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DEPARTMENT OF MANAGEMENT (DOM)
 I. K. GUJRAL PUNJAB TECHNICAL UNIVERSITY MAIN CAMPUS

D. No. IKGPTU/DOM/4799

DATED: 8/4/19

Subject: Regarding approval of Minutes of Meeting of BOS, Faculty of Management.

A meeting of BOS, Faculty of Management was held on 27/3/19 to finalise the syllabus of 3rd Semester of various courses of management of IKGPTU. Minutes of meeting are attached herewith. You are requested to approve minutes of meeting.

Pooja Mehta
 (Dr. Pooja Mehta)
 Assistant Professor

Harmeem Soch
 (Harmeem Soch) 8/4/19
 Head of Department & Chairperson, BOS

Balkar Singh
 (Dr. Balkar Singh)
 Dean Academics, IKGPTU

Dr. No. 559
 Date 10/4/2019

~~DR CAT~~

Mr. Saman
 12/4/19

BOS Mgt 27/3/19
 27/3/19 12/4/19

IKGPTU/DOM/1150
 12-4-19

AR (Acad) *Dr. Pooja Mehta*
 11/4/19

DR (Acad) *Dr. Pooja Mehta*
 11/4/19

Dir (Acad) *Dr. Pooja Mehta*
 11/4/19

HOD (Mgt) DR Pooja Mehta plz
 Harmeem Soch

Minutes of Meeting of BOS Management

Venue: Meeting Room, 4th Floor, CB II, IKGPTU, Main Campus, Kapurthala

Date: 27th March, 2019

Following members were present:

Dr. Harmeen Soch, HOD, Department of Management, IKGPTU Main Campus, Kapurthala,
(Chairperson)

Dr. S. K Singla, Professor, GNAIMT, Phagwara (Member)

Dr. A.S Chawla, Professor, RIMT University, Mandi Gobindgarh (Member)

Dr. B.S Mann, Professor, UBS, GNDU, Amritsar (Member)

Dr. Parampal Singh, Associate Professor, GNDE, Ludhiana (Member)

Dr. Kapil Gupta, Asstt. Professor IKGPTU Main Campus, Kapurthala (Member)

Dr. Mandeep Kaur, Asstt. Professor, IKGPTU Main Campus, Kapurthala (Member)

Dr. Pooja Mehta, Asstt. Professor, IKGPTU Main Campus, Kapurthala (Member)

Er. Navdeepak Sandhu, Placement Officer, IKGPTU Main Campus, Kapurthala (Member)

The members discussed in detail the agenda of the meeting and following decisions were taken:

1. Course outcomes (COs) of all courses of 1st and 2nd Semester of MBA and BBA were finalized and attached as **Annexure A-B**
2. Syllabus including COs of 3rd Semester of MBA, BBA, B.Com and M.Com was finalized and attached as **Annexure C-F**.
3. Program Education Objectives (PEOs) of BBA and MBA were finalized and attached as **Annexure G-H**.
4. Syllabus including COs of following management courses of B.Tech Program was finalized and attached as **Annexure I**.
 - i) HSMC (MIM-472): Introduction to Industrial Management.
 - ii) HSMC (MIM-480): Macro Economics.
 - iii) HSMC (MIM-578): Quantitative Techniques for Decision Making.
 - iv) HSMC (MIM-475): Economics for Engineers.
 - v) HSMC (MIM-301): Fundamentals of Management for Engineers.
 - vi) HSMC (MIM-302): Project Management and Entrepreneurship.

vii) HSMC (MIM-303): Law and Engineering.

viii) HSMC (MIM-304): Understanding Interpersonal Dynamics.

5. The board was apprised with the revised syllabus of Environmental Sciences as Department of Academics, IKGPTU which is being offered in under graduate programs of Management, for their kind information.
6. The Board also recommended that affiliated colleges offering specialized programs of BBA and B.Com shall propose the scheme and syllabus including COs of 3rd-6th Semester. The same shall be put up in next BOS meeting for consideration.
7. The Board also recommended that affiliated colleges offering MBA (IB) shall propose the scheme and syllabus including COs of 3rd-4th Semester. The same shall be put up in next BOS meeting for consideration.


The chairperson thanked all the member of BOS for their valuable contribution.


Dr. Harmeem Soch 27/3/19

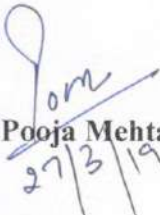

Dr. A.S. Chawla


Dr. S. K. Singla


Dr B.S. Mann


Dr. Parampal Singh


Dr. Kapil Gupta 27/3/19


Dr. Pooja Mehta
27/3/19


Dr. Mandeep Kaur


Dr. Navdeepak Sandhu

MBA 101-18

FOUNDATIONS OF MANAGEMENT

Objective: This course presents a thorough and systematic coverage of management theory and practice. The course aims at providing fundamental knowledge and exposure of the concepts, theories and practices in the field of management. It focuses on the basic roles, skills and functions of management, with special attention to managerial responsibility for effective and efficient achievement of goals.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Describe fundamental concepts and principles and conventions of accounting.

CO2: Explain the role and responsibilities of managers and adapt to the various styles of management across organizations.

CO3: Develop analytical abilities to face the business situations.

CO4: Apply various tools that would facilitate the decision making process in the business.

CO5: Develop peer based learning and working in groups and teams.

CO6: To comprehend the application of various controlling techniques in management.

Unit I

Introduction: Definition, nature, scope, importance, Functions of management and manager, Managerial roles and skills.

Evolution of management thought and Management thinkers: Classical Approach, Neo Classical Approach, Quantitative approach, Behavioral approach, Systems approach, Contingency approach. Contributions of F. W. Taylor, Henry Fayol, Mary Parker Follet, Chester Bernard, Max Weber, Peter, F. Drucker, Gilbreths, Henry Gantt, Abraham Maslow, Herzberg and McGregor.

Unit II

Planning: Importance, types of plans, and process of planning, business forecasting, MBO: Concept, importance, process, benefits and limitations.

Strategic management: Nature, importance, purpose, types, process and major kinds of strategies, McKinsey's 7-S Approach.

Decision-Making: Importance, types, steps and approaches, Decision Making in various conditions, Decision tree.

Unit III

Organizing: Concept and process of organizing, Formal Vs Informal organization, Organizational structure: Types of Organizational structure, Bases of Departmentalization. **Line & Staff:** concept, line-staff conflict.

Authority & Power: concept, responsibility and accountability. **Delegation:** concept, importance, factors affecting delegation, effective delegation, Span of Management,

I.K.G. Punjab Technical University
MBA Batch 2018 onwards

MBA 102-18
Managerial Economics

Objective: The objective of the paper is to acquaint the students with the economic concepts and principles and to enable them to use them to address business problems in a globalized economic environment.

Course Outcomes: After completing this course,, students shall be able to:

CO1: Understand the basic concepts of economics and relate it with other disciplines and identify the importance of economics in managerial decision making.

CO2: Measure price elasticity of demand, understand the determinants of elasticity and apply the concepts of price, cross and income elasticity of demand.

CO3: Analyze the demand and supply conditions and assess the position of a company and explain the concepts of factors of production, collective bargaining and the underlying theories of factors of production.

CO4: Recognize the relationship between short-run and long-run costs and will also be able to establish the linkage between production function and cost function

CO5: Compare and contrast four basic types of market i.e. perfect, monopoly, monopolistic and oligopoly and can determine price and output under different market types.

CO6: Understand basic concepts of macroeconomics and shall be able to measure national income using different approaches.

Unit-I

Introduction to Managerial Economics: Managerial Economics: Meaning, Nature, Scope & Relationship with other disciplines, Role of managerial economics in decision Making, Opportunity Cost Principle, Production Possibility Curve, Incremental Concept, Scarcity Concept.

Demand: Demand and its Determination: Demand function; Determinants of demand; Demand elasticity – Price, Income and cross elasticity, Use of elasticity for analyzing demand, Demand estimation. **Demand forecasting,** Demand forecasting of new product.

Indifference Curve Analysis: Meaning, Assumptions, Properties, Consumer Equilibrium, Importance of Indifference Analysis, Limitations of Indifference Theory.

Unit-II

Production Function : Production function Meaning, Concept of productivity and technology, Short Run and long run production function, Isoquants; Least cost combination of inputs, Producer's equilibrium; Returns to scale; Estimation of production function. **Theory of Cost:** Cost Concepts and Determinants of cost, short run and long run cost theory, Modern Theory of Cost, Relationship between cost and production function. **Revenue Curve:** Concept of Revenue, Different Types of Revenues, concept and shapes of Total Revenue ,Average revenue and marginal revenue,



MBA 103-18
QUANTITATIVE TECHNIQUES

Course Objective: The objective of this paper is to acquaint the students with quantitative and operations research techniques that play an important role in managerial decision-making.

CO1: To have a deeper and rigorous understanding of fundamental concepts in business decision making under subjective conditions.

CO2: To apply the concepts of central tendency and variation in managerial decision making.

CO3: To enhance knowledge in probability theory and normality and its distribution concepts.

CO4: To understand the concept of correlation regression analysis and their applications.

CO5: To apply the learnt techniques to build the best fit route of transportation for carrying schedule of activities.

CO6: To apply the operations techniques in reality to market scenario.

Unit I

Introduction to Statistics: Meaning, Definition in singular and plural sense, Features of statistics, Importance, Functions, Scope and Limitations of Statistics.

Measures of Central Tendency: Mathematical averages including arithmetic mean, geometric mean and harmonic mean, properties and applications. Positional Averages: Mode and median (and other partition values including quartiles, deciles and percentile. Graphic presentation of measures of central tendency.

Measures of Variation: Absolute and relative measures. Range, quartile deviation, mean deviation, standard deviation and their coefficients. Properties of Standard Deviation and Variance. Moments Concept, calculation and Significance. Skewness: Meaning, Measurement using Karl Pearson and Bowley Measures. Concept of Kurtosis.

Unit II

Simple Correlation Analysis: Meaning of Correlation: Simple, multiple and partial, linear and non linear correlation, correlation and causation, scatter diagram, Pearson's correlation coefficient, calculation and properties of coefficient, Rank Correlation.

Simple Regression Analysis: Meaning of Regression, Principle of least square and regression analysis, Calculation of regression coefficient, properties of regression coefficient, Relationship between correlation and regression coefficient.

Theory of Probability: Meaning of Probability, Approaches to the calculation of probability, calculation of event probabilities, Addition and Multiplication Laws of Probability (Proof not required), Conditional Probability and Bayes' Theorem (Proof not required).

Unit III

Probability Distribution: Binomial Distribution, Poisson Distribution and Normal Distribution with their properties and applications.



MBA 104-18
ACCOUNTING FOR MANAGEMENT AND REPORTING

Objective: This course aims to familiarize the students with various accounting concepts, tools and techniques and its application in managerial decision making. It also acquaints the students with the latest accounting practices and reporting standards.

Course Outcomes:

CO1 – To familiarize the students about the basic concepts, principles and process of accounting and to make them aware about the formats of financial statements of public limited, banking and insurance companies.

CO2 – To explain the students about the concepts of cost and various intricacies for preparing the cost sheet.

CO3 – To acquaint students about the decision making techniques using the concepts of marginal costing, standard costing and budgetary control.

CO4 – To enable the students to analyse financial statements using various tools for financial analyse and interpret the financial position of a business organization.

CO5 – To familiarize the students about the contemporary developments in the accounting.

CO6 – To make students aware about the recent developments in financial reporting and regulations so that they may understand and appreciate the concept and process of harmonization of financial reporting practices.

Unit I

Introduction to Accounting: Accounting as an information system, Accounting Process, concepts, convention and principles of Accounting, Role of accountant in an organization. Branches of accounting: Financial, Cost and Management Accounting and their inter-relationships, Exposure to format of schedule VI of Public Limited, Banking and Insurance Companies.

Unit II

Cost Accounting: Meaning, Objectives, Scope and Classification of costs, Preparation of Cost Sheet. **Marginal Costing** –Concept of Marginal Cost; Marginal Costing Vs Absorption Costing; **Cost-Volume-Profit Analysis;** Break-Even Analysis; Assumptions and its practical applications for managerial Decision making with special reference to pricing, make or buy decisions, selection of Sales-Mix.

Standard Costing: Introduction, Variance Analysis, types of Variances- Materials and Labour Variances. **Budgetary Control-** Types of Budgets Master budget Zero base budgeting, Fixed Budget and Flexible Budgets, Zero Base Budget, Participative Budget and Performance Budget.

Unit III

Financial Statement Analysis: Concepts and objectives, **Tools of Financial Analysis:** trend analysis, common size statements, comparative statements, Ratio analysis- Liquidity, solvency, profitability, turnover ratios, Cash flow statements and funds flow statements.

Unit IV



I.K.G. Punjab Technical University

MBA Batch 2018 onwards

MBA 105-18

BUSINESS ENVIRONMENT AND INDIAN ECONOMY

Course Objective: This course aims at providing knowledge of the environment in which businesses operate, the economic, political, legal and social framework with a basic idea of the Indian Economy.

Course Outcomes: At the end of the course, student should be able to

CO 1: Outline how an entity operates in a complex business environment.

CO 2: To systematically learn impact of legal & regulatory, macroeconomic, cultural, political, technological, global and natural environment on Business enterprise.

CO 3: To examine the critical opportunities and threats that arise from an analysis of external business conditions by applying scenario planning to synthesize trends prevailing in the external environment.

CO 4: To describe how various types of economic systems play a significant role in the success of a business.

CO 5: To understand the nature of Indian Economy and various issues relating to Indian Economy having a direct or indirect impact on business environment.

CO6: To discuss various development strategies in India.

UNIT I

Business Environment: Meaning, Types: Internal Environment; External Environment; Micro and Macro Environment, Components of Business Environment. **Political Environment:** Three political institutions: Legislature, Executive and Judiciary, Fundamental rights, Directive Principles, Rationale and extent of state intervention.

Economic Environment: Concept, features of various economic systems, New Industrial policy and industrial licensing, new economic policies, aspects of economic reforms and their effects on business and emerging economies. Effect of recession on Business and remedies for that, Economic Planning in India: Objectives, Strategies and Evaluation of current five year plan, Monetary and Fiscal Policy.

UNIT II

Legal Environment: Company Regulatory Legislations in India, FEMA, EXIM policy, Competition Law, Right to Information Act 2005.

Public Sector in India: Concepts, Philosophy and Objectives, Performance, Problems and Constraints. Disinvestment and Privatisation, Joint sector and Cooperative sector in India, Deficit Financing and its implications for the Indian Economy; Analysis of current year Annual Budget.

I.K.G. Punjab Technical University

MBA Batch 2018 onwards

MBA 106-18

BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY

Objective: This Paper introduces students to the relationship between business and ethics, and tries them to understand how ethical principles could influence management decisions. It also signifies the concept of CSR and its implications on business.

Course Outcomes: At the end of the course, the student will be able to:

CO1: To integrate and apply contemporary Ethics & Governance issues in a business context

CO2: To analyse and apply ethics to contemporary business practices.

CO3: To analyse key perspectives on corporate social responsibility and their application.

CO4: To evaluate different corporate ownership structures and their key governance features.

CO5: To understand the ethical decision making, ethical reasoning, the dilemma resolution process.

CO6: To analyse and apply corporate governance perspectives to contemporary business practices.

Unit I

Business Ethics: Characteristics, Principles, Types, Importance, Factors highlighting the importance of Business Ethics, Myths about Business Ethics. Ethical Values, Theories of Ethics, Absolutism versus Relativism, Teleological approach, the Deontological approach, Kohlberg's six stages of moral development (CMD), Code of Ethics.

Business Ethics and Social Responsibilities of the firm - relationship of the firms with customers, competitors, stockholders, dealers and suppliers. Ethics v/s Ethos, Indian v/s Western Management, Globalisation and Business Ethics. Emerging issues of Business Ethics.

