and delivering Presentations, Group Discussions

#### **SECTION D**

Interviews: Resume Writing, Researching the employer, Power Dressing, Managing Interviews

#### **References:**

1. Presenting to Win: The Art of Telling Your Story

Book by Jerry Weissman

2. 21st Century Skills: Learning for Life in Our Times

Book by Bernie Trilling and Charles Fadel

3. Everybody Writes: Your Go-To Guide to Creating Ridiculously Good Content

By Ann Handley



**ManavRachna Centre for Peace and Sustainability**  
**Course on “Essentials of Peace and Sustainability”**

*Course Load Structure (L=2, P=2) No of credit =3*  
(No of contact hours per week 4)

**Course Objective**

To make participants understand the philosophical underpinnings of “Peace” at Self, Society, Nation and Global level. The course aims at sensitizing participants on aspects of building and maintaining Peace in World through Sustainable Development and creating a mindset to acknowledge the importance of Peace through Collaborative and sustained efforts in personal, social, economic and governance. The course develops sound concepts which participants are made to apply through a series of Projects, Assignments, Group Work and Seminars and helps participants’ growth into “Ambassadors of World Peace as Digital Professionals and sensitive Global Social beings”.

**Course Structure (Overall Outline)**

**Blended mode:**

- **Online mode: 30%**
- **Classroom work: 30%**
- **Field work:40%**

**Course 1: Essentials of Peace and Sustainability**

**Learning outcomes**

**After completing this course, the students will be able to**

1. Comprehend concept of “Peace and sustainability” and inter linkages
2. Discuss relevance of sustainable development goals to attain Peace
3. Recognize how peace addresses sustainable development goals
4. Construct thoughts and philosophies of Peace Advocacies
5. Compare various Perspectives on Peace
6. Be able to Choose appropriate strategy to face challenges to peace
7. Appreciate different kinds of thoughts in different contexts with reference to peace
8. Summarize understanding of peace based on various perspectives
9. Make decisions in personal, social and professional life aligning to inner peace
10. Envision impact of individual action on society and nation and globe as a whole
11. Develop culture of following netiquettes of a peace loving citizen in digital era
12. Understand the political, economic, socio-cultural conflict & ecological conflict

**Unit 1: Basic understanding of Peace and Sustainability**

- i. Concept of Peace and Approaches to Peace
- ii. Understanding peace from different perspective: Self, Local Community, National and Global.
- iii. Concept of Sustainability and Sustainable Development Goals (2030) as drivers of sustainable, health and social initiatives
- iv. Why Sustainability

**Assignment:**

- Document analysis of Sustainable development goals agenda
- Creative expression based on sustainable development goals

**Unit 2:**

**i. Understanding thoughts on Peace**

- a) Study of relevant extracts from the writings of Indian thinkers: Gandhi, Tagore, Sri Aurobindo, Vivekananda
- b) Western thinkers: Russell, Iqbal, Dalai Lama, Nelson Mandela  
(Please follow Annexure A-reading references)

**Assignment:**

- Panel discussion by students
- Discussion forums on different aspects of Peace

**Unit 3: Understanding challenges to peace**

- i. Challenges to peace-stress, conflicts, crimes, terrorism, violence and wars
- ii. Ongoing conflicts in the political, economic, socio-cultural and ecological sphere at national and international level
- iii. Impact of media- The use of perspective, symbols, stereotypes, and rhetoric in analyzing communication and representation of contentious issues in television and other modern media.

**Assignment:**

- Case study analysis

**Unit 4: Peaceful and Sustainability conscious individual**

**Being “Peace Ambassador”**

- i. Role of self in reducing prejudices, biases and stereotypes, nurturing positivity, making choices in response to crises in personal, social and professional life  
*(These topics should be covered through games and activities)*
- ✓ Developing Core competencies and life skills: Negotiation Rational thinking, System thinking, conflict resolution  
*(These topics should be covered through workshops)*  
Cultivating the skills necessary for peace: Introspection and reflective thinking, Mediation, Dialogue  
*(These topics should be covered through experiential learning through training and practices)*

**Assignment**

- *Reflective journaling*

**Being Sustainability conscious individual**

- ✓ 3As of Sustainable development goals oriented initiatives: Awareness, Appreciation, Action
- ✓ Power of One
- ✓ Role of Organizations, NGO and Government
- ✓ Role of technology –Digital literacy and media literacy

**Assignment**

- Project -Students will choose one of the sustainable development goals. Decide the initiative to achieve the goal, execute the initiative. Write a summary report on it and present in symposium.