Unit II

Ethical Dilemma; Characteristics, ethical decision making, ethical reasoning, the dilemma resolution process.

Ethical Considerations in Marketing, Ethics in Accounting and Finance, Ethical Implications at Top Level. Ethical considerations in Human Resource Management, Environmental Ethics.

Note: Relevant Case Studies regarding ethical issues in Marketing, HRM, Accounting and Finance and Environment Management should be discussed in the class.

Unit III

Corporate Social Responsibility: Concept, Definition, Need, Arguments in favour of and against CSR. Historical Phases of Corporate Social Responsibility, Perspectives of CSR. Models of CSR, Drivers of CSR, Corporate Governance, Business Ethics and CSR.

Corporate Social Responsibility and Corporate Sustainability: Meaning, Need and importance of Sustainability, Sustainability Case Studies-Triple Bottom Line (TBL).

I.K.G. Punjab Technical University
MBA Batch 2018 onwards
MBA 107-18

BUSINESS COMMUNICATION FOR MANAGERIAL EFFECTIVENESS

Objective: This course presents communication as integral to management and as a critical component for success in the workplace. The students will develop a foundation for designing effective messages, both written and oral, from concept to delivery. They will use various communication models to identify objectives, analyze audiences, choose information, and create the most effective arrangement and channel for that message. Particularly, the course emphasizes elements of persuasive communication: how to design messages for diverse and possibly resistant audiences and how to present that information in a credible and convincing way.

Specifically, students will practice drafting and editing clear, precise, and readable written business documents as well as learn to design documents to make information easily accessible to a busy, executive-level reader. In addition, they will develop and deliver an individual presentation, using appropriate and effective visual support, in which they will present a persuasive argument that demonstrates relevance and benefits to an audience at different levels of expertise or interest and will learn and practice group communication.

Course Outcome:

Course Outcomes: At the end of the course, the student will be able to:

CO1 - To understand the basics of communication and its process, and the various barriers in the communication.

CO2 – To learn the listening skills and comprehend the value of business etiquettes

CO3– To comprehend Non – Verbal communication skills and its application for effective Communication.

CO4 – To learn the skills of writing effective business messages, letters and reports

CO5– To develop the presentation skills and learning to organize and structure a Presentation using visual aids

CO6 – To prepare the students for interview , employment messages and resume writing skills

UNIT - 1

Understanding the Foundations of Business Communication: Business Communication concept, Communication Models, Communication Process, Characteristics of effective business communication, Barriers in communication environment, Communication and Ethics, Cross Cultural Communication;

Guidelines for successful collaborative writing, Social networking technologies in business communication, Importance of listening, business etiquette & nonverbal Communication

UNIT - II



I.K.G. Punjab Technical University
MBA Batch 2018 onwards

MBA 201-18

Business Analytics for Decision Making

Course Objective: The course aims at equipping students with an understanding of the research process, tools and techniques in order to facilitate managerial decision making.

Course Outcomes: At the end of the course, the student will be able to:

CO1: To have a deeper and rigorous understanding of fundamental concepts in business decision making under subjective conditions

CO2: To enhance knowledge in probability theory and normality and its distribution concepts

CO3: To conduct research surveys through multiple regression and multiple correlation

CO4: To design a good quantitative purpose statement and good quantitative research questions and hypotheses

CO5: To know the various types of quantitative sampling techniques and conditions to use.

CO6: To utilize the time series method to predict the future of sales in a concern.

Unit I

Introduction to Statistics: Meaning, Importance, Applications of inferential statistics in managerial decision making. **Collection of Data:** concept of primary data and secondary data, sources of primary data and secondary data, **Classification and Tabulation of Data:** Concept and types of classification, construction of frequency distributions, tabulation of data: role of tabulation, parts of table, rules of tabulation, review of table, types of table.

Sampling: Concept, definitions, census and sampling, probability and non probability methods of sampling, relationship between sample size and errors.

Unit II

Sampling Distributions: Concept and standard error.

Hypothesis Testing: Formulation of hypothesis, procedure of hypothesis testing, errors in testing of hypothesis, tests of significance for large samples, tests of significance for small samples, application of t-test, Z-test, F-test and Chi-square test and Goodness of fit, ANOVA.

Techniques of association of attributes.

Unit III

Business Forecasting: Introduction, Role of forecasting in business, Steps in forecasting and methods of forecasting.

**I.K.G. Punjab Technical University
MBA Batch 2018 onwards**

**MBA 202-18
Legal Environment for Business**

Course Objective: The objective of this paper is to give an exposure to students about important commercial, corporate and taxation laws, so that they are able to relate the impact of these legal enactments on business in an integrated manner.

Course Outcomes: Following are the expected outcomes of the course:

1. Students shall be able to understand the legal and regulatory framework of business environment.
2. Students shall be able to identify the fundamental legal principles behind contractual agreements.
3. Students shall be able to understand the legal provisions of sales of goods.
4. Students shall be able to understand the concept of negotiable instruments as well as rules pertaining to crossing, transferring and dishonouring of negotiable instruments.
5. Students shall have understanding of legal rules governing admission, retirement and death of partner and dissolution of partnership firm.
6. Students shall be able to understand the legal framework relating to the process of incorporation of Joint Stock Company

UNIT-I

Introduction to Business Laws:- Business Management and Jurisprudence; Structure of the Indian Legal Systems: sources of Law. **Law of Contract:** Definition, features of a valid contract, offer and Acceptance, Consideration, Capacity of parties, Free consent, Legality of Object, Performance and Discharge of Contract, breach of a contract and its remedies. Meaning and types of agents. Special Contracts-Laws of Agency; Principal-Agent Problem-Bailment, Pledge, Guarantee and Indemnity.

UNIT-II

Sales of Goods Act- Principles of Sales of Goods- Transfer of Ownership & Property- Performance of contract.

Unit III

Partnership Act: Introduction to Partnership Act, admission of partner, retirement and death of partner, dissolution of partnership firm.

Negotiable Instrument: Bills of Exchange, Promissory Note, Cheque and Rules Regarding the Crossing of Cheques, Dishonour of cheques and liability of banker and drawer.

UNIT-IV



I.K.G. Punjab Technical University
MBA Batch 2018 onwards
MBA 203-18
Marketing Management

Course Objective: The course aims at making students understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm in turbulent business environment. This course will provide better understanding of the complexities associated with marketing functions, strategies and provides students with the opportunity to apply the key concepts to practical business situations.

Course Outcomes: At the end of the course, the student will be able to:

CO1 - To learn the basics of marketing, selling, marketing mix and its core concepts.

CO2 – To understand the intricacies of the marketing environment and marketing information systems for effective marketing planning and strategies.

CO3– To equip the students with necessary skills for effective market segmentation, targeting and positioning

CO4 – To prepare the students for understanding the various components of product mix, product life cycle and comprehend the new product development process.

CO5– To develop an understanding of promotion mix and strategies for successful promotion

CO6 – To gain knowledge about the emerging trends in marketing and pyramid marketing.

Unit –I

Understanding Marketing and Consumers: Introduction to Marketing Management. Definition, Importance, Scope, Basic Marketing Concepts, Marketing Mix, Marketing vs Selling, Customer Value, techniques and relevance. **Marketing Environment and Competition:** Analyzing Marketing Environment-Micro, Macro, Impact of environment on marketing. **Corporate Strategic Planning:** Defining role of marketing strategies, marketing planning process. **Marketing Information System:** Concept and Components. **Consumer Behaviour:** Consumer buying process, Factors Influencing Consumer Buying Behaviour,

Unit –II

Market Segmentation & Targeting: Product differentiation, Positioning for competitive advantage, Product Decisions: Product Mix, Packaging and Labelling Decisions, Branding, Brand value & Brand Equity. **New Product Development,** Consumer Adoption Process, Product Life Cycle and marketing mix strategies. **Services Marketing** and 7Ps framework. **Pricing Decisions:** Objectives, Factors Affecting Pricing Decisions, Pricing Methods, Price Changes, Pricing Strategies.

Unit –III

Delivering and Promoting Product: Supply Chain Decisions Nature, Types, Channel Design and Channel Management Decisions, Retailing, Wholesaling, **Personal Selling:** Personal Selling Process, Managing the Sales Force. **Promotion Mix:** Advertising, Sales

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MBA 204-18

Human Resource Management

Course Objective: The objective of the paper is to make student aware of the various functions and importance of HR department in any organization. It is basically concerned with managing the human resources, whereby the underlying objective is to attract retain and motivate the human resources in any organization.

Course Outcomes: At the end of the course, the student will be able to:

CO1- To explain the basics of Human Resource Management and analyse the evolution of HRM.

CO2- To comprehend the environment of HRM.

CO3: To appraise various functions of HRM that facilitate employee hiring viz. human resource planning, job analysis recruitment and selection.

CO4: To understand the role of training, development, career planning and performance appraisal functions in human resource development.

CO5: To examine the provisions of employee health, safety and welfare.

CO6: To analyse the concerns of government, employees and employers in establishing Industrial relations.

CO7: To illustrate mechanisms adopted by the organizations for settlement of disputes and grievances

Unit I

Human Resource Management (HRM): Nature, Scope, Objectives and functions of HRM. Evolution of HRM, HR as a factor of competitive advantage. Organization of HR department, Line and staff responsibility of HR managers, competencies of HR Manager. Personnel Policies and Principles. **Strategic HRM:** Introduction, Integrating HR strategy with Business Strategy, Difference between SHRM and HRM. HRM Environment and Environment Scanning. **Human Resource Planning:** Meaning, Process and importance, factors affecting Human Resource Planning. **Job Analysis:** Process, methods of Job Description & Job Specification.

Unit 2

Recruitment & Selection: Meaning & Concept, Process & Methods Recruitment & Selection, Induction & Placement. **Training & Development:** Meaning & Concept of Training & Development, Methods of Training & Development, Evaluating training effectiveness. HRM vs. HRD. **Career Planning & Development:** concept of career, career planning, career development, process of career planning and development, factors affecting career choices, responsibilities of Employers / managers, organization and employees in career planning and development, career counseling. **Internal Mobility:** Promotion, Transfer, Demotion, Separation, downsizing and outplacement.

Unit 3

Performance Appraisal: Meaning & Concept of Performance Appraisal, Methods & Process of Performance Appraisal, Issues in Performance Appraisal, Potential Appraisal. **Compensation Management-** Concept and elements of compensation, Job evaluation, Wage / Salary fixation, Incentives Plans & Fringe Benefits. **Quality of work life (QWL):** Meaning, Concept, Techniques to improve QWL. Health, Safety & Employee

MBA 205-18

Production & Operations Management

Course Objective: It is a subject where a student learns various steps of product design, development, production, plant location, storage, production planning and control. The students are motivated to apply concepts and principles of management to become more effective professional

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Understand ever growing importance of Production and Operations management in uncertain business environment.

CO2: Gain an in-depth understanding of resource utilization of an organization.

CO3: Appreciate the unique challenges faced by firms in services and manufacturing.

CO4: Understand the subject as a crucial part of functional management.

CO5: Develop skills to operate competitively in the current business scenario.

CO6: Understand the concepts of inventory and purchasing management.

Unit- I

Operations management: concept, functions, transformation process model: inputs, process and outputs; classification of operations; responsibilities of operations manager, contribution of Henryford, Deming, Crosby, Taguchi.

Facility Location – importance, factors in location analysis, location analysis techniques. **Product Design and Development** – product design and its characteristics, product development process (technical), product development techniques. **Process selection-** project, job, batch, mass and process types of production systems. operations management in corporate profitability and competitiveness

Unit- II

Facility Layout – Objectives, Advantages, Basic Types of Layouts, Problems in facility layout. **Production Planning & Control (PPC):** –Concepts, Objectives, and Functions, work study – Productivity: Method study; Work measurement. **Capacity Planning** – Concepts, Factors affecting Capacity Planning, Capacity Planning Decisions.

Unit- III

Quality Management: Introduction, Meaning, Quality Characteristics of Goods and Services, Juran's Quality Trilogy, Deming's 14 principles, Tools and Techniques for Quality Improvement, Statistical Process Control Chart, Quality Assurance, Total Quality Management (TQM) Model Concept of Six Sigma and its Application. **Acceptance Sampling** – Meaning, Objectives, Single Sample, Double Sample and Multiple Sample Plans with sated risk, Control charts for variables – Averages and Ranges, Control Charts for Defectives – Fraction Defective and Numbers Defective.

Unit- IV



I.K.G. Punjab Technical University
MBA Batch 2018 onwards

MBA 206-18

Corporate Finance and Indian Financial System

Course Objective: To provide an in-depth understanding of the core finance functions and decisions in the area of corporate financial management. Further provide a practical and problem insight for effective financial decision-making.

Course Outcomes: After completing the course, the students shall be able to:

CO1- To explain the evolution, objectives and functions of corporate finance and interface of corporate finance with other functional areas.

CO2- To illustrate the concept of time values of money and valuation of securities.

CO3: To comprehend the significance of capital structure theories in capital structure decisions.

CO4: To understand the applications of approaches of working capital management.

CO5: To be able to describe the role of various financial institutions on Indian financial system.

CO6: To discuss the evolution of financial markets and various financial instruments.

Unit-I

Introduction to Financial Management and Corporate Finance: Meaning, nature, evolution, objectives, functions and scope of corporate finance. Interface of financial management with other functional areas, environment of corporate finance, functions and role of financial manager.

Time Value of Money-Introduction, types of cash flows, future value of single cash flow, multiple flows and Annuity.

Valuation of Securities: Concept of Valuation, Methods for valuation of equity, debt and hybrid securities.

Unit-II

Capital Structure Decision-Capital Structure Theories: Meaning and features of capital structure decision, Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani-Miller Hypotheses with special reference to the process of arbitrage and Agency Cost.

Capital Budgeting Decision: Nature of investment decisions; process of capital budgeting, investment evaluation criteria: Discounted and Non-Discounted Methods (Pay-Back Period, Average rate of return, Net Present Value, Benefit Cost Ratio and Internal Rate of Return). Risk analysis in capital budgeting and Capital rationing.

Unit-III

Dividend Decision-: Issues in dividend decisions. forms of dividend, theories of relevance and irrelevance of dividends.

Management of Working Capital: Meaning, nature, objectives and Approaches of Working Capital (Conservative, Matching and Aggressive approaches), Static vs. Dynamic View of Working Capital. Factors determining the amount and composition of Working Capital .Methods for financing of working capital.

Unit-IV

Introduction to Financial System: Overview, evolution of Indian financial system. Structure and functions of Indian financial system. Financial sector reforms-major reforms in the last decade. **Financial Institutions:** Introduction to Reserve Bank of India, Securities and Exchange Board of India, Insurance Regulatory and Development



I.K.G. Punjab Technical University
MBA Batch 2018 onwards

MBA 207-18

Entrepreneurship Development and Project Management

Course Objective: To provide a comprehensive understanding of the concept of an Entrepreneur and intricacies involved in managing entrepreneurial projects. The prime aim is to imbibe the necessary entrepreneurial competencies among students and motivate them choose Entrepreneurship as a feasible and desirable career option.

Course Outcomes: After completing the course, the students shall be able to:

CO1- To explain the characteristics, functions and traits of an entrepreneur.

CO2- To illustrate the concept of corporate entrepreneurship and development of the same in the organizations.

CO3: To comprehend the significance of women entrepreneurs, rural entrepreneurship and social entrepreneurship.

CO4: To examine entrepreneurial strategies to explore new entry opportunities, methods of enhancing creativity and generation of ideas.

CO5: To be able to develop an effective business plan.

CO6: To explain the basic concepts of project management and analyse different phases of project management viz. generation and screening of project ideas, project analysis, selection, financing, implantation and review.

Unit I

Introduction to Entrepreneur: Concept, Characteristics, functions of an entrepreneur, Entrepreneur Vs Manager, Types of entrepreneur, Entrepreneurial Mind Set, Key attributes of an entrepreneur, desirable and acquirable traits and behaviours, Readiness of the entrepreneur: Right age, right time and right conditions, Myths and Realities of entrepreneurship.