*Some of the suggested areas (But not limited to)*

- ✓ *Gender stereotyping*
- ✓ *Gender equality*
- ✓ *Quality education*
- ✓ *Carbon footprints*
- ✓ *Ecological footprints*
- ✓ *Water crisis*
- ✓ *Waste water management*
- ✓ *Climate change*
- ✓ *Biodiversity*

**Annexure A: Reading material**

- ✓ Mahatma Gandhi (Brute Force and Passive resistance)
- ✓ [https://www.mkgandhi.org/hindswaraj/chap16\\_bruteforce.htm](https://www.mkgandhi.org/hindswaraj/chap16_bruteforce.htm)
- ✓ [https://www.mkgandhi.org/hindswaraj/chap17\\_passiveresistance.htm](https://www.mkgandhi.org/hindswaraj/chap17_passiveresistance.htm)
- ✓ Tagore (‘Civilization and Progress’ and ‘Nationalism in India’)
- <http://tagoreweb.in/Render/ShowContent.aspx?ct=Essays&bi=72EE92F5-BE50-40D7-8E6E-0F7410664DA3&ti=72EE92F5-BE50-4A47-2E6E-0F7410664DA3>
- <http://www.swaraj.org/tagorecivilization.htm>
- ✓ Sri Aurobindo (‘The Ideal of Human Unity’)
- <http://www.collectedworksofsriurobindo.com/index.php/readbook/03-the-turn-towards-unity-its-necessity-and-dangers-vol-the-ideal-of-human-unity>
- ✓ Russell (‘Knowledge and W
- ✓ n Possible’)
- <http://www.allamaiqbal.com/works/prose/english/reconstruction/07.htm>

<b>Course Title/Code</b>	<b>Applied Philosophy (EDS 288)</b>
<b>Course Type</b>	<b>Core</b>
<b>Course Nature</b>	<b>Soft</b>
<b>L-T-P-O Structure</b>	<b>(1-0-2-0)</b>
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• To acquire the basic understanding of the key concepts of philosophy with reference to its applied nature.</li> <li>• To critically analyze the philosophy of influential philosophers about the different aspects of human life.</li> <li>• To gain an insight into the philosophical perspectives of socio-political scenario in India.</li> <li>• To reflect upon philosophy of religion in light of India's secular status.</li> </ul>

- ✓ Dalai Lama ('Universal Responsibility')
- <https://www.lamayeshe.com/article/global-community-and-need-universal-responsibility>
- ✓ Nelson Mandela ('Alternative politics truth and reconciliation')
- [http://www.africa.upenn.edu/Govern\\_Political/Mandel\\_100.html](http://www.africa.upenn.edu/Govern_Political/Mandel_100.html)
- ✓ Work of Swami Vivekananda
- ✓ Sustainable development goals
- <https://sustainabledevelopment.un.org/sdgs>
- <https://www.un.org/sustainabledevelopment/peace-justice/>
- ✓ Sustainable development goals in action by countries, groups and individuals
- <https://undg.org/wp-content/uploads/2016/12/SDGs-are-Coming-to-Life-UNDG-1.pdf>
- <https://www.un.org/sustainabledevelopment/be-the-change/>
- <https://sdgsinaction.com/>
- <https://sustainabledevelopment.un.org/partnerships/goodpractices>

### **Section A: Introduction to Philosophy**

- Philosophy: Meaning, Nature and Scope
- Practical uses of Philosophy
- Branches of Philosophy

### **Section B: Thoughts of Philosophers and their implications**

- General Philosophy of John Dewey, Swami Vivekananda and Rabindra Nath Tagore
- Philosophy of life and success: Steve Jobs, N.R. Narayana Murthi, Dr. A.P.J. Abdul Kalam and Muhammad Yunus
- Philosophy of Science and technology- Francis Bacon and Martin Heidegger.

### **Section C: Philosophical perspectives of Socio-Political scenario in India**

- Nature of Democracy and its implications.
- Meaning and requirements of National Integration
- Universal Human Rights

### **Section D: Philosophical perspectives of Religious scenario in India**

- Secularism—its nature and implications, Moral Philosophy of religion with special reference to Hinduism, Jainism, Buddhism, Islam, Christianity, Sikhism.

- Religious pluralism and Religious tolerance

### Practical Activities

- A report on 'my philosophy of life' from the perspective of a young adult.
- Making a list of videos related to motivating philosophies.
- Interactive sessions on various philosophical perspectives of contemporary philosophers. (Sandeep Maheshwari, Brahmakumaris etc.)
- Readings by students from A.P.J. Abdul Kalam's book 'Forge your future' (or any other suitable book)
- Organization of and participation in street plays /dramas/ declamation/ debates/ any other suitable activity on any theme of Philosophical perspectives of Socio-Political scenario in India.
- Group discussions on any suitable topics concerning contemporary society like obstacles in national integration, misuse of democracy, implications of secularism etc. and to reflect upon different viewpoints.
- Preparation of quotation boards to display quotes of great philosophers in the college premises.
- Extempore on social dilemmas with respect to obstacles of democracy and national integration to have philosophical views of students.
- Discussion on Article ' Rabindranath Tagore's Educational Ideas and Experiments' by Christine Kupfer and reflection by students.
- Any other suitable activity.

### REFERENCE BOOKS

- [Agarwal, D.P.](#) 2000. Ancient Metal Technology and Archaeology of South Asia. New Delhi: Aryan Books International.
- [Biswas, Arun Kumar.](#) 1994. Minerals and Metals in Ancient India. Vol. 1 Archaeological Evidence. New Delhi: D. K. Printworld (P) Ltd.
- [Dilip K. Chakrabarti.](#) The Early use of Iron in India. 1992. New Delhi: The Oxford University Press.
- Chakrabarti D.K. (1996a). Copper and its Alloys in Ancient India. Delhi: Munshiram Manoharlal Publishers Private Limited
- Mukherjee, M. 1978 Metal craftsmen of India, Calcutta
- Rakesh Tewari, 2003, [The origins of iron-working in India: new evidence from the Central Ganga Plain and the Eastern Vindhyas](#)
- Srinivasan, Sharda and Srinivasa Rangnathan. 2004. India's Legendary Wootz Steel. Bangalore: Tata Steel.
- [Tripathi, Vibha](#) (Ed.). 1998. Archaeometallurgy in India. Delhi: Sharada Publishing House.
- Tripathi, Vibha. 2001. The Age of Iron in India. New Delhi: Aryan Books International.
- [Chatterjee](#), Satischandra. 2007. An introduction to Indian philosophy.
- Michaels, Axel (2004). Hinduism: Past and Present. New York: Princeton University Press.
- [Radhakrishnan, S](#) (1929). [Indian Philosophy, Volume 1](#). Muirhead library of philosophy (2nd ed.). London: George Allen and Unwin Ltd.
- [Radhakrishnan, S.](#); Moore, CA (1967). [A Sourcebook in Indian Philosophy](#). Princeton.

<b>Course Title/Code</b>	<b>Applied Philosophy (EDS 288)</b>
<b>Course Type</b>	<b>Core</b>
<b>Course Nature</b>	<b>Soft</b>
<b>L-T-P-O Structure</b>	<b>(1-0-2-0)</b>
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• To acquire the basic understanding of the key concepts of philosophy with reference to its applied nature.</li> <li>• To critically analyze the philosophy of influential philosophers about the different aspects of human life.</li> <li>• To gain an insight into the philosophical perspectives of socio-political scenario in India.</li> <li>• To reflect upon philosophy of religion in light of India's secular status.</li> </ul>

### **Section A: Introduction to Philosophy**

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- Practical uses of Philosophy
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- General Philosophy of John Dewey, Swami Vivekananda and Rabindra Nath Tagore
- Philosophy of life and success: Steve Jobs, N.R. Narayana Murthi, Dr. A.P.J. Abdul Kalam and Muhammad Yunus
- Philosophy of Science and technology- Francis Bacon and Martin Heidegger.