Entrepreneurship and Intrapreneurship: Similarities and variance, Developing Corporate Entrepreneurship.

Women entrepreneurs:-Meaning, role, problems for women entrepreneurs, **Rural entrepreneurship, social entrepreneurship,** Entrepreneurship Development, Entrepreneurial support systems and role of government in Entrepreneurship Development..

Unit II

Entrepreneurial Motivation: Concept and Theories, **Entrepreneurial Strategy: Generating and Exploiting New Entry Opportunities,** Generation of new Entry Opportunity, entry Strategy, Risk reduction strategies for New Entry Exploitation

Creativity and Business Idea Generation: Concept of creativity, ideas from trend analysis, sources of new ideas, Methods of generating new ideas, Creative problem solving, creativity and entrepreneurship. **Entrepreneurial Innovation:** Concept and types, Opportunity Recognition and opportunity assessment plan, product planning and development process..

Unit III

Protecting Ideas and Legal issues for the entrepreneur. Concept of IPR, Patents, Trademarks, Copyrights, Licensing, Product Safety, Other Legal Issues in Setting Up An Organisation. **Business Plan Creating and Starting the Venture:** Concept of Business Plan, Scope and Value, Writing the business plan, Using and implementing business plan. **Succession Planning and Strategies for Harvesting and Ending Venture:** Exit Strategy , succession of Business, Selling off, bankruptcy



MBAGE 201-18

Computer Applications for Business

Course Objective: The purpose of this course is to provide a through exposure to the operating and office management tools available in different packages. A student can be exposed to the working knowledge of Windows based operating systems and software packages such as Windows-95, 98, 2000-Professional, windows -XP and MS -Office.

Course Outcomes: After completing the course, the students shall be able to:

- CO1: Develop understanding of computer fundamentals, functions and their classifications
- CO2: Develop a clear understanding and knowledge about the functioning of a Computer software and window operating system
- CO3: Demonstrate proficiency in Microsoft word & Excel.
- CO4: Apply formatting and editing features to enhance worksheets.
- CO5: Use styles, themes, and conditional formats to customize worksheets.
- CO6: apply the concepts of data base and Access for editing Data; managing reports and labels, Managing Multiple Tables.

Unit I

Introduction to Computer: Definition of Computer, Features of Modern Computer, Classification of Computer on the Basis of Generation.

Components of Computer: Input Unit, Output unit, Central Processing Unit Various Input Devices and Output Devices, Internal and External Memory Storage, RAM, ROM, PROM, EPROM, Hard Disc, Magnetic Tapes

Unit II

Operating System: Concepts, Definition of Operating System (as Resource Manager, Processor Manager and Information Manager)

Window: Introduction to Window (Working of Windows, Manipulation of Icon, Menus and opening different applications simultaneously), Various Versions of Windows, Basic commands of windows (Creating, Moving, Renaming, Deleting Files/Folders). **MS-Office:** Introduction, Components of Office.

Unit III

MS-Word: History, Creating, Saving, Opening, Importing, Exporting and Inserting document, Formatting pages, Alignment, Paragraphs and Sections.

Indents and Outdents, creating lists and numberings Formatting Commands: Headings, Styles, Fonts and Size editing, Viewing Text, Finding and Replacing text, Headers and Footers, Inserting page breaks, Page numbers, Special Symbols and Dates Mail merge, Preview and Printings command.

MS-PowerPoint: History, Creating, Saving, Opening, existing presentation, Creating and Saving a Presentation using Auto Content Wizard, Design Template, Blank

BBA 101-18 PRINCIPLES AND PRACTICES OF MANAGEMENT

Course objective: the course aims at providing fundamental knowledge and exposure to the concepts, theories and practices in the field of management and to facilitate the students in appreciating need/significance and applications of various managerial functions.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Describe fundamental concepts and principles and conventions of accounting.

CO2: Explain the role and responsibilities of managers and adapt to the various styles of management across organizations.

CO3: Develop analytical abilities to face the business situations.

CO4: Apply various tools that would facilitate the decision making process in the business.

CO5: Develop peer based learning and working in groups and teams.

BBA 102-18 BASIC ACCOUNTING

Course Objective: This course aims to acquaint students with foundation of financial accountancy and its application in business. It also aims to familiarize students with regulatory framework of accounting in India.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: To understand the basic underlying concepts, principles and conventions of accounting.

CO2: To identify the rules of debit and credit in accounting.

CO3: To get an overview of the regulatory framework of accounting in India.

CO4: To prepare trading, profit & loss and balance sheet of a firm.

CO5: To comprehend the concept of depreciation and different methods to treat depreciation in accounting.

BBAGE 101-18 MANAGERIAL ECONOMICS- I

Course Objective: The primary objective of this course is to equip students with the necessary economic concepts, principles, theory and techniques and enhance their managerial decision making to address business problems in a globalized economic environment

Course Outcomes (COs): After completion of the course, the students shall be able to:



CO1: Understand the basic concepts of managerial economics and apply the economic way of thinking to individual decisions and business decisions.

CO2: Measure price elasticity of demand, understand the determinants of elasticity and apply the concepts of price, cross and income elasticity of demand.

CO3: Understand and estimate production function and Law of Diminishing Marginal Utility.

CO4: Understand and explain four basic market models of perfect competition, monopoly, monopolistic competition, and oligopoly, and how price and quantity are determined in each model.

CO5: Understand the different costs of production and how they affect short and long run decisions.

BBA 201-18 Business Statistics

Course Objective: Course Objective: The objective of the course on Business Statistics is to familiarize students with the basic statistical tools used to summarize and analyze quantitative information for decision making. Analysis of numbers is required for taking decisions related to every aspect of business.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: To learn the basic concepts like statistics and calculation of arithmetic mean, median and mode and partition values.

CO2: To understand the calculation of moments, skewness and kurtosis and determining whether the given distribution is normal or not.

CO3: To be acquainted with prerequisite knowledge required to understand the Probability and applications of probability theory.

CO4: To understand the concept of correlation regression analysis and their applications.

CO5: To apply the learnt techniques in statistical testing and their applications.

BBA202-18 Business Environment

Course Objective: The objective of this paper is to acquaint students with the issues of business environment in which corporate sector has to operate. It will also familiarize them with the techniques available for scanning and monitoring the environment. It also aims at providing some basic knowledge about international environment pertaining to business.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: To Identify and evaluate the complexities of business environment and their impact on the business.



CO2: To analyze about the relationships between Government and business and understand the political, economic, legal and social policies of the country .

CO3: To understand the current economic conditions in developing emerging markets, and evaluate present and future opportunities.

CO4: To be acquainted with prerequisite knowledge required to understand the Probability and applications of probability theory.

CO5: To understand the concept of the Industrial functioning and strategies to overcome challenges in competitive markets.

BBAGE 201-18 Managerial Economics-II

Course Objective: This course aims to acquaint students with economy as a whole including measurement of national income, inflation and unemployment, which an objective to inculcate understanding of macroeconomic environment of an economy for better decision making.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Explain the concept of national income and its measurement using different approaches.

CO2: Describe the underlying theories of demand and supply of money in an economy.

CO3: Make use of employment and national income statistics students will be able to describe and analyze the economy in quantitative terms.

CO4: Interpret macroeconomic issues like money, inflation and unemployment.

CO5: Identify the phases of the business cycle and the problems caused by cyclical fluctuations in the market economy.

Study Scheme and Syllabus of
Master of Business Administration
(MBA)
Batch 2018 onwards



Department of Academics
IK Gujral Punjab Technical University

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I.K.G. Punjab Technical University
MBA Batch 2018 onwards

Courses & Examination Scheme:

First Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 101-18	Core Theory	Foundations of Management	4	0	0	40	60	100	4
MBA 102-18	Core Theory	Managerial Economics	4	0	0	40	60	100	4
MBA 103-18	Core Theory	Quantitative Techniques	4	0	0	40	60	100	4
MBA 104-18	Core Theory	Accounting for Management and Reporting	4	0	0	40	60	100	4
MBA 105-18	Core Theory	Business Environment and Indian Economy	4	0	0	40	60	100	4
MBA 106-18	Core Theory	Business Ethics and CSR	4	0	0	40	60	100	4
MBA 107-18	Core Theory	Business Communication for Managerial Effectiveness	4	0	0	40	60	100	4
TOTAL			28	0	0	280	420	700	28

Second Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 201-18	Core Theory	Business Analytics for Decision Making	4	0	0	40	60	100	4
MBA 202-18	Core Theory	Legal Environment for Business	4	0	0	40	60	100	4
MBA 203-18	Core Theory	Marketing Management	4	0	0	40	60	100	4
MBA 204-18	Core Theory	Human Resource Management	4	0	0	40	60	100	4
MBA 205-18	Core Theory	Production and Operations Management	4	0	0	40	60	100	4
MBA 206-18	Core Theory	Corporate Finance and Indian Financial System	4	0	0	40	60	100	4
MBA 207-18	Core Theory	Entrepreneurship and Project Management	4	0	0	40	60	100	4
MBAGE 201-18	General Elective	Computer Applications for Business	2	0	0	40	60	100	2
TOTAL			30	0	0	320	480	825	30

Note: After second semester every student will be required to undergo summer training of six weeks duration in the corporate sector.



I.K.G. Punjab Technical University
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Third Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 301-18	Core Theory	Organizational Behaviour & Design	4	0	0	40	60	100	4
MBA 302-18	Core Theory	Marketing Research	4	0	0	40	60	100	4
	Elective	Major-I	4	0	0	40	60	100	4
	Elective	Major-II	4	0	0	40	60	100	4
	Elective	Minor-I	4	0	0	40	60	100	4
	Elective	Minor-II	4	0	0	40	60	100	4
HVPE101-18	Ability Enhancement Compulsory Course (AECC)	Human Values, De-addiction and Traffic Rules	3	0	0	40	60	100	3
HVPE 102-18	Ability Enhancement Compulsory Course (AECC)	Human Values, De-addiction and Traffic Rules (Lab/Seminar)	0	0	2	25	--	25	1
MBA 303-18	Core Theory	Seminar on Summer Training Report	2			50	-	50	2
TOTAL			27	0	2	355	420	775	30

Note: Students will opt any two of the following groups (1 as Major and 1 as Minor).

List of Electives:

Group A: Marketing

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 921-18	Elective	Consumer Behaviour	4	0	0	40	60	100	4
MBA 922-18	Elective	Services Marketing	4	0	0	40	60	100	4

Group B: Finance

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 911-18	Elective	Investment Analysis and Portfolio Management	4	0	0	40	60	100	4
MBA 912-18	Elective	Management of Financial Services	4	0	0	40	60	100	4

**I.K.G. Punjab Technical University
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Third Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 301-18	Core Theory	Organizational Behaviour & Design	4	0	0	40	60	100	4
MBA 302-18	Core Theory	Marketing Research	4	0	0	40	60	100	4
	Elective	Major-I	4	0	0	40	60	100	4
	Elective	Major-II	4	0	0	40	60	100	4
	Elective	Minor-I	4	0	0	40	60	100	4
	Elective	Minor-II	4	0	0	40	60	100	4
HVPE101-18	Ability Enhancement Compulsory Course (AECC)	Human Values, De-addiction and Traffic Rules	3	0	0	40	60	100	3
HVPE 102-18	Ability Enhancement Compulsory Course (AECC)	Human Values, De-addiction and Traffic Rules (Lab/ Seminar)	0	0	2	25	--	25	1
MBA 303-18	Core Theory	Seminar on Summer Training Report	2			50	-	50	2
TOTAL			27	0	2	355	420	775	30

Note: Students will opt any two of the following groups (1 as Major and 1 as Minor).

List of Electives:

Group A: Marketing

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
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MBA 921-18	Elective	Consumer Behaviour	4	0	0	40	60	100	4
MBA 922-18	Elective	Services Marketing	4	0	0	40	60	100	4

Group B: Finance

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 911-18	Elective	Investment Analysis and Portfolio Management	4	0	0	40	60	100	4
MBA 912-18	Elective	Management of Financial Services	4	0	0	40	60	100	4

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Group C: Human Resource Management

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 931-18	Elective	Organizational Change and Development	4	0	0	40	60	100	4
MBA 932-18	Elective	Employee Relations	4	0	0	40	60	100	4

Group D: Management Information Systems

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L	T	P	Internal	External		
MB 941-18	Elective	Data Mining for Business Decisions	4	0	0	40	60	100	4
MB 942-18	Elective	E-Commerce and Digital Markets	4	0	0	40	60	100	4

Fourth Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 401-18	Core Theory	Corporate Strategy	4	0	0	40	60	100	4
	Elective	Major-III	4	0	0	40	60	100	4
	Elective	Major-IV	4	0	0	40	60	100	4
	Elective	Major-V	4	0	0	40	60	100	4
	Elective	Major-VI	4	0	0	40	60	100	4
MBA 402-18	Project / Dissertation		4			--	100	100	4
MBA 403-18	Core Theory	Workshop on Indian Ethos	2	0	0	40	60	100	2
TOTAL			22	0	4	240	360	600	26

Note: Four papers of any one group chosen in the 3rd Semester will be studied as electives of Major in the 4th semester.



I.K.G. Punjab Technical University
MBA Batch 2018 onwards
List of Electives:

Group A: Marketing

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 923-18	Elective	Integrated Marketing Communication and Sales Management	4	0	0	40	60	100	4
MBA 924-18	Elective	Retail Management	4	0	0	40	60	100	4
MBA 925-18	Elective	International and Social Media Marketing	4	0	0	40	60	100	4
MBA 926-18	Elective	Product and Brand Management	4	0	0	40	60	100	4

Group B: Finance

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 913-18	Elective	Behavioural Finance	4	0	0	40	60	100	4
MBA 914-18	Elective	Mergers, Acquisition and Corporate Restructuring	4	0	0	40	60	100	4
MBA 915-18	Elective	International Finance and Financial Derivatives	4	0	0	40	60	100	4
MBA 916-18	Elective	Taxation and Personal Financial Planning	4	0	0	40	60	100	4

Group C: Human Resource Management

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 933-18	Elective	International Human Resource Management	4	0	0	40	60	100	4
MBA 934-18	Elective	Strategic HRM	4	0	0	40	60	100	4
MBA 935-18	Elective	Leadership and Team Dynamics	4	0	0	40	60	100	4
MBA 936-18	Elective	Performance and Compensation Management	4	0	0	40	60	100	4

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Group D: Management Information Systems

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L	T	P	Internal	External		
MB 943-18	Elective	Managing Software Projects	4	0	0	40	60	100	4
MB 944-18	Elective	Managing Digital Information and Transformation	4	0	0	40	60	100	4
MB 945-18	Elective	IT Consulting	4	0	0	40	60	100	4
MB 946-18	Elective	Strategic Management of IT	4	0	0	40	60	100	4



MBA 301-18
Organizational Behaviour & Design

Course Objective: The course aims to provide an understanding of basic concepts, theories and techniques in the field of human behaviour at the individual, group and organizational levels in the changing global scenario at workplace.

Course Outcomes: Upon completion of this course, students will be able to:

CO1- To explain the basics of Organizational behaviour and various challenges for OB in national and global environment.

CO2- To illustrate the foundations of Individual Behaviour and analyse the influence of individual level factors viz. learning, personality, perception, attitude and motivation on behaviour in organizations.

CO3: To assess the significance of leadership and role of leadership styles in effectiveness of the team. **CO4:** To examine the dynamics of group development, group properties and formation of organizational culture.

CO5: To demonstrate dimensions of organisational design and types of organisational structure and to analyse the influence of environment on organisational design.

CO6: To interpret the effect of political climate (conflict, power and politics) on human behaviour.

Unit 1

Organisational Behaviour: Meaning, foundations, contributing disciplines to OB, Challenges and opportunities for OB.

Individual Behaviour: Foundations of individual behaviour, Determinants of individual behaviour.

Learning and Reinforcement: Theories of learning, Schedules of reinforcement, Behaviour modification.

Emotions and Moods: Types and sources of emotions, emotional intelligence, managing emotions at work place.

Unit 2

Personality: Determinants of personality, The Myers-Briggs Type Indicator model of personality, The Big five model of personality, traits of personality.

Attitudes & Values: sources and types of attitude, cognitive dissonance theory, Types of attitudes at work place, attitude change.

Perception: factors influencing perception, process of perception, attribution theory of perception, perceptual distortions and improving perceptions.

Motivation: early and contemporary theories of motivation, application of motivation process.

Leadership: nature and significance of leadership, theories of leadership, behavioural styles of leaderships, leadership traits, transactional leadership, concept of charisma leaders.

Unit 3

Transactional analysis: Ego states, life positions, Johari window model.

Foundations of Group Behaviour: Nature and concept of group, Group formation, stages of group formation, theories of group formation, Types of teams, issues in team management.

Group Properties: Roles, norms, status, size, cohesiveness and decisions making in groups.

Stress management: sources of stress, approaches for stress management.

Organizational culture: meaning, concept and dimensions of organizational culture, developing organizational culture, cultural differences.

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Unit 4

Understanding Organisations: Meaning and importance of organisations, Organisational theory, Organizational life cycle. **Organization and environment:** General vs specific environment, actual vs perceived environment, environmental uncertainty. **Organisational Design:** Meaning, factors influencing organisational design: organizational strategy, size, technology, environment. Dimensions of Organizational design: Complexity, formalization, centralization. Common organizational designs: Traditional designs and contemporary designs. Organisational structure: Meaning and Types of organisational structures.

Conflict Management: Meaning, types and sources of conflict, Process of conflict management, approaches to conflict management. **Learning Organizations:** Meaning of learning organisations, creating learning organisations.

Power and politics in organizations: Nature & concepts, sources and types of power, tactics and techniques of politics.

Suggested Readings /Books:

- Robbins, *Organization Behaviour*, Pearson Education
- Luthans, *Organization Behaviour*, Tata McGraw Hill
- Newstrom, *Organizational Behaviour: Human Behaviour at work*, Tata McGraw Hill
- Kalliath, *Organization Behaviour*, The McGraw –Hill
- Griffin & Moorhead, *Introduction to Organisational Behaviour*, Cengage Learning
- Hersey, *Management of Organizational Behaviour*, Prentice Hall India
- Parikh, Gupta, *Organisational Behaviour*, Tata McGraw Hill
- Aswathappa, *Organization Behaviour*, Himalaya Publications
- Locum, *Fundamentals of Organisational Behaviour*, Cengage Learning.
- Saiyadain, M.S. : *Organization Behaviour*, Tata McGraw Hill
- Steven L. McShane, Mary Ann Von Glinow, Radha R Sharma, *Organisational Behaviour*, New Delhi, Tata McGraw Hill, 2007.
- Udai Pareek, *Understanding Organizational Behaviour*, New Delhi, Oxford University Press, 2007.
- P.G Aquinas, *Organization Structure and Design- Applications and Challenges*, New Delhi, Excel Books, 2010.
- Stephen, P. Robbins and Mary Mathew, *Organizational Theory- Structure, Design and Applications*, New Delhi, Pearson Education, 2009.



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MBA 302- 18
Marketing Research

Objective: The course aims to provide an understanding of basic concepts, theories and statistical techniques used in research. Students will also be given exposure to use and apply SPSS.

Course Outcomes: Upon completion of this course, students will be able to:

CO1: Understand the process of marketing research and its application in managerial decision making

CO2: Identify various sources of data for marketing research.

CO3: Examine different research methods and be able to apply them.

CO4: Identify different research designs and develop a research proposal.

CO5: Design an effective questionnaire and test reliability and validity of the scales.

CO6: Apply different methods of data preparation and data analysis.

Unit I

Marketing Research: Definition, Nature and Scope for marketing decision making. Marketing Research Process. Types of Research – Descriptive research, Exploratory Research and Causal Research.

Sources of Data: Commercial (Syndicated) and Non-commercial Sources of Secondary Data for Marketing Research.

Unit II

Casual Research Designs: Basic designs – After-only design, Before-After design, After only with control group design, Before-After with control group design, Time Series Design Latin Square Design, Factorial Design, Ex-Post Facto Design, Completely Randomized Design, Randomized Block Design.

Observation Research: Direct Observation, Indirect Observation, Observational Variables.

Developing Research Proposal: purpose, nature and evaluation, content and format.

Unit III

Questionnaire Design: Principles of Writing Questionnaire.

Reliability and Validity: Basic concepts; True Score Model; Measurement Errors in Marketing; Scales of Measurement – Nominal, Ordinal, Interval and Ratio; Coefficient Alpha and Internal Consistency; Types of Reliability – Test-retest Reliability, Alternative Forms and Split-Half Reliability; Types of Validity – Content, Criterion, Concurrent, Predictive Convergent, Construct, Discriminant and Nomological Validity; Concept of Generalizability.

Unit IV

Data Preparation: Understanding SPSS, Creating SPSS Sheet; Entry of Data in SPSS; Basic computations of Descriptive Statistics.

Basic Data Analytic Techniques: Assessing Reliability; Computing Coefficient Alpha Scale Refinement and Item Analysis.

Advanced Data Analytic Techniques: Correlation Analysis, Factor Analysis, Regression Analysis.



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Suggested Readings:

1. Malhotra N.K., Marketing Research, Pearson Education, New Delhi, 2012.
2. D R. Cooper, &P.S,Schindler, Business Research Methods, Tata McGraw Hill.
3. Thomas C. Kinnear and James R. Taylor, Marketing Research-An Applied Approach, McGraw Hill
4. Paul, E. Green and Donald, S. Tull, Research for Marketing Decisions, Prentice Hall of India Pvt. Ltd., Delhi.
5. Harper, W. Boyd, (Jr.), Ralph Westfall and Tandoy, F. Stasch, Marketing Research, All India Travelers Bookseller, Delhi, 2002.
6. Ramanuj Majumdar Marketing Research, Wiley Eastern Ltd., New Delhi, 1991.
7. David J. Luck and Ronald S. Rubin, Marketing Research, Prentice Hall of India, 1990.
8. Nargundkar R, Marketing Research, Tata McGraw Hill, New Delhi, 2002.
9. Churchill & Israel, Marketing Research, Cengage Learning
10. Zikmund, Essentials of Marketing Research, Cengage Learning.



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HVPE 101-18
HUMAN VALUES, DE-ADDICTION AND TRAFFIC RULES

Course Objective: This introductory course input is intended

- a. To help the students appreciate the essential complementarity between 'VALUES' and 'SKILLS' to ensure sustained happiness and prosperity which are the core aspirations of all human beings.
- b. To facilitate the development of a Holistic perspective among students towards life, profession and happiness, based on a correct understanding of the Human reality and the rest of Existence. Such a holistic perspective forms the basis of Value based living in a natural way.
- c. To highlight plausible implications of such a Holistic understanding in terms of ethical human conduct, trustful and mutually satisfying human behavior and mutually enriching interaction with Nature.

Thus, this course is intended to provide a much needed orientational input in Value Education to the young enquiring minds.

Course Methodology

- The methodology of this course is universally adaptable, involving a systematic and rational study of the human being vis-à-vis the rest of existence.
- It is free from any dogma or value prescriptions.
- It is a process of self-investigation and self-exploration, and not of giving sermons. Whatever is found as truth or reality is stated as proposal and the students are facilitated to verify it in their own right based on their Natural Acceptance and Experiential Validation.
- This process of self-exploration takes the form of a dialogue between the teacher and the students to begin with, and within the student himself/herself finally.
- This self-exploration also enables them to evaluate their pre-conditionings and present beliefs.

Content for Lectures:

Module 1: Course Introduction - Need, Basic Guidelines, Content and Process for Value Education [6]

1. Understanding the need, basic guidelines, content and process for Value Education
2. Self Exploration-what is it? - its content and process; 'Natural Acceptance' and Experiential Validation- as the mechanism for self exploration
3. Continuous Happiness and Prosperity- A look at basic Human Aspirations
4. Right understanding, Relationship and Physical Facilities- the basic requirements for fulfillment of aspirations of every human being with their correct priority
5. Understanding Happiness and Prosperity correctly- A critical appraisal of the current scenario
6. Method to fulfill the above human aspirations: understanding and living in harmony at various levels



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- b. To facilitate the development of a Holistic perspective among students towards life, profession and happiness, based on a correct understanding of the Human reality and the rest of Existence. Such a holistic perspective forms the basis of Value based living in a natural way.
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- The methodology of this course is universally adaptable, involving a systematic and rational study of the human being vis-à-vis the rest of existence.
- It is free from any dogma or value prescriptions.
- It is a process of self-investigation and self-exploration, and not of giving sermons. Whatever is found as truth or reality is stated as proposal and the students are facilitated to verify it in their own right based on their Natural Acceptance and Experiential Validation.
- *This process of self-exploration takes the form of a dialogue between the teacher and the students to begin with, and within the student himself/herself finally.*
- This self-exploration also enables them to evaluate their pre-conditionings and *present beliefs.*

Content for Lectures:

Module 1: Course Introduction - Need, Basic Guidelines, Content and Process for Value Education [6]

1. Understanding the need, basic guidelines, content and process for Value Education
2. Self Exploration—what is it? - its content and process; 'Natural Acceptance' and Experiential Validation- as the mechanism for self exploration
3. Continuous Happiness and Prosperity- A look at basic Human Aspirations
4. Right understanding, Relationship and Physical Facilities- the basic requirements for fulfillment of aspirations of every human being with their correct priority
5. Understanding Happiness and Prosperity correctly- A critical appraisal of the current scenario
6. Method to fulfill the above human aspirations: understanding and living in harmony at various levels



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Module 2: Understanding Harmony in the Human Being - Harmony in Myself! [6]

7. Understanding human being as a co-existence of the sentient 'I' and the material 'Body'
8. Understanding the needs of Self ('I') and 'Body' - *Sukh* and *Suvidha*
9. Understanding the Body as an instrument of 'I' (I being the doer, seer and enjoyer)
10. Understanding the characteristics and activities of 'I' and harmony in 'I'
11. Understanding the harmony of I with the Body: *Sanyam* and *Swasthya*; correct appraisal of Physical needs, meaning of Prosperity in detail
12. Programs to ensure *Sanyam* and *Swasthya*
- Practice Exercises and Case Studies will be taken up in Practice Sessions.

Module 3: Understanding Harmony in the Family and Society- Harmony in Human-Human Relationship

[6]

13. Understanding harmony in the Family- the basic unit of human interaction
14. Understanding values in human-human relationship; meaning of *Nyaya* and program for its fulfillment to ensure *Ubhay-tripti*; Trust (*Vishwas*) and Respect (*Samman*) as the foundational values of relationship
15. Understanding the meaning of *Vishwas*; Difference between intention and competence
16. Understanding the meaning of *Samman*, Difference between respect and differentiation; the other salient values in relationship
17. Understanding the harmony in the society (society being an extension of family): *Samadhan*, *Samridhi*, *Abhay*, *Sah-astitva* as comprehensive Human Goals
18. Visualizing a universal harmonious order in society- Undivided Society (*Akhand Samaj*), Universal Order (*Sarvabhaum Vyawastha*) - from family to world family!
- Practice Exercises and Case Studies will be taken up in Practice Sessions.

Module 4: Understanding Harmony in the Nature and Existence - Whole existence as Co-existence

[4]

19. Understanding the harmony in the Nature
20. Interconnectedness and mutual fulfillment among the four orders of nature- recyclability and self-regulation in nature
21. Understanding Existence as Co-existence (*Sah-astitva*) of mutually interacting units in all-pervasive space
22. Holistic perception of harmony at all levels of existence
- Practice Exercises and Case Studies will be taken up in Practice Sessions.

Module 5: Implications of the above Holistic Understanding of Harmony on Professional Ethics

[6]

23. Natural acceptance of human values
24. Definitiveness of Ethical Human Conduct
25. Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order
26. Competence in professional ethics:



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- a) Ability to utilize the professional competence for augmenting universal human order,
 - b) Ability to identify the scope and characteristics of people-friendly and eco-friendly production systems,
 - c) Ability to identify and develop appropriate technologies and management patterns for above production systems.
27. Case studies of typical holistic technologies, management models and production systems
28. Strategy for transition from the present state to Universal Human Order:
- a) At the level of individual: as socially and ecologically responsible engineers, technologists and managers
 - b) At the level of society: as mutually enriching institutions and organizations

Text Book

R R Gaur, R Sangal, G P Bagaria, 2009, *A Foundation Course in Value Education*.

Reference Books

1. Ivan Illich, 1974, *Energy & Equity*, The Trinity Press, Worcester, and HarperCollins, USA
2. E.F. Schumacher, 1973, *Small is Beautiful: a study of economics as if people mattered*, Blond & Briggs, Britain.
3. A Nagraj, 1998, *Jeevan Vidya ek Parichay*, Divya Path Sansthan, Amarkantak.
4. Sussan George, 1976, *How the Other Half Dies*, Penguin Press. Reprinted 1986, 1991
5. PL Dhar, RR Gaur, 1990, *Science and Humanism*, Commonwealth Purblishers.
6. A.N. Tripathy, 2003, *Human Values*, New Age International Publishers.
7. Subhas Palekar, 2000, *How to practice Natural Farming*, Pracheen(Vaidik) Krishi Tantra Shodh, Amravati.
8. Donella H. Meadows, Dennis L. Meadows, Jorgen Randers, William W. Behrens III, 1972, *Limits to Growth – Club of Rome 's report*, Universe Books.
9. E G Seebauer & Robert L. Berry, 2000, *Fundamentals of Ethics for Scientists & Engineers*, Oxford University Press
10. M Govindrajran, S Natrajan & V.S. Senthil Kumar, *Engineering Ethics (including Human Values)*, Eastern Economy Edition, Prentice Hall of India Ltd.
11. B P Banerjee, 2005, *Foundations of Ethics and Management*, Excel Books.
12. B L Bajpai, 2004, *Indian Ethos and Modern Management*, New Royal Book Co., Lucknow. Reprinted 2008.

Relevant CDs, Movies, Documentaries & Other Literature:

1. Value Education website, <http://uhv.ac.in>
2. Story of Stuff, <http://www.storyofstuff.com>
3. Al Gore, *An Inconvenient Truth*, Paramount Classics, USA
4. Charlie Chaplin, *Modern Times*, United Artists, USA
5. IIT Delhi, *Modern Technology – the Untold Story*



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**HVPE 102-18
Human Values, De-addiction and Traffic Rules (Lab/Seminar)**

One each seminar will be organized on Drug De-addiction and Traffic Rules. Eminent scholar and experts of the subject will be called for the Seminar atleast once during the semester. It will be binding for all the students to attend the seminar.

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MBA 921-18

Consumer Behaviour

Course Objective: The objective of this course is to help students understanding various factors affecting consumer behavior and to understand the process of consumer buying. Based on the understanding of consumer behavior, the students are expected to design the strategy.

Course Outcomes: Upon completion of this course, students will be able to:

CO1: Provide an understanding of how consumers make decisions.

CO2: Analyze personal and environmental factors that influence consumer decisions.

CO3: Understand the processes used when individuals, group or organizations make buying decisions.

CO4: Understand how and why marketers craft particular messages to appeal to consumers.

CO5: Understand the interrelationship with other functional areas of business as a part of the management process.

CO6: Assess the process of opinion leadership and its relationship with firm's promotional strategy.

UNIT – I

Introduction to Consumer Behaviour

Consumer Behaviour: Scope, importance and interdisciplinary nature. **Consumer Research Process:** Qualitative and Quantitative research. **Market Segmentation:** Uses and bases of segmentation. **Emerging trends in consumer behavior:** Consumer behavior in online space. Use of Information technology and AI in consumer profiling and engagement, concept of materialistic vs spiritualistic consumption.