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- Religious pluralism and Religious tolerance

### **Practical Activities**

- A report on 'my philosophy of life' from the perspective of a young adult.
- Making a list of videos related to motivating philosophies.
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- Readings by students from A.P.J. Abdul Kalam's book ' Forge your future' (or any other suitable book)
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- Group discussions on any suitable topics concerning contemporary society like obstacles in national integration, misuse of democracy, implications of secularism etc. and to reflect upon different viewpoints.
- Preparation of quotation boards to display quotes of great philosophers in the college premises.
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- [Biswas, Arun Kumar](#). 1994. Minerals and Metals in Ancient India. Vol. 1 Archaeological Evidence. New Delhi: D. K. Printworld (P) Ltd.
- [Dilip K. Chakrabarti](#). The Early use of Iron in India. 1992. New Delhi: The Oxford University Press.
- Chakrabarti D.K. (1996a). Copper and its Alloys in Ancient India. Delhi: Munshiram Manoharlal Publishers Private Limited
- Mukherjee, M. 1978 Metal craftsmen of India, Calcutta
- Rakesh Tewari, 2003, [The origins of iron-working in India: new evidence from the Central Ganga Plain and the Eastern Vindhyas](#)
- Srinivasan, Sharda and Srinivasa Rangnathan. 2004. India's Legendary Wootz Steel. Bangalore: Tata Steel.
- [Tripathi, Vibha](#) (Ed.). 1998. Archaeometallurgy in India. Delhi: Sharada Publishing House.
- Tripathi, Vibha. 2001. The Age of Iron in India. New Delhi: Aryan Books International.
- [Chatterjee](#), Satischandra. 2007. An introduction to Indian philosophy.
- Michaels, Axel (2004). Hinduism: Past and Present. New York: Princeton University Press.
- [Radhakrishnan, S](#) (1929). [Indian Philosophy, Volume 1](#). Muirhead library of philosophy (2nd ed.). London: George Allen and Unwin Ltd.
- [Radhakrishnan, S.](#); Moore, CA (1967). [A Sourcebook in Indian Philosophy](#). Princeton.

SEMESTER VI										
SUBJECT CODES	SUBJECT NAME	**OFFERING DEPARTMENT	*COURSE NATURE (Hard/Soft/Workshop/NTCC)	COURSE TYPE (Core/Elective/University Compulsory)	L	T	P	O	NO. OF CONTACT HOURS PER WEEK	NO. OF CREDITS
MCH316B	E-COMMERCE	DMC	HARD	CORE	3	0	0	0	3	3
MCH317B	DIGITAL MARKETING	DMC	HARD	CORE	3	0	0	0	3	3
MCH318B	BUSINESS ANALYTICS	DMC	HARD	CORE	3	0	0	0	3	3
MCH320B	BEHAVIOURAL FINANCE	DMC	HARD	ELECTIVES	3	0	0	0	3	3
MCH321B	FINANCIAL SERVICES	DMC	HARD	ELECTIVES	3	0	0	0	3	3
MCH319B	CSR AND BUSINESS ETHICS	DMC	HARD	CORE	3	0	0	0	3	3
CSW331B	GOOGLE SUITE	CST	SOFT	CORE	0	0	3	0	3	2
<b>TOTAL (L-T-P-O/CONTACT HOURS/CREDITS)</b>					<b>18</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>22</b>	<b>20</b>

Course Title/Code	<b>E-COMMERCE/MCH316B</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	This course presents to enable the student to become competent to understand the mechanism for excelling in e commerce based employments and self-employment opportunities

Syllabus	Sections	Weightage
	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

**SECTION A**

Network Infrastructure [6L] Client/Server Computing, N-tier Solution, Internet hierarchy, Basic Blocks of E-Commerce, Network layers and TCP/IP protocols, HTTPS, Types of Services and Servers, Virtual Private Network (VPN), Remote Connectivity.  
Introduction to E-commerce [8L] Concept of EDI & FDI,

### **SECTION B**

Introduction to E-commerce, E-Commerce & E-Business, Features of Ecommerce, E-Commerce payment mechanism, E-Commerce revenue streams, Advertising and Promotion, Building an E-commerce website, Customer Service and service quality evaluation (SERVQUAL)

### **SECTION C**

E-Business Models [8L] Business to Consumer (B2C), Business to business (B2B), Consumer to consumer (C2C), Peer to peer (P2P), M commerce Business Models, E-Governance.