UNIT – II

Individual Determinants of Consumer Behaviour

Motivation: Nature and Types of Motives, Process of motivation, types of Needs. **Personality:** Theories, Product Personality, Self Concepts. **Consumer Perception:** Concept and Elements of Perception, Consumer Imagery, Perceived Risk. **Consumer Learning:** Behavioural and Cognitive Learning Theories. **Consumer Attitude:** Functions of Attitude and Sources of Attitude Development, Attitude formation Theories (Tricomponent, Multi attribute and Cognitive Dissonance), Attitude Change Strategies.

UNIT – III

External Influences on Consumer Behaviour

Group Dynamics and Reference Groups: Consumer relevant groups, Types of Family: Functions of family, Family decision making, Family Life Cycle (Modern and Traditional) **Culture:** Values and Norms, Characteristics and influence on Consumer Behaviour, sub culture, Cross cultural consumer behavior. **Social Class:** Categories, Measurement and Applications of Social Class.

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UNIT – IV

Consumer Decision Making

Process and models (Howard Sheth, Nicosia Model, Engel Blackwell and Kollat).

Personal Influence and Opinion Leadership: Process of Opinion Leadership, Profile of Opinion Leader, Opinion leadership and Firm's Promotional Strategy. **Diffusion of**

innovations: Diffusion Process, Adoption Process, and Profile of Consumer Innovators

Suggested Readings:

1. Schiffman, L.G. and Kanuk, L.L., Consumer Behavior, Prentice Hall of India
2. Loudon, D. and Bitta, D., Consumer Behaviour, Tata Mc Graw Hill
3. Assael, H., Consumer Behaviour in Action, Cengage Learning
4. Blackwell, R.D., Miniard, P.W. and Engel, J.F. , Consumer Behaviour, Thomson Learning

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MBA 922-18

Services Marketing

Course Objective: The objective of this course is to help students understanding various factors affecting consumer behavior and to understand the process of consumer buying. Based on the understanding of consumer behavior, the students are expected to design the strategy.

Course Outcomes: Upon completion of this course, students will be able to:

CO1: Understand the fundamental concepts of service marketing and its functions.

CO2: Identify the role and significance of various elements of service marketing mix.

CO3: Analyze customer requirement, measure service quality and design and deliver better service.

CO4: Analyze integrated services marketing communications and services marketing triangle.

CO5: Examine various pricing strategies and pricing approaches in service sectors.

CO6: Understand service marketing applications in different service sectors.

UNIT – I

Introduction to Services: Growth and development of service sector economy, contribution to the Indian economy, Service Characteristics, Service Classification, Service Marketing Mix. **Consumer Behavior in Services:** Customer Expectation of Service, Customer Perceptions of Service. **Service Quality:** Integrated gaps model of service quality. Prescriptions for closing quality gaps

UNIT – II

Managing relationships in Services: Building customer loyalty, Complaint handling and Service recovery strategies. **Service development and design:** Challenges of service design, types of new services, core and supplementary elements, new service development process. **Service blueprinting:** Nature, need and process of blueprinting. **Physical evidence and the Servicescapes:** Nature, Importance and Types, role and its effect on Consumer behaviour.

UNIT – III

Delivering and performing service through employees and customers: service culture, employee's role, strategies to deliver quality, cycle of failure, mediocrity and success, self service technologies and Customer Participation. **Delivering services through intermediaries:** Nature and types of intermediaries, role of electronic channels in service delivery. **Managing demand and capacity:** Waiting line strategies integrated. **Integrated Services Marketing Communications and Services marketing triangle**



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UNIT – IV

Pricing of services: Pricing approaches, Pricing Strategies. **Service Marketing**

Applications: Marketing of services in Financial, Healthcare and Hospitality sectors.

Suggested Readings:

1. Zeithmal A Valarie and Bitner Mary, Services Marketing, Tata McGraw Hill, New Delhi.
2. Lovelock, Christopher H. Services Marketing, Pearson Education, New Delhi
3. P.K.Sinha and S.C.Sahoo, Services Marketing, Himalaya Publishing House, New Delhi



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MBA 911-18

Investment Analysis and Portfolio Management

Course Objective: This course aims to acquaint students with the market microstructure of financial markets and understanding of economic, industrial and company analysis. It shall also enable them to understand the valuable linkage between modern theories of finance and the analytical techniques used by investors for valuing securities and construct portfolios to achieve investor's investment goals.

Course Outcomes: Upon completion of this course, students will be able to:

CO1 – To familiarize the students about the basic concepts, various investment avenues, process of investment and market microstructure of financial markets.

CO2 - To enable students to understand the operation of primary as well as secondary markets in India and to understand the concepts of risk and its measurement.

CO3 – To familiarize the students with the concepts and process of fundamental analysis so that they may understand the impact of various environmental factors on investment valuation..

CO4 – To explain the concepts and process of technical analysis and enable the students to understand the role of daily price movements in portfolio management.

CO5 – To explain the concepts, process and techniques for portfolio construction, evaluation and revision.

CO6 – To familiarize the students about the financial derivatives and computation of their expected payoffs.

Unit I

Introduction: Concepts of investment, objectives of investment, various alternatives of investments, investment process, financial investments vs. real investments, differentiate investment, speculation and gambling. **Risk and Return:** Concept, types and measurement of risk and return.

Financial Markets - Primary and secondary markets. Introduction to primary market, design of primary market, its role and functions, types of offers in the primary market, SEBI guidelines on primary market

Secondary Market: Introduction, participants, trading and settlement Mechanism, types of orders, stop Loss, margin trading, short selling, price freeze, hair-cut, market wide circuit breakers, insider trading, bulk deals, block deals and arbitrage opportunity in the market.

Unit II

Fundamental Analysis: Meaning, scope and introduction to concept of intrinsic value. Process of conducting economic analysis; industry analysis and company analysis by using E-I-C and C-I-E approaches. Valuation of securities using fundamental analysis.

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Unit III

Technical Analysis: introduction, terminology of technical analysis, Dow theory, characteristic phases of Bull and Bear trends, critical appraisal of Dow theory, various types of charts, concept of trend, trend lines: support and resistance, Importance of trading volume, reversal patterns, continuation pattern, moving averages, other market indicators

Portfolio Management: Meaning, importance and approaches of portfolio management, portfolio analysis, portfolio evaluation and revision techniques.

Unit IV

Portfolio Theory: Markowitz Model, Capital Asset Pricing Model, Single-index model, Arbitrage Pricing Theory. Market Efficiency and Behavioral Finance

Derivatives: Introduction, features, derivative instruments, difference between forward and futures contracts, types of option contracts, computing payoffs of forward, futures and option contracts.

Suggested Readings

1. Reily and Brown, Investment Analysis and Portfolio Management, Cengage, New Delhi
2. Bodie, Kane, Marcus and Mohanty, Investments, Tata McGraw Hill, New Delhi
3. Fisher DE and Jordon RJ, Security Analysis and Portfolio Management, PHI, New Delhi
4. Hirt and Block, Fundamentals of Investment Management, Tata McGraw Hill, New Delhi
5. V. A. Avdhani 'Security Analysis and Portfolio Management' Himalaya Publications
6. Preeti Singh 'Investment Management' Himalaya Publications



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MBA 912-18

Management of Financial Services

Course Objective: The objective of the course is to understand role of Financial Services in Business organizations and to give an insight into the strategic, regulatory, operating and managerial issues concerning select financial services. In addition, the course will examine the present status and developments that are taking place in the financial services sector and developing an integrated knowledge of the functional areas of financial services industry in the real services industry in the real world situation.

Course Outcomes: Upon completion of this course, students will be able to:

CO1: To understand the concept of financial services and their importance.

CO2: To know the structure and schemes of mutual funds.

CO3: To understand the importance and process of Dematerialisation and rematerialisation.

CO4: To know the structure and system of credit rating ,leasing ,merchant banking and venture capital.

CO5: To know the process and importance of factoring and securitisation.

CO6: To understand the process of asset liability management and risk management in banks.

Unit I

Financial Services: Meaning, types and their importance. Financial sector reforms in India, Future challenges for Indian banks, Improving risk management systems, Banking and the Management of Financial Services

Mutual Funds and Pensions Funds, Insurance Services, Bank assurances, Reinsurances, Venture Capital –Private Equity –strategic secrets of private equity, Investment strategies, Hedge funds, E banking, Securitization –Indian Banking and Financial crisis, Asset Reconstruction Companies, Depositories, Credit Cards, Micro/Macro finance, Financial Inclusion, Behavioural Finance.

Depository – Introduction, Concept, depository participants, functioning of depository systems, process of switching over to depository systems, benefits, depository system in India, Dematerialization and Re materialization. Role, objectives and functions of SEBI and its guidelines relating to depository system.

Unit II

Credit rating: The concept and objective of credit rating, various credit rating agencies in India, Credit Rating Agencies –Importance, Issue, Difference in credit rating, Rating methodology and benchmarks, Are Indian Credit Rating Credible? International credit rating agencies –crisis of confidence?

Leasing: Concept and development of leasing, business, difference between leasing & hire purchase, types of leasing business, advantages to lessor and lessee. Tax aspect of leasing.



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Merchant Banking: Origin and development of merchant banking in India scope, organizational aspects and importance of merchant bankers. Latest guidelines of SEBI w.r.t. Merchant bankers.

Venture Capital: Concepts and characteristics of venture capital, venture capital in India, guidelines for venture capital.

Unit III

Debt Securitization: Meaning, Features, Scope and process of securitization.

Factoring: Development of factoring types & importance, procedural aspects in factoring, financial aspects, prospects of factoring in India.

Plastic Money: Concept and different forms of plastic money – credit and debit cards, pros and cons. Credit process followed by credit card organizations. Factors affecting utilization of plastic money in India.

Unit IV

Asset Liability Management: Significances, ALM process, Techniques – Gap, Duration, Simulation, Value at Risk value of equity and market value of equity perspective.

Risk Management in Banks: Credit risk management, Operational risk management, Market risk management, Corporate treasury management, Liquidity risk management, Governance risk and compliance, Asset Liability Management and Basel 2 – Basel 1 and 2, IPR and Basel 2, Three Pillars, ALM and Interest rate swaps, Swaps as a risk management tool, ALM and Capital Adequacy, ALM Software's.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

1. M Y Khan 'Financial Services' Tata McGraw-Hill.
2. L M Bhole 'Financial Institutions & Markets' Tata McGraw-Hill
3. S Gurusamy 'Financial Services & System' Thomson Publications
4. V. A. Avdhani 'Financial Services in India' Himalaya Publications
5. Gordon & Natarajan 'Financial Markets & Services' Himalaya Publications
6. Vasant Desai 'Financial Markets & Financial Services' Himalaya Publications
7. Harrington, S. E. (2004). Risk management and insurance: Instructor manual (2nd ed.). New York: McGraw- Hill Publishing Company.
8. Madura, J. (2009). Financial markets and institutions (9th ed.). USA: South Western College.
9. McDonald, S. S., & Koch, T.W. (2009). Management of banking (7th ed.). USA: Cengage Learning.
10. Mishkin, F.S., & Eakins, F.S. (2009) financial markets and institutions. (6th ed.). New Delhi: Pearson Education.
11. Rose, P.S. (2008). Bank management and financial services (8th ed.) USA: McGraw-Hill Education.
12. Saunders, A., & Cornett, M.M. (2007). Financial institutions management: A risk management approach (6th ed.). New Delhi: McGraw-Hill.



MBA 931-18
Organizational Change and Development

Course Objective: This course aims to introduce students to theories and concepts of organizational change and development and also it enhances the knowledge and understanding of organizational interventions terminology and provides students with the opportunity to apply the key concepts to practical organizational situations.

Course Outcomes: Upon completion of this course, students will be able to:

CO1: Develop understanding of organization change and Define, explain and illustrate theories of planned change, their relevant foundations, strengths and weaknesses.

CO2: Recognize and comment on issues and problems arising out of organizational change initiatives.

CO3: To Understand concepts related to system theory, Action Research and Models,

CO4: Understand the role of various intervention strategies in organizational development.

CO5: Facilitate organizational change; and apply diagnostic models and concepts to change issues at the organizational, group and individual levels.

CO6: Examine various issues in the relationship between client and consultant relationship.

Unit –I

Introduction to Organizational Change and Development; Definitions & its distinguishing characteristics, Dynamics of planned change, models and theories of planned change, triggers for change, strategies for implementing organizational change.
Foundations of OD: Conceptual Framework of OD, Historical background of OD, Values, assumptions and beliefs in OD, Systems theory, Participation and Empowerment, Teams and Teamwork, Strategies of change, Inter-Disciplinary Nature of OD.

Unit –II

Action Research and OD, Action Research: A Process and an Approach. **Managing OD Process:** Diagnosis, The Six-Box Model, Third Waves Consulting, Nature of OD intervention, Analysis of Discrepancies, Phases of OD Program, Model of Managing Change, Creating Parallel Learning Structures.

OD Interventions: An overview, characteristics of OD interventions. Structural Interventions, Training Experience: T-Groups, Behavioral Modeling and Career Anchors.

Unit –III

Team Interventions, Intergroup and Third-Party Peace-Making Interventions. Comprehensive Interventions, Power, politics and OD: Power defined and explored, theories about the sources of Power, Organizational Politics in the practice of OD.



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Unit –IV

Issue in Consultant-Client Relations: Entry and contracting, defining the client system, trust, the nature of the consultant's expertise, diagnosis and appropriate, interventions, depth of intervention, on being absorbed by the cultural, the consultant as a model, the consultant team as a microcosm, the dependency issue and terminating the relationship, ethical standards in OD, Implications of OD for the Client. Contemporary Issues in OD. OD and Quality Movement, OD- Now and Beyond.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

1. Wendell L. French, Cecil H. Bell : Organization Development Prentice Hall
2. Richard Beckhard: Organization Development Strategies & Models Tata Mc Graw Hill.
3. Blake, Robert & Mouton : Building a Dynamic Corporate through Grid OD, Homewood
4. Thomas H, Patten Organization Development through Team Building , Thomas Publication
5. Edgar F. Huse : Organization Development & Change, Thomas Publication
6. Burke W.W.: Organization Development Principles & Practice, Sage Publication
7. S. Ramnarayan & Kuldeep Singh and T.V. Rao: OD – Interventions & Strategies, Response Books, New Delhi.
8. S. Ramnarayan, and T.V. Rao : OD – Accelerating Learning & Transformation, Sage, New Delhi



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**MBA 932-18
Employee Relations**

Course Objective: The aim of this course is to help students to understand basics of labour laws and industrial relations applicable in various business houses.

Course Outcomes: Upon completion of this course, students will be able to:

CO1: Understand establishing & maintaining a sound relationship between the worker & the employer.

CO2: Understand the significance & functioning of Trade Unions.

CO3: Identify the simmering issues which might take the form of a dispute in the workplace.

CO4: Examine various provisions laid down by laws to settle disputes in the organizations.

CO5: Assess the importance of various Acts in Industrial Relations.

CO6: Comprehend the concept and classification of labour welfare.

Unit –I

Industrial Relations-Concept, Theories and Evolution, System approach to IR-Actors, Context, Web of Rules & Ideology, Trade Unionism, impact of trade unions on wages, The Trade unions Act, 1926 (with amendments), Factories Act, 1947 (with amendments).

Unit –II

Anatomy of industrial disputes. Dispute Settlement Machinery: Conciliation- Concept, Types, Conciliation Procedure and Practices in India; Adjudication – Concept and types; Arbitration: Approaches and types. Sexual Harassment.

Industrial Disputes Act 1947, Provisions in Industrial Disputes- Lay Off, Termination Retrenchment, Closures, VRS, Anatomy of Industrial disputes, Managing foreign nationals in Indian organizations.

Unit –III

Social Security: Concept, Social Assistance, Social Insurance.