### **SECTION D**

Security and Legal Issues [8L] Cyber Fraud and solutions, Online Contracts, Digital Signatures, Digital Certificates, Concept of Encryption and Cryptography, Public and Secret key encryption, IT Act to legalize E-commerce, Taxation in relation to E-Commerce, Consumer Protection in Cyberspace.

Practical: [20L] Web site development & programming

### **References:**

1. E-Commerce, 4th Edition, Business, Technology, Society, By Kenneth C. Laudon, Carol G. Traver, SPD
2. E-Commerce, K.K. Bajaj, Debjani Nag, TMH India
3. e-Business & e-Commerce for Managers, By Harvey M. Deitel, Paul J. Deitel, Kate Steinbuhler, SPD
4. E-Commerce: An Indian Perspective, S. J. Joseph, P. T., PHI
5. The Information Technology Act, Bare Act with Short Notes, Universal Law Publishing Co. Pvt. Ltd.



Course Title/Code	<b>DIGITAL MARKETING/MCH317B</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	CO1:Understand the scope of digital marketing and how it integrates with overall business and marketing strategy globally CO2:Assess various digital channels and understand which are most suitable to an idea or solution CO3:Understand the fundamentals of a digital marketing campaign, and be able to apply it to achieve your business objectives

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### **SECTION A**

Introduction , Digital Marketing meaning, scope and Importance, Web marketing strategy , Web marketing environment, Web Content, Web marketing tools

#### **SECTION B**

Online Buyer Behavior, Website Design, Online user experience, online site design, Integrated Internet Marketing Communications, Interactive Marketing Communication, Search Engine Optimization, Creating and Managing Campaigns

#### **SECTION C**

Digital Promotion Techniques: EMail marketing, Permission Marketing, Viral Marketing, Social Media Marketing, Content Marketing, Facebook Advertising, Visual Advertising, Display Advertising, Mobile Advertising, Image Advertising, Video Advertising; YouTube Advertising, Concept of SNS Industry (Social Networking Site Industry)

#### **SECTION D**

Google Analytics, Tracking Performance, Tracking Mobile marketing Performance, Web Analytics, Traffic Reports, Behavior reports, KPIs in analytics, Tracking SMM performance

#### **References:**

1. Ryan Damian, Understanding Digital Marketing, Kogan Page.
2. Parkin Godfrey, Digital Marketing: Strategies for Online Success, New Holland Publishers.
3. Hanson, W. and Kalyanam, E-Commerce and Web Marketing, Cengage

Course Title/Code	<b>BUSINESS ANALYTICS MCH318B</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	<p>CO1:Understand the fundamentals of business analytics and articulate a business problem and convert it into a viable Analytics question</p> <p>CO2:Apply Data visualization for exploratory analysis and communicate effectively to diverse audience.</p> <p>CO3:Concept of Big Data and, how it can be aligned with business objectives.</p> <p>CO4:Understand the fundamentals of Data Science, Machine Learning and Artificial Intelligence in the growing digitalization at the global level</p> <p>CO4:Analyze Data and find patterns in them for better decision making</p> <p>CO5:Apply various analytics techniques in problem solving</p> <p>CO6:Apply knowledge and develop solutions across a range of functional areas like Marketing Finance, HR and Operations.</p>

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

### SECTION A

Foundations of Analytics: Introduction of Business Analytics, its evolution, Scope & Usage in Business. Popular tools used for Analytics. Data & Information - Types of data, Data Dashboards and reporting, Data Visualization, Big data & its importance, Big Data Technology - Hadoop, Industry examples of Big Data.

### SECTION B

Data preparation (Treatment of missing values, Identification of outliers and Erroneous data), Data selection, classification & reduction. Measures of Location, Measures of Dispersion, Measures of Shape, Measures of Association, Confidence Intervals, Statistical Inferences, Data Warehouse, Business Intelligence, Data Mining

### SECTION C

Analysis of variance (ANOVA), chi square test, regression – simple vs. multiple linear regressions, concept of multicollinearity, difference between correlation and regression, data science, machine learning and artificial intelligence.