Payment of wages Act, 1936, Payment of Bonus Act, 1965, Workman's Compensation Act, 1923, Payment of Gratuity Act 1982.

Unit –IV

Maternity Benefit Act, 1961, ESI Act 1948, Provident Fund and Miscellaneous Provisions Act, 1951.

I.L.O and social Security. The concept of Labour welfare: definition, Scope and Objectives, classification of welfare work, agencies for welfare work. Agencies for administering labour welfare laws in India.

Note: Relevant Case Studies should be discussed in class.



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Suggested Readings:

1. Venkata Ratnam, C.S. "Industrial Relations", Oxford University Press, New Delhi, 2006.
2. Srivastava, S. C. "Industrial Relations and Labour Laws", Vikas Publishing House Pvt Ltd, New Delhi, 2008.
3. Sinha, P.R.N., Sinha, Indu Bala and Shekhar, Seema Priyadarshini, "Industrial Relations, Trade Unions, and Labour Legislation", Pearson Education, New Delhi, 2004.
4. Sen Ratna, "Industrial Relations in India", MacMillan, New Delhi, 2003.
5. Mamoria, Mamoria and Gankar. "Dynamics of Industrial Relations", Himalaya Publishing House, New Delhi, 2007.
6. Monappa Arun, "Industrial Relations", Tata McGraw Hill Edition, New Delhi, 2007.
7. Davar, R S, Personnel Management and Industrial Relation, Vikas Publishing House Pvt. Ltd, New Delhi; 1999.
8. Sivarethnamohan, R, Industrial Relations and Labour Welfare- Text and Cases, PHI Learning Pvt. Ltd, New Delhi, 2010.



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MB 941-18 : Data Mining for Business Decisions

Objective: The objective of this paper is to acquaint the students with an introduction to data analytics, data mining, and data-driven decision making. Data mining enables one to extract useful insights, which then can be utilized for data-driven decision-making and competitive advantage. Data mining and data analytics involve a collection of techniques for extracting patterns and trends in large databases to present results to stakeholders in terms of the business objectives set, and how the information learned can be used to add value to the business. For this course, two software packages that are commonly used throughout industry are: WEKA, a well-established, highly popular data mining application, and R, a powerful open-source statistical language.

Course Outcomes: Upon completion of this course, students will be able to:

CO1: To understand the opportunities, techniques and critical challenges in using data mining and predictive modelling in a business setting.

CO2: Use research-based knowledge and methods including company analysis, primary and secondary data collection, analysis and interpretation of data to find solution to business problems

CO3: To understand and translate business challenges into data mining problems.

CO4: To become familiar with the processes needed to develop, report and analyze business data.

CO5: To gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making.

Unit I

Need for strategic information, difference between operational and informational data stores Data warehouse : definition, characteristics, role and structure, Introduction to Business Intelligence. Introduction to OLAP and its Operations, Data mart, Building a data warehouse, Introduction to Dimensional Modelling and ETL Process.

Unit II

Introduction to Data mining Process, Data Mining functionalities, various kinds of Data mining (Text mining, Web mining, Pattern Mining, Sequence Mining, Context Based Mining), Introduction to Data Visualization, Predictive Data Mining and descriptive data mining. Need of Data analytics for business intelligence

Unit III

Regression and correlation; Classification : Decision trees; Clustering – Neural networks; Market basket analysis – Association rules – Genetic algorithms and link

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analysis, Support Vector Machine Bayesian Classification: Bayes theorem, Bayesian belief networks Naive Bayesian classification, Other classification methods: k-Nearest Neighbour, case based reasoning, Genetic algorithms, Fuzzy set approach

Unit IV

Introduction to prediction: linear and multiple regression, Clustering: types of Data in cluster analysis: interval scaled variables, Binary variables, Nominal, ordinal, and Ratio-scaled variables; Major Clustering Methods: Partitioning Methods: K-Mean and K-Medoids, Hierarchical methods: Agglomerative, Density based methods: DBSCAN

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Data Mining: Concepts and Techniques By J.Han and M.Kamber Publisher Morgan Kaufmann Publishers
- Modern Data Warehousing, Mining and Visualization By George M Marakas, Publisher Pearson

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MB 942 – 18 : E-Commerce and Digital Markets

Objective: The objective of this paper is to acquaint the students with the effectiveness of e-commerce and digital marketing. Students will learn about the implications of an increasingly technological Society and to provide insights on how to implement marketing in a digital world.

Course Outcomes: Upon completion of this course, students will be able to:

CO1: To understand of various applications and scope of e-commerce.

CO2: To know the working of various payment modes used in e-commerce today.

CO3: Understand how and why to use digital marketing for multiple goals within a larger marketing and/or media strategy, Developing effective digital and social media strategies

CO4: Understand the major digital marketing channels - online advertising: Digital display, video, mobile, search engine, and social media

CO5: Students will be able to explore the latest digital ad technologies

Unit I

Need and Origin of E-Commerce, Factors affecting E -Commerce, Business dimension and technological dimension of E-Commerce, E-Commerce framework

Electronic Commerce Models, Value Chains in Electronic Commerce. Internet and E-Business Introduction to Internet and its application, Intranet and Extranets. World Wide Web, Internet Architectures, Internet Applications, Business Applications on Internet, E - Shopping, Electronic Data Interchange, Components of Electronic Data Interchange, Creating Web Pages using HTML.

Unit II

Technology for Online Business: Internet, IT Infrastructure, Middleware Contents, Text and Integrating E-Business Applications, Mechanism of Making Payment Through Internet, Online Payment Mechanism, Electronic Payment Systems, Payment Gateways, Visitors to Website, Tools for Promoting Website, Plastic Money, Debit Card, Credit Card, Laws Relating to Online Transactions. Applications in E-commerce: E-commerce Applications in Manufacturing, Wholesale, Retail and Service Sector

Unit III

Understanding Digital Marketing Process, Digital marketing vs. Traditional marketing, Website Planning Process: Understanding Domain names & Domain extensions, Search Engine Optimization: Understanding SEO, SEO Keyword Planning, On Page SEO, Off Page SEO, Local SEO, Social media marketing, Understanding the existing Social Media paradigms & psychology, How social media marketing is different than others Forms of Internet marketing, Google analytics: Introduction to Google Analytics, how Google Analytics works, Google AdWords & Online Display advertising

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Unit IV

Email marketing : Need, working and challenges faced in sending bulk emails, Types of email marketing- Opt-in & bulk emailing, Lead Generation for Business: Understanding lead generation for business and its importance. Landing page vs website, Content marketing, Affiliate marketing: Sources to Make Money Online, Selecting Affiliate Program, Blogging & freelancing to make money, AdSense, approval process and AdSense Administration. E Business Entrepreneurship.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Whitley, David, "E-Commerce Strategy, Technologies and Applications", Tata McGraw Hill.
- Gary P. and Perry, James T., "Electronic Commerce, Schneider", Thomson Learning.
- Bajaj, Kamlesh K & Nag, Debjani, "E-Commerce: The Cutting Edge of Business", McGraw Hill
- Laudon and Traver, "E-Commerce: Business, Technology & Society", Pearson Education
- Damian Ryan, Calvin Jone. Kogan Page; "Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation".
- Kent Wertime, Ian Fenwick; "DigiMarketing: The Essential Guide to New Media and Digital Marketing"
- Seema Gupta, Digital Marketing, McGraw Hill



**Study Scheme & Syllabus of
Bachelor of Business Administration
(BBA)
Batch 2018 onwards**



**Department of Academics
I.K. Gujral Punjab Technical University**

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**I.K.G. Punjab Technical University
BBA Batch 2018**

Courses & Examination Scheme:

First Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
BBA 101-18	Core Theory 1	Principles and Practices of Management	5	1	0	40	60	100	6
BBA 102-18	Core Theory 2	Basic Accounting	5	1	0	40	60	100	6
BBAGE101-18	General Elective 1	Managerial Economics I	5	1	0	40	60	100	6
BTHU103/18	Ability Enhancement Compulsory Course (AECC)	English	1	0	0	40	60	100	1
BTHU104/18	Ability Enhancement Compulsory Course (AECC)	English Practical/Laboratory	0	0	2	30	20	50	1
HVPE101-18	Ability Enhancement Compulsory Course (AECC)	Human Values, De-addiction and Traffic Rules	3	0	0	40	60	100	3
HVPE102-18	Ability Enhancement Compulsory Course (AECC)	Human Values, De-addiction and Traffic Rules (Lab/ Seminar)	0	0	2	25	--**	25	1
BMPD102-18		Mentoring and Professional Development	0	0	2	25	--**	25	1
	TOTAL		19	3	6	280	320	600	25

**The Human Values, De-addiction and Traffic Rules (Lab/ Seminar) and Mentoring and Professional Development course will have internal evaluation only.

Note: One each seminar will be organized on Drug De-addiction and Traffic Rules. Eminent scholar and experts of the subject will be called for the seminar at least once during the semester. It will be binding for all students to attend the seminar.

I.K.G. Punjab Technical University
BBA Batch 2018

Second Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
BBA201-18	Core Theory 3	Business Statistics	5	1	0	40	60	100	6
BBA 202-18	Core Theory 4	Business Environment	5	1	0	40	60	100	6
BBAGE201-18	General Elective 2	Managerial Economics II	5	1	0	40	60	100	6
EVS102-18	Ability Enhancement Compulsory Course (AECC) - III	Environmental Studies	2	0	0	40	60	100	2
BMPD202-18		Mentoring and Professional Development	0	0	2	25	--**	25	1
TOTAL			17	3	2	195	240	425	21

Third Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
BBA301-18	Core Theory 5	Organizational Behaviour	5	1	0	40	60	100	6
BBA 302-18	Core Theory 6	Marketing Management	5	1	0	40	60	100	6
BBA 303-18	Core Theory 7	Cost & Management Accounting	5	1	0	40	60	100	6
BBAGE 301-18	General Elective 3	Production and Operation Management	5	1	0	40	60	100	6
BBASEC 301-18	Skill Enhancement Course-1	IT tools for Business	2	0	0	40	60	100	2
BMPD302-18		Mentoring and Professional Development	0	0	2	25	--**	25	1
TOTAL			22	4	2	225	300	525	27

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I.K.G. Punjab Technical University
BBA Batch 2018

Fourth Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
BBA401-18	Core Theory 8	Business Research Methods	5	1	0	40	60	100	6
BBA 402-18	Core Theory 9	Human Resource Management	5	1	0	40	60	100	6
BBA 403-18	Core Theory 10	Financial Management	5	1	0	40	60	100	6
BBAGE 401-18	General Elective 4	Entrepreneurship Development	5	1	0	40	60	100	6
BBASEC 401-18	Skill Enhancement Course-2	Business Ethics and Corporate Social Responsibility	2	0	0	40	60	100	2
BMPD402-18		Mentoring and Professional Development	0	0	2	25	--**	25	1
TOTAL			22	4	2	425	300	525	27

Fifth Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
BBA501-18	Core Theory 11	Operation Research	5	1	0	40	60	100	6
BBA502-18	Core Theory 12	Mercantile Law	5	1	0	40	60	100	6
	Discipline Specific Elective 1	Elective – I	5	1	0	40	60	100	6
	Discipline Specific Elective 2	Elective – II	5	1	0	40	60	100	6
BMPD502-18		Mentoring and Professional Development	0	0	2	25	--**	25	1
TOTAL			20	4	2	225	240	425	25



I.K.G. Punjab Technical University
BBA Batch 2018

SPECIALISATIONS

Any of the following groups each having two papers in Semester V can be chosen as specialization by the students.

1. Marketing

BBA 511-18	Consumer Behaviour
BBA 512-18	Advertising and Sales Management

2. Finance

BBA 521-18	Corporate Accounting
BBA 522-18	Financial Markets & Services

3. Human Resource Management

BBA 531-18	Industrial Relations & Labour Law
BBA 532-18	Organisation Change & Development



**I.K.G. Punjab Technical University
BBA Batch 2018**

Sixth Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
BBA601-18	Core Theory 13	Strategy Management	5	1	0	40	60	100	6
BBA602-18	Core Theory 14	Company Law	5	1	0	40	60	100	6
	Discipline Specific Elective 3	Elective – III	5	1	0	40	60	100	6
	Discipline Specific Elective 4	Elective – IV	5	1	0	40	60	100	6
BMPD602-18		Mentoring and Professional Development	0	0	2	25	--**	25	1
TOTAL			20	4	2	185	240	425	25

SPECIALISATIONS:

Any of the following groups each having two papers in Semester VI can be chosen as specialization by the students.

1. Marketing

BBA 611-18	Services Marketing
BBA 612-18	Retailing and Logistics Management

2. Finance

BBA 621-18	Personal Financial Planning
BBA 622-18	Direct and Indirect Tax Laws

3. Human Resource Management

BBA-631	Training & Development
BBA-632	Cross Cultural Human Resource Management

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I.K.G. Punjab Technical University
BBA Batch 2018
BBA 301- Organizational Behaviour

Course Objective: This course emphasizes the importance of human capital in the organizations of today. It gives an insight to the students regarding individual and group behaviour in any organization.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1- To explain the basics of Organizational behaviour and various challenges for OB.

CO2- To illustrate the foundations of Individual Behaviour and various factors influencing individual behaviour viz. learning, personality, perception, attitude and motivation.

CO3: To examine the dynamics of group development and group properties.

CO4: To understand various dimensions of organisational culture.

CO5: To analyse the process of conflict management and approaches to stress management.

Unit I

Introduction: Meaning of organizational behaviour and its relevance in today's business environment, contributing disciplines to Organization Behaviour, challenges and opportunities for OB.

Individual behaviour in organization: Foundations of individual behaviour, Factors influencing Individual Behaviour.

Learning: Meaning, characteristics and theories: Classical conditioning theory, operant conditioning theory, social learning theory, behaviour modification.

Unit II

Perception: Nature, importance, perceptual process, factors influencing perception, perceptual errors.

Attitude: Meaning, importance, components and types of work related attitude.

Personality: Meaning, determinants of personality, personality traits.

Motivation: Meaning, types of motivation, theories of work motivation given by Maslow, Herzberg, McGregor, Vroom and Porter – Lawler.

Unit III

Group behaviour in organization: Group dynamics, Types of groups, Group development, theories of group development, Group norms and roles, Group cohesiveness,

Work Teams: Meaning, characteristics, types of team, Creating effective team.

Leadership: nature, leadership styles, Leadership theories: trait theory and behavioural theories.

Unit IV

Conflict Management: Meaning, types and sources of conflict, Process of conflict management, approaches to conflict management.

Stress management: sources of stress, approaches for stress management.

Organizational culture: meaning, concept, types of culture, dimensions of organizational culture.



I.K.G. Punjab Technical University
BBA Batch 2018

Suggested Readings/ Books:

- Robbins, *Organization Behaviour*, Pearson Education Asia
- Luthans, *Organization Behaviour*, Tata McGraw Hill
- Newstrom, *Organizational Behaviour: Human Behaviour at Work*, Tata McGraw Hill
- L.M. Prasad, *Organisation Behaviour*, Sultan Chand
- Parikh, Gupta, *Organisational Behaviour*, Tata McGraw Hill
- Aswathappa, *Organization Behaviour*, Himalaya

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**I.K.G. Punjab Technical University
BBA Batch 2018**

BBA 302- Marketing Management

Course Objective: Marketing is one of the foremost functions of Management in present day corporate world, its understanding results in developing best products in terms of goods and services that brings consumer satisfaction. This course will imbibe the basic understanding among the students to become successful marketers.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Explain the basics of marketing, selling, marketing mix and its core concepts.

CO2: Describe the intricacies of the marketing environment and marketing information systems for effective marketing planning and strategies.

CO3: Develop necessary skills for effective market segmentation, targeting and positioning.

CO4 – Illustrate various components of product mix, product life cycle and comprehend the new product development process.