### SECTION D

Time series analytics and forecasting, Application of Analytics: Retail, Marketing, Finance, HR & Web analytics

**Tools:** Python, R, Excel, SPSS

Text Books:

1. Camm, J.D. et al. (2015) . Essentials of Business Analytics. Cengage Learning
2. Evans, J.R. (2017). Business Analytics. Pearson Publishing
3. Minelli, M.et al. (2014). Big Data, Big Analytics. John Wiley & Sons.
4. Turban E, Armson, JE, Liang, TP & Sharda (2007). Decision support and Business Intelligence Systems, 8<sup>th</sup> Edition, John Wiley & Sons.

5. Michael J. A. Berry and Gordon S. Linoff (2004). Data Mining Techniques for marketing, Sales and CRM, John Wiley & Sons.
6. Business Analytics: The Science of Data - Driven Decision by U Dinesh Kumar
7. Fundamentals of Business Analytics” by R N Prasad and Seema Acharya

**Reference Books**

1. Albright, S. C and Winston, W. L (2015). “ Business Analytics: Data Analysis and Decision Making”. Atlantic Publisher and Distributors.
2. Business Analytics: Applications To Consumer Marketing” by Sandhya Kuruganti and Hindol Basu
3. Data science for Business” by Foster Provost
4. Business Analytics: Concepts and Theories” by Chopra B

Course Title	<b>BEHAVIOURAL FINANCE- MCH320B</b>
Course Type	Elective
Course Nature	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	CO1:Gain an understanding of financial market anomalies, biases and heuristics CO2:Discover the impact of uncertainty on decision making and market movement

**SECTION A**

Introduction to Behavioural Finance, Effect of psychological level, Practical application of behavioral finance, Risk Tolerance Questionnaires and their limitations, Efficient Markets Hypothesis, Fundamental and Technical Analysis, Fundamental Anomalies, Technical Anomalies, Calendar Anomalies,

**SECTION B**

Asset Allocation and Risk Aversion, Value Investing and Growth Investing, Behavioural obstacles in pursuing value investing, Heuristics, Principle of asset allocation; Investor’s Behaviour and Asset Allocation Process, Prospect Theory, Framing, and Mental Accounting; Noise Trading, & Limits to Arbitrage; Behavioral Explanations for Anomalies;.

**SECTION C**

Investors’ Biases: An overview; Cognitive Biases; Emotional Biases; Implication of overconfidence bias, Representativeness Bias, Anchoring & Adjustment Bias, Cognitive Dissonance Bias, Endowment Bias, Self Control Bias, Loss Aversion Bias.

## SECTION D

Rational Managers and Irrational Investors; Behavioral Investing and Neurofinance, Myers Briggs Type Indicator, Barnewall Two way model, Investors Personality Type Dimensions.

### **Texts &References**

1. Behavioural Finance: Insights into irrational minds and markets  
- by Moniter, James (John Wiley & Sons)
2. Inefficient Markets: An Introduction to Behavioural Finance  
- by Andrei Shleifer, Andrei (Oxford University Press)
3. Behavioural Finance & Wealth Management: How to build optimal portfolio  
- by Pompian, Michael M (John Wiley & Sons)
4. Behavioural Finance  
- by Shefrin, Hersh (Edward Elgar Publication)

### **Journals / Magazines**

1. The Journal of Behavioural Finance  
(Published by The Institute of Behavioural Finance and Lawrence Erlbaum Associates, Inc.)
2. International Journal of Behavioural Accounting & Finance  
(Published by Inderscience Publishers)
3. The Journal of Finance
4. The Journal of Financial Economics
5. American Economic Review

Course Title/Code	<b>FINANCIAL SERVICES/MCH321B</b>
Course Type:	Elective(Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	<p>CO1:Examine Financial Services management as an important and contemporary area of financial management.</p> <p>CO2: Demonstrate an awareness of the current structure and regulation of the Indian financial services sector.</p> <p>CO3:.. Evaluate and create strategies to promote financial products and services.</p> <p>CO4: Making a deep understanding on credit rating and its regulatory.</p>

Syllabus	Sections	Weightage
	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### **SECTION – A**

Functions of Financial System, Financial Assets, Financial Intermediaries, Financial Markets Money Market, Hire -Purchase and Leasing, Venture Capital & its Features, Difference between Discounting

#### **SECTION – B**

New Issue Market ( I.P.O ), Functions of new issue market, Method of floating issues, Secondary market, B.S.E, N.S.E. Listing, Dematerialization of Shares, Listing of Securities, Share pricing