CO5– Develop an understanding of promotion mix and strategies for successful promotion

Unit I

Marketing: Nature and Scope of Marketing, customer needs, wants and demand. Various Marketing Concepts: production, product, selling, marketing and societal marketing, Analyzing marketing environment: micro, macro environment

Unit II

Market segmentation: Need, concept, nature, basis and strategies, mass marketing vs. Segmentation.

Marketing mix: 4Ps of products and 7Ps of services, components and factors affecting mix.

Unit III

Product decisions: Product definition, new product development process, and product life cycle, positioning, branding, packaging and labeling decisions.

Pricing decisions: importance, objectives, designing strategies, Pricing Techniques

Unit IV

Distribution: Types of channel, factors affecting decision, Designing and Managing Marketing Channel, Managing Retailing, physical distribution system and its components.

Product Promotion: promotion mix-introduction, importance, advantages and disadvantages of various components and factors affecting. Designing and managing Integrated Marketing Communications.

Suggested Readings:

1. Kotler, P., Keller, K.L. Koshy, A. and Jha, M., Marketing Management: A South Asian Perspective, Pearson Education.
2. Etzel, M., Walker, B., Stanton, W. and Pandit, A Marketing Management, Tata McGraw Hill.
3. Ramaswamy, V.S and Namakumari, S. Marketing Management: Global Perspective Indian Context, Macmillan Publishers India Ltd.
4. Saxena, Rajan, Marketing Management, Fourth Edition, Tata McGraw Hill Education Pvt. Ltd.



BBA 303-18 COST AND MANAGEMENT ACCOUNTING

Course Objective: To impart the students, knowledge about the use of financial, cost and other data for the purpose of managerial planning, control and decision making.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Understand and differentiate between Cost accounting and management accounting.

CO2: Make managerial decisions regarding make or buy, acceptance or rejection of export offers and continuation or shut down of plant.

CO3: Estimate the breakeven point of the firm.

CO4: Understand and apply the concepts of budgetary control for better decision-making.

CO5: Understand and estimate material, labour, overheads and sales variances for comparing planned with actual results.

Unit – I

Introduction: Meaning, Objectives, Nature and Scope of management accounting, Difference between cost accounting and management accounting, Cost control and Cost reduction, Cost management.

Ratio Analysis: Meaning–Nature, different types of ratios, their uses and limitations, computation of various types of ratios – liquidity ratios, solvency ratios, profitability ratios, turnover ratios

Unit – II

Analysis and Interpretation of financial Statements: Meaning- Types and Methods of Financial Analysis – Comparative statements – Trend Analysis – Common size statements.

Standard Costing: Standard Costing and Variance Analysis: Meaning of standard cost and standard costing, advantages, limitations and applications. Variance Analysis – material, labour, overheads and sales variances.

Unit – III

Budgetary Control: Budgeting and Budgetary Control: Concept of budget, budgeting and budgetary control, objectives, merits, and limitations. Budget administration. Functional budgets. Fixed and flexible budgets. Zero base budgeting.

Unit – IV

Marginal Costing: Absorption versus Variable Costing: Distinctive features and income determination. Cost-Volume-Profit Analysis, Profit / Volume ratio. Break-even analysis- algebraic and graphic methods, Margin of safety, Key factor, determination of cost indifference point.

I.K.G. Punjab Technical University
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Suggested Readings:

- Horngren, C. T., Sundem, G. L., Stratton, W. O., Burgstahler, D., & Schatzberg, J. (2011). *Introduction to management accounting*. Pearson Education International.
- Anthony A. Atkinson, Robert S. Kaplan, Ella Mae Matsumura, S. Mark Young. (2006). *Management Accounting*. Dorling Kindersley(India) Pvt. Ltd.
- Singh, Surender. (2016). *Management Accounting*. Scholar Tech Press, New Delhi.
- Garrison H., Ray and Eric W. Noreen. (2016). *Managerial Accounting*. McGraw Hill.
- Goel, Rajiv. (2013). *Management Accounting*. International Book House,
- Arora, M.N. (2012). *A Textbook of Cost and Management Accounting*. Vikas Publishing House, New Delhi.
- Maheshwari, S.N. and S.N. Mittal. (2017). *Management Accounting*. Shree Mahavir Book Depot, New Delhi.

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I.K.G. Punjab Technical University
BBA Batch 2018
BBA- 304 Production and Operations Management

Course objective: The course aims at developing knowledge about various steps of product, design, development, plant location, storage, production planning and control.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Understand ever growing importance of Production and Operations management in uncertain business environment.

CO2: Gain an in-depth understanding of resource utilization of an organization.

CO3: Appreciate the unique challenges faced by firms in services and manufacturing.

CO4: Understand the subject as a crucial part of functional management.

CO5: Develop skills to operate competitively in the current business scenario.

UNIT I

Operations management: Concept, Functions. Product Design and development – Product design and its characteristics: Product development process (Technical): Product development techniques .Process selection- Project, job, Batch, Mass and Process types of Production Systems.

UNIT - II

Facility Location – importance, Factors in Location Analysis: Location Analysis Techniques.

Facility Layout – Objectives: Advantages: Basic types of layouts. Capacity Planning – Concepts: Factors Affecting Capacity Planning, Capacity Planning Decisions. Production Planning & Control (PPC) –Concepts, Objectives, Functions.

UNIT – III

Introduction to modern productivity techniques – just in time, Kanban system. Total Quality Management & six sigma.

Functions of Purchasing Management – Objectives, Functions: Methods: Procedure. Value analysis – Concepts. Stock control systems. Virtual factory concept.

UNIT – IV

Inventory Management – Concepts, Classification: Objectives: Factors Affecting Inventory Control Policy: Inventory costs: Basic EOQ Model: Re-order Level: ABC Analysis. Quality Management - Quality Concepts, Difference between Inspections, Quality Control, Quality Assurances, Total Quality Management: Control Charts: acceptance sampling.

Suggested Readings:

1. Nair, Production & Operations management, 1st Edition, Tata McGraw Hill
2. Adam and Eben, Production & Operations management, 5th Edition, Prentice Hall, India.
3. Krajewski & Ritzman, Operations Management, 5th Edition, Pearson Education.
4. Buffa & Sarin, Modern Production/Operations Management, 8th Edition, John Wiley
5. Chary, Production & Operations Management, 2nd Edition, Tata McGraw

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I.K.G. Punjab Technical University
BBA Batch 2018
BBA- 304 Production and Operations Management

Course objective: The course aims at developing knowledge about various steps of product, design, development, plant location, storage, production planning and control.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Understand ever growing importance of Production and Operations management in uncertain business environment.

CO2: Gain an in-depth understanding of resource utilization of an organization.

CO3: Appreciate the unique challenges faced by firms in services and manufacturing.

CO4: Understand the subject as a crucial part of functional management.

CO5: Develop skills to operate competitively in the current business scenario.

UNIT I

Operations management: Concept, Functions. Product Design and development – Product design and its characteristics: Product development process (Technical): Product development techniques .Process selection- Project, job, Batch, Mass and Process types of Production Systems.

UNIT - II

Facility Location – importance, Factors in Location Analysis: Location Analysis Techniques.

Facility Layout – Objectives: Advantages: Basic types of layouts. Capacity Planning – Concepts: Factors Affecting Capacity Planning, Capacity Planning Decisions. Production Planning & Control (PPC) –Concepts, Objectives, Functions.

UNIT – III

Introduction to modern productivity techniques – just in time, Kanban system. Total Quality Management & six sigma.

Functions of Purchasing Management – Objectives, Functions: Methods: Procedure. Value analysis – Concepts. Stock control systems. Virtual factory concept.

UNIT – IV

Inventory Management – Concepts, Classification: Objectives: Factors Affecting Inventory Control Policy: Inventory costs: Basic EOQ Model: Re-order Level: ABC Analysis. Quality Management - Quality Concepts, Difference between Inspections, Quality Control, Quality Assurances, Total Quality Management: Control Charts: acceptance sampling.

Suggested Readings:

1. Nair, Production & Operations management, 1st Edition, Tata McGraw Hill
2. Adam and Eben, Production & Operations management, 5th Edition, Prentice Hall, India.
3. Krajewski & Ritzman, Operations Management, 5th Edition, Pearson Education.
4. Buffa & Sarin, Modern Production/Operations Management, 8th Edition, John Wiley
5. Chary, Production & Operations Management, 2nd Edition, Tata McGraw



**I.K.G. Punjab Technical University
BBA Batch 2018**

BBA- SEC 301 IT Tools for Business

Course Objective: The purpose of this course is to provide a through exposure to the operating and office management tools available in different packages. A student can be exposed to the working knowledge of Windows based operating systems and software packages such as Windows-95, 98, 2000-Professional, windows -XP and MS -Office.

Course Outcomes (COs): After completion of the course, the students shall be able to:

- CO1:** Develop understanding of computer fundamentals, functions and their classifications
- CO2:** Develop a clear understanding and knowledge about the functioning of a Computer software and window operating system
- CO3:** Demonstrate proficiency in Microsoft word & Excel.
- CO4:** Apply formatting and editing features to enhance worksheets.
- CO5:** Use styles, themes, and conditional formats to customize worksheets.

Unit –I

Computer Fundamentals: Data, Instruction and Information, Characteristics of Computers, Various fields of application of Computers, Input-output Devices (Hardware, Software, Human ware and Firmware) Advantages and Limitations of Computer, Block Diagram of Computer, Function of Different Units of Computer, Classification of Computers. Data Representation: Different Number System (Decimal, Binary, Octal and hexadecimal) and their Inter Conversion.

Unit –II

Computer Software: Types of Software, Application software and system software, Compiler and Interpreter, Generations of languages, Low- and High-Level Languages. Computer Memory: Primary Memory & Secondary memory. Storage Media. **Introduction to Windows Operating System:** All Directory Manipulation: Creating Directory, Sub Directory, Renaming, Coping and Deleting the Directory File Manipulation: Creating a File, Deleting, Coping, renaming a File Using accessories such as calculator, paint brush, CD player, etc

Unit –III

MS-Word: History, Creating, Saving, Opening, Importing, Exporting and Inserting document, Formatting pages, Alignment, Paragraphs and Sections. Indents and Outdents, creating lists and numberings Formatting Commands: Headings, Styles, Fonts and Size

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I.K.G. Punjab Technical University
BBA Batch 2018

editing, Viewing Text, Finding and Replacing text, Headers and Footers, Inserting page breaks, Page numbers, Special Symbols and Dates Mail merge, Preview and Printings command.

MS-PowerPoint: History, Creating, Saving, Opening, existing presentation, Creating and Saving a Presentation using Auto Content Wizard, Design Template, Blank Presentation the Slide Sorter View, Slide Show, Inserting pictures and graphics and Printing Slides.

Unit –IV

MS-Excel: Introduction, Components of Excel History, Creating, Saving, Opening, Spreadsheet, Formatting numbers and Text, Graph and Chart Formatting Commands, Menu Bar, Toolbars, Producing Charges, Protecting Cell Macro and Printing Operation, Spell Checking, Cell Editing, Calculation of various Financial and Statistical Functions using Formulas.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Ram, B.(2018).*Computer Fundamentals Architecture and Organization*. New Delhi: Age Publications
- Sinha, P.K. and Sinha, P. (2017).*Foundation of computing*. New Delhi: BPB Publications.
- Arora, A.(2015) *Computer fundamentals and applications*. Vikas Publishing.
- Rajaraman, V.(2014).*Fundamentals of Computers*. Delhi: Prentice-Hall.
- Roger,J. (2010).*Microsoft Access 2010*.Delhi:Pearson Education.
- Forouzan,(2009).*Basics of Computer Science*. India: Cengage Learning
- Levi, D.S., Kaminsky, P. (2007) *Designing and Managing the Supply Chain*. McGraw Hill
- Turban, E., Aronson JE., Liang, TP. (2005). *Decision Support Systems and Intelligent Systems* (7th Edition). Pearson Publishers.



BMPD302-18 Mentoring and Professional Development

Guidelines regarding Mentoring and Professional Development

The objective of mentoring will be development of:

- Overall Personality
- Aptitude (Technical and General)
- General Awareness (Current Affairs and GK)
- Communication Skills
- Presentation Skills

The course shall be split in two sections i.e. outdoor activities and class activities. For achieving the above, suggestive list of activities to be conducted are:

**Part – A
(Class Activities)**

1. Expert and video lectures
2. Aptitude Test
3. Group Discussion
4. Quiz (General/Technical)
5. Presentations by the students
6. Team building Exercises

**Part – B
(Outdoor Activities)**

7. Sports/NSS/NCC
8. Field project.
9. Society Activities of various students chapter i.e. ISTE, SCIE, SAE, CSI, Cultural Club, etc.

Note: Evaluation shall be based on rubrics for Part – A & B.

Mentors/Faculty incharges shall maintain proper record student wise of each activity conducted and the same shall be submitted to the department.



**Scheme
of
Bachelor of Commerce(Hons.)
Batch 2018 onwards**



**Department of Academics
IK Gujral Punjab Technical
University**

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I.K.G. Punjab Technical University
Bachelor of Commerce (Hons.)

Courses & Examination Scheme:

First Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
BCOM101-18	Core Theory 1	Business Organization and Management	5	1	0	40	60	100	6
BCOM102-18	Core Theory 2	Financial Accounting	5	1	0	40	60	100	6
BCOMGE101-18	General Elective 1	Managerial Economics	5	1	0	40	60	100	6
BTHU103/18	Ability Enhancement Compulsory Course (AECC)	English	1	0	0	40	60	100	1
BTHU104/18	Ability Enhancement Compulsory Course (AECC)	English Practical/Laboratory	0	0	2	30	20	50	1
HVPE101-18	Ability Enhancement Compulsory Course (AECC)	Human Values, De-addiction and Traffic Rules	3	0	0	40	60	100	3
HVPE102-18	Ability Enhancement Compulsory Course (AECC)	Human Values, De-addiction and Traffic Rules (Lab/Seminar)	0	0	2	25	--**	25	1
BMPD102-18		Mentoring and Professional Development	0	0	2	25	--**	25	1
TOTAL			19	3	6	280	320	600	25

**The Human Values, De-addiction and Traffic Rules (Lab/ Seminar) and Mentoring and Professional Development course will have internal evaluation only.

Note: One each seminar will be organized on Drug De-addiction and Traffic Rules. Eminent scholar and experts of the subject will be called for the seminar at least once during the semester. It will be binding for all students to attend the seminar.

L.K.G. Punjab Technical University
Bachelor of Commerce (Hons.)

Second Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
BCOM201-18	Core Theory 3	Cost Accounting	5	1	0	40	60	100	6
BCOM202-18	Core Theory 4	Business Environment	5	1	0	40	60	100	6
BCOMGE201-18	General Elective 2	Business Statistics	5	1	0	40	60	100	6
EVS102-18	Ability Enhancement Compulsory Course (AECC) - III	Environmental Science	2	0	0	40	60	100	2
BMPD202-18		Mentoring and Professional Development	0	0	2	25	--**	25	1
TOTAL			17	3	2	195	240	425	21

Third Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
BCOM301-18	Core Theory 5	Management Accounting	5	1	0	40	60	100	6
BCOM302-18	Core Theory 6	Mercantile Law	5	1	0	40	60	100	6
BCOM303-18	Core Theory 7	Human Resource Management	5	1	0	40	60	100	6
BCOMGE301-18	General Elective 3	Indian Economy	5	1	0	40	60	100	6
BCOMSEC301-18	Skill Enhancement Course-1	Workshop on IT tools for Business & E-Commerce	2	0	0	40	60	100	2
BMPD302-18		Mentoring and Professional Development	0	0	2	25	--**	25	1
TOTAL			22	4	2	225	300	525	27

**I.K.G. Punjab Technical University
Bachelor of Commerce (Hons.)**

Fourth Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
BCOM 401-18	Core Theory 8	Corporate Accounting	5	1	0	40	60	100	6
BCOM 402-18	Core Theory 9	Company Law	5	1	0	40	60	100	6
BCOM 403-18	Core Theory 10	Income Tax Law & Practice	5	1	0	40	60	100	6
BCOMGE 401-18	General Elective 4	Entrepreneurship Development	5	1	0	40	60	100	6
BCOMSEC 401-18	Skill Enhancement Course-2	Workshop on Computerized Accounting	2	0	0	40	60	100	2
BMPD402-18		Mentoring and Professional Development	0	0	2	25	--**	25	1
TOTAL			22	4	2	425	300	525	27

Fifth Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
BCOM501-18	Core Theory 11	Financial Management	5	1	0	40	60	100	6
BCOM502-18	Core Theory 12	Goods and Services Tax	5	1	0	40	60	100	6
	Discipline Specific Elective 1	Elective – I	5	1	0	40	60	100	6
	Discipline Specific Elective 2	Elective – II	5	1	0	40	60	100	6
BMPD502-18		Mentoring and Professional Development	0	0	2	25	--**	25	1
TOTAL			20	4	2	225	240	425	25

**I.K.G. Punjab Technical University
Bachelor of Commerce (Hons.)**

SPECIALISATIONS

Any of the following groups each having two papers in Semester V can be chosen as specialization by the students.