#### **SECTION - C**

Securities & Exchange Board of India (SEBI), Depositing system, Objectives of Depositors, Listing of Securities

## SECTION - D

Factoring, Forfeiting, Credit rating in India, Functions of credit rating Agencies, Mutual Funds, Management and Products, Micro Finance,

### References:

1. Khan, M.Y., Financial Services, Tata McGraw Hill, New Delhi.
2. Pathak, Indian Financial System, Pearson Education.
3. Khan, M.Y., Indian Financial System, Tata McGraw Hills, New Delhi
4. Machiraju, H.R., Indian Financial System, Vikas Publishing House.
5. Machiraju, H.R., Working of Stock Exchange in India, New Age Publication.
6. Shrivastava, R.M., and Nigam, Divya, Management of Indian Financial Institutions, Himalaya Publishing House.

Course Title/Code	<b>CSR, VALUES AND ETHICS/MCH319B</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	<p>After completion of this course the students are expected to be able to demonstrate following knowledge, skills and attitudes</p> <p>The student will be able to:</p> <p>CO1 to give the students an insight into the dimensions of Corporate Social Responsibility, Values &amp; ethics</p> <p>CO2 to understand the difference between philanthropy &amp; corporate social responsibility in Indian context</p> <p>CO3 to understand the dynamics and importance of Corporate Social Responsibility in maintaining a sustainable economy</p> <p>CO4 to have a thorough understanding of the various models of CSR &amp; the nuances of their implementation</p> <p>CO5 to give some insights into the ethical &amp; unethical practices of Industry, so as to hone the students towards better corporate employees of future</p>

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%

	TOTAL	100%
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### SECTION – A

Corporate Social Responsibility (CSR) Concept of Corporate Social Responsibility, Perspectives of CSR, Carrol’s Model of CSR, Stakeholders model of Social Responsibility, case for and against CSR, Corporate Social Responsibility V/s corporate philanthropy, CSR in India

### SECTION B

Protection of stake holders Consumer protection , protection of employees , Origin of corruption in human minds set, Guarding against Discrimination and harassment in work places , Insider trading , whistle blowing , Ethical theories , Unethical Practices in India.

### SECTION C

Values & Business Values, Concept of values , features of values , types of values, formation of values , business values, levels of business values , Importance (Significance) of values in management of business.

### SECTION D

Ethics and Business Ethics, Meaning of ethics, nature of importance of ethics, Ethical decision making, Concept and nature of business ethics, need and relevance , determinants of business ethics, principles of business ethics, myths about business ethics

### References:

1. Francis & Mishra, Business Ethics Publisher TMH

<b>Course Title/ Code</b>	<b>Google Suite (CSW331B)</b>
<b>Course Type</b>	Core
<b>L-T-P-O Structure</b>	(0-0-3-0) Credit -1.5
<b>Objectives</b>	<p>The student will be able to</p> <ul style="list-style-type: none"> <li>● Create and log into google account.</li> <li>● Upload files and folders.</li> <li>● Create and manage files and folders.</li> <li>● Create Docs, Sheets, Slides (Presentation), and Forms (Survey) from Drive.</li> <li>● Create and rename a document, spreadsheet, presentation, and survey.</li> <li>● Format and edit a document, spreadsheet, presentation, and survey.</li> <li>● Use symbols, images, and drawings in a document, spreadsheet, presentation, and survey.</li> <li>● Share and review changes in a document, spreadsheet, presentation, and survey.</li> <li>● Manage your Google Calendar, Add Events, Share Calendars, and such.</li> <li>● Use Gmail to Attach Files from Drive, Save Attachments to Drive, much more</li> </ul> <p>CO1: Understand various components of Google suite  CO2: Create, format and share documents, presentations, forms and spreadsheets.  CO3: Organize online events and send invites  CO4: Collaborate content within the components of google suite.</p>

	<b>Sections</b>	<b>Weightage</b>
<b>Syllabus</b>	A	25%
	B	25%
	C	25%
	D	25%
	<b>TOTAL</b>	<b>100%</b>

**Computer Requirement:** One computer per student and Internet accessibility

**REQUIRED SOFTWARE:** Google Applications

#### Section-A

**GOOGLE SUITE BASICS: GMAIL:** Sign up for a Google account, Change Google account settings, Read and send e-mail messages, Send an email message with an attachment, Manage Gmail contacts, **GOOGLE DRIVE:** Introduction to Google drive, Uploading files, Managing files to google drive; **GOOGLE CALENDAR:** Create online calendar, Create an event, Create repeating events, Set up event reminders, Invite others to events, Share calendar with others, Change calendar views.

#### Section-B

**GOOGLE CHROME:** Navigate the Web with Google Chrome, Add and manage bookmarks and history, Use Google Chrome with Google Apps, **GOOGLE SEARCH:** Conduct a basic Google search, Analyze search results page, Filter search results using Google search tools. Refine search using Boolean operators. Search for reliable information on the Web. Evaluate search results by domain. **GOOGLE DOCS:** Create a word processing document (business letter, report, and table). Apply formatting features (fonts, paragraph styles, alignment, bullets/numbering, and line spacing). Insert and move text and objects, e.g., images, links, footnotes, page numbers. Print a document. **GOOGLE SPREADSHEET:** Create a spreadsheet. Enter text, dates, and numbers into rows and columns. Merge cells vertically and horizontally. Enter and edit formulas in a cell and/or use the formula bar. Format cells. Sort and manage data. Use basic functions (AVERAGE, SUM, COUNT, MIN, and MAX). Print a spreadsheet.

#### Section-C

**GOOGLE SLIDES:** Create a presentation. Insert and delete slides. Insert text, images, drawings, videos, tables, and shapes. Format presentation settings. Download a presentation. Collaborate on documents. Share or e-mail documents as attachments. **GOOGLE FORMS:** Create a form, share to get responses, download responses and evaluate them. **GOOGLE KEEP:** Create new notes, collaborate with other google suite elements.

#### Section-D

**GOOGLE SITES:** Create and manage a Google site. Insert images, links, gadgets, and Google-specific items. Embed items on Google site (e.g., maps, forms). Collaborate with others to manage sites. **GOOGLE MAPS:** Map a location, write reviews of a location on google maps. **HANGOUT:** start a group chat, **MEET:** make a conference video call, collaborate with google calendar, **GOOGLE PHOTOS:** Upload, download, delete.

Course Title/Code	<b>FINANCIAL MODELING/MCH-336B</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0



Course Objectives	<p>The primary focus of the course is to:</p> <ul style="list-style-type: none"> <li>· Relate the theory of finance to practical</li> <li>· Prepare usable spreadsheet models that will assist a financial manager with a firm's investment and financing decisions.</li> <li>· Introduced both simulation and optimization models.</li> </ul>
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### **Section – A**

**Introduction to Financial Modeling:** Meaning and Types of Financial Models, Tools and Techniques of Financial Modeling, Uses of Financial Modeling, Process of Financial Model Development, Financial Modeling Skills.

### **Section – B**

**Creating Financial Model:** Identify the problem, Gathering Data, Layout of Model, Defining inputs, calculations, and output blocks, determine audience, Basics of Excel, conditional formatting, Excel Formulas and macros.

### **Section – C**

**Valuation, Scenario Analysis & Sensitivity:** Valuation Methods: DCF Analysis, Comparable Analysis (“Comps”), Precedent Transactions, Pivot Table, Pivot Chart, what if analysis, Applying Sensitivity Analysis, Applying Scenario Manager.

### **Section – D**

**Financial Modeling Techniques:** Forecasting of financial statement, Time Value of Money, Capital Budgeting Model, Forecasting Methods- Moving Average, exponential smoothing, Trend Analysis.

### **Reference Book:**

- Financial Modeling in Excel for Dummies by Danielle Stein Fairhurst, A Wiley Brand
- Tjia John, (2<sup>nd</sup> edition 2009), Building Financial Models, McGraw-Hill Professional.
- Soubeiga Eric (1<sup>st</sup> edition 2013), Mastring Financial Modeling: A Professional's Guide to Building Financial Models in Excel, McGraw-Hill Professional.
- Bodhanwala, J., Rujbeh, (2<sup>nd</sup> edition 2010), Understanding and Analyzing Balance Sheet using Excel Worksheets, Prentice Hall International.