1. Accounting & Finance

BCOP 511-18	Personal Financial Planning
BCOP 512-18	Advanced Financial Management

2. Banking & Insurance

BCOP 521-18	Banking Services Management
BCOP 522-18	Insurance Services Management

Sixth Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
BCOM601-18	Core Theory 13	Industrial Relations and Labour Laws	5	1	0	40	60	100	6
BCOM602-18	Core Theory 14	Operation Research	5	1	0	40	60	100	6
	Discipline Specific Elective 3	Elective – III	5	1	0	40	60	100	6
	Discipline Specific Elective 4	Elective – IV	5	1	0	40	60	100	6
BMPD602-18		Mentoring and Professional Development	0	0	2	25	--**	25	1
TOTAL			20	4	2	185	240	425	25

SPECIALISATIONS:

Any of the following groups each having two papers in Semester VI can be chosen as specialization by the students.

1. Accounting & Finance

BCOP 611-18	Security Analysis & Portfolio Management
BCOP 612-18	Management of Financial Services

2. Banking & Insurance

BCOP 621-18	Banking Laws & Services
BCOP 622-18	Risk Management & Insurance

BCOM 301-18 Management Accounting

Course Objective: This course aims to provide understanding of concepts of management accounting relevant in business and to familiarize them with tools and techniques used in business decision making.

Unit – I

Introduction: Meaning, Objectives, Nature and Scope of management accounting, Difference between Cost Accounting, Financial Accounting and Management accounting

Analysis and Interpretation of financial Statements: Meaning- Types and Methods of Financial Analysis – Comparative statements – Trend Analysis – Common size statements.

Unit – II

Ratio Analysis: Meaning –Nature, different types of ratios, their uses and limitations. Computation of ratios – liquidity ratios, turnover ratios, profitability ratios, coverage ratios, solvency ratios, solvency ratios, etc.

Budgetary Control: Concept of budget, budgeting and budgetary control, objectives, merits, and limitations. Budget administration. Functional budgets. Fixed and flexible budgets. Zero base budgeting.

Unit – III

Fund Flow Statement: Meaning and concept of fund-Flow of Fund –Preparation of Fund flow statements – uses and significance

Cash Flow Statement: Difference between fund flow statement and cash flow statements – Preparation of cash flow statements as per AS-3 Norms.

Unit – IV

Responsibility Accounting: Concept, Significance, Different Responsibility Centres, Divisional Performance Measurement: Financial and Non-Financial measures.

Suggested Reading:

- Horngren, C. T., Sundem, G. L., Stratton, W. O., Burgstahler, D., & Schatzberg, J. (2011). *Introduction to management accounting*. Pearson Education International.
- Anthony A. Atkinson, Robert S. Kaplan, Ella Mae Matsumura, S. Mark Young. (2006). *Management Accounting*. Dorling Kindersley(India) Pvt. Ltd.
- Singh, Surender. (2016). *Management Accounting*. Scholar Tech Press, New Delhi.
- Garrison H., Ray and Eric W. Noreen. (2016). *Managerial Accounting*. McGraw Hill.
- Goel, Rajiv. (2013). *Management Accounting*. International Book House,
- Arora, M.N. (2012). *A Textbook of Cost and Management Accounting*. Vikas Publishing House, New Delhi.
- Maheshwari, S.N. and S.N. Mittal. (2017). *Management Accounting*. Shree Mahavir Book Depot, New Delhi.

BCOM 302-18 Mercantile Law

Course Objective: To provide the brief idea about the frame work of Indian Business Laws. To orient students, about the legal aspects of business. Along with these the course aims to familiarize the students with case law studies related to Business Laws.

Unit I

Introduction to Contract Act: Agreement, kinds of Agreements, Contract- kinds of contracts: Valid, Void, Voidable, Contingent and Quasi Contract and E contract, distinguish between agreement and contract.

Offer or Proposal- definition, Essentials of Valid proposal or offer, counter offer, Standing or open offer, distinguish between offer and invitation to offer, Acceptance- definition, essentials of a valid acceptance, Promise. Communication of offer, acceptance and Revocation. Capacity to contract, Free Consent, Consideration, Legality of Object and Consideration. Performance and discharge of contract, remedies for breach of contract.

Unit II

Law of Indemnity and Guarantee, Law of Bailment and pledge, Law of Agency.

Partnership Act: Introduction to Partnership Act, Admission of Partner, Retirement and Death of Partner, Dissolution of Partnership Firm.

Unit III

The Sale of Goods Act 1930: Introduction, definitions, Formalities of the contract of sale, Distinction between 'sale' and 'agreement' of sell, Distinction between 'sale and hire-purchase agreement', Conditions and Warranties, Transfer of property as between the seller and buyer Rights of an unpaid seller. **Consumer Protection Act, 1986:** Objectives, features and structure.

Unit IV

Negotiable Instrument Act: Meaning and Characteristics of Negotiable Instrument, Operational rules of Evidence –Presumptions, classification of Negotiable Instruments, Promissory Notes and Bills of Exchange, Essential elements of promissory Note and Bill of Exchange, distinguish between Promissory note Bill of Exchange. Acceptor and Acceptance, definition of Acceptor, Acceptance for honour, Absolute and qualified or conditional acceptance, Drawer, Drawee in case of Need, Payee, Cheques, types of cheques and Penalties in case of dishonour of certain cheques, distinguish between cheque and Bill of exchange, Holder, Holder in Due Course, Rights and privileges of H.D.C. Payment in due course, Maturity of an Instrument.

References:

- Majumdar A.K. and Kapoor G.K. 'Company Law' Taxmann Publishers
- C. L. 'Business Laws' Taxmann Publishers.
- Kuchhal M. C. and Parkash D. 'Business Legislations for Managements' Vikas Publications.
- Singhanian V. K. and Singhanian K. 'Direct Tax Laws and Practice' Taxmann Publishers.
- Chawla, Garg and Sarin 'Mercantile Law' Kalyani Publishers.

BCOM 303-18 Human Resource Management

Course Objective: To provide an in-depth overview of the field of HRM, what are the roles and responsibilities of HR professionals how the primary functions affect the broader business strategy.

Unit I

Nature, scope, role and importance of HRM. New trends in HRM due to globalization deregulation and technological advancements, HRM practices in India, issues and challenges. Human Resource Planning: Meaning, factors affecting HRP, Human Resource Planning process.

Unit II

Job analysis: steps in analysing job and introduction to methods of collecting job analysis information, Job description, job specification. Job design: job simplification, job rotation, job enrichment and job enlargement.

Recruitment: sources of recruitment, policies and procedure of recruitment. Selection process, testing and interviews, Placement and induction.

Unit III

Training and Development: Identification of training needs, process of training and methods of training and development.

Career planning and development: career life cycle, process of career planning and development.

Unit IV

Performance appraisal: Meaning, process of performance appraisal, methods and problems of performance appraisal.

Compensation Management- Wage & Salary Administration: Meaning & Concept of Wage & Salary Administration, Elements & Methods of Wage & Salary, Incentive Plans & Fringe Benefits.

Industrial Relations: Meaning & Concept of Industrial Relations.

Suggested Readings:

1. Rao V.S.P. *Human Resource Management*, Excel books
2. Monnappa and Saiyadan, *Personnel Management*, Tata Mcgraw Hill.
3. Dessler, Garg, *Human Resource Management*, Pearson education.
- 4 C.B. Memoria *Personal Management* Himalaya
- 5 K. Aswathappa *Human Resource Management* Tata McGrawHill

B.COMGE 301-18 Indian Economy

Course Objective: The purpose of this course is to familiarize the students with various aspects of Indian economy. It also aims to develop a perspective on the different problems and approaches to economic planning and development in India.

UNIT-I

Nature and Structure of Indian Economy, Basic Features and Problems of Indian Economy. Concept of Economic Development, Difference between Economic Growth and Economic Development. Demographic Features of Indian Population. Hurdles created by Population Explosion in India. Effects of Population Explosion. Problems of Poverty, Unemployment, Inflation, income inequality, Black money in India.

UNIT-II

Sectoral composition of Indian Economy: - Issues in Agriculture sector in India ,land reforms Green Revolution and agriculture policies of India , Industrial development , MSMEs and cottage industries, Industrial Policy, Public sector in India.

UNIT-III

Nature and Features of Economic Planning, Objectives of Indian Planning. Planning commission v/s NITI Aayog, Monetary Policy and Fiscal Policy in India, Centre State Finance Relations, Finance commission in India. Liberalisation, Privatisation and Globalisation. Impact of Globalization on Indian Economy.

UNIT-IV

India's Foreign Trade- Value, Composition and Direction, Balance of Trade Vs. Balance of Payments. Disequilibrium in Balance of Payments. Export Promotion-Need for Export Promotion in India, Role of Government in Export Promotion. Obstacles in Export Promotion. Suggestions for Export Promotion. Import Substitution-Suggestions to Improve Import Substitution. WTO and India.

Suggested Readings:

1. Shukla,M.B., Taxmann Publications, New Delhi.
2. Jain,T.R.,Trehan, Mukesh and Trehan,Ranju, "Indian Economy" VK Global Publications Pvt.Ltd., New Delhi.
3. Dutt Rudder and K.P.M Sunderam (2001): Indian Economy, S Chand & Co. Ltd. New Delhi.
4. Mishra S.K & V.K Puri (2001) "Indian Economy and -Its development experience", Himalaya Publishing House.

BCOM SEC 301-18 Workshop on IT tools for Business and E-Commerce

Course Objective: To develop an understanding and practical exposure to different IT tools used as an aid in business and ecommerce. The aim is to equip the students with the relevant skills and working knowledge of various office management tools, Windows based operating systems and software packages such as Windows-95, 98, 2000-Professional, windows -XP and MS -Office. Further develop an understanding of the practices and technology required for the running an Ecommerce business.

Unit –I

Computer Fundamentals: Meaning, Features of Computers, Advantages and Limitations of Computer, Classification of Computers. **Components of Computer :** Input Unit, output Unit and CPU. **Memory and storage:** Primary Memory & Secondary memory, Input devices, output devices. **Operating System-** Meaning and functions **Computer Software:** Types of Software, Application software and system software

Introduction to Windows Operating System: Directory Manipulation: Creating Directory, Sub Directory, Renaming, Copying and Deleting the Directory. File Manipulation: Creating a File, Deleting, Copying, renaming a file.

Unit –II

MS-Word: History, Creating, Saving, Opening, Importing, Exporting and Inserting document, Formatting pages, Alignment, Paragraphs and Sections, creating lists and numberings Formatting Commands: Headings, Styles, Fonts and Size editing, Viewing Text, Finding and Replacing text, Headers and Footers, Inserting page breaks, Page numbers, mail merge. **MS-PowerPoint:** History, Creating, Saving, Opening, existing presentation, Creating and Saving a Presentation using Auto Content Wizard, Design Template, Blank Presentation the Slide Sorter View, Slide Show, Inserting pictures and graphics and Printing Slides.

Unit III

MS-Excel: Introduction, Components of Excel History, Creating, Saving, Opening, Spreadsheet, Formatting numbers and Text, Graph and Chart Formatting Commands, Menu Bar, Toolbars, Producing Charges, Protecting Cell Macro and Printing Operation, Spell Checking, Cell Editing, Calculation of various Financial and Statistical Functions using Formulas.

Unit IV

Introduction to E- commerce : Meaning and concept – E- commerce v/s Traditional Commerce- E- Business, features & benefits of E- Commerce – Impacts, Challenges & Limitations of E-Commerce , **Website – components of website –** Concept & Designing website for E- Commerce – Corporate Website – Portal – Search Engine – **Internet Advertising –** Emergence of the internet as a competitive advertising media, **Electronic Payment system,** Security Issues in E-Commerce.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Ram, B.(2018).*Computer Fundamentals Architecture and Organization*. New Delhi: Age Publications
- Sinha, P.K. and Sinha, P. (2017).*Foundation of computing*. New Delhi: BPB Publications.
- Arora, A.(2015) *Computer fundamentals and applications*. Vikas Publishing.
- Rajaraman, V.(2014).*Fundamentals of Computers*. Delhi: Prentice-Hall.
- Roger,J. (2010).*MicrosoftAccess2010*.Delhi:PearsonEducation.
- Forouzan,(2009).*Basicsof ComputerScience*. India:CengageLearning
- Levi, D.S., Kaminsky, P. (2007) *Designing and Managing the Supply Chain*. McGraw Hill
- Turban, E., Aronson JE., Liang, TP. (2005). *Decision Support Systems and Intelligent Systems* (7th Edition). Pearson Publishers.
- Jaiswal, M., Mittal, M. *Management Information Systems*. OUP
- Turban, Efraim, and David King, "Electronic Commerce: A Managerial Perspective", 2010, Pearson Education Asia, Delhi.



BMPD302-18 Mentoring and Professional Development

Guidelines regarding Mentoring and Professional Development

The objective of mentoring will be development of:

- Overall Personality
- Aptitude (Technical and General)
- General Awareness (Current Affairs and GK)
- Communication Skills
- Presentation Skills

The course shall be split in two sections i.e. outdoor activities and class activities.

For achieving the above, suggestive list of activities to be conducted are:

Part – A (Class Activities)

1. Expert and video lectures
2. Aptitude Test
3. Group Discussion
4. Quiz (General/Technical)
5. Presentations by the students
6. Team building Exercises

Part – B (Outdoor Activities)

1. Sports/NSS/NCC
2. Field project.
3. Society Activities of various students chapter i.e. ISTE, SCIE, SAE, CSI, Cultural Club, etc.

Note: Evaluation shall be based on rubrics for Part – A & B. Mentors/Faculty incharges shall maintain proper record student wise of each activity conducted and the same shall be submitted to the department.



**Study Scheme & Syllabus of
Master of Commerce
(M.Com)**

Batch 2018 onwards



Department of Academics
I.K. Gujral Punjab Technical University

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I.K.Gujral Punjab Technical University
Master of Commerce Batch 2018 Onwards

Courses & Examination Scheme:

First Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MCOP 101-18	Core Theory	Management Principles and Organizational Behaviour	3	1	0	40	60	100	4
MCOP 102-18	Core Theory	Managerial Economics	3	1	0	40	60	100	4
MCOP 103-18	Core Theory	Quantitative Techniques	3	1	0	40	60	100	4
MCOP 104-18	Core Theory	Accounting Theory	3	1	0	40	60	100	4
MCOP 105-18	Core Theory	Legal Aspects of Business	3	1	0	40	60	100	4
MCOP 106-18	Core Theory	Business Communication	3	1	0	40	60	100	4
	TOTAL		18	6	0	240	360	600	24

Second Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MCOP 201-18	Core Theory	Indian Financial System	3	1	0	40	60	100	4
MCOP 202-18	Core Theory	Management and Cost Accounting	3	1	0	40	60	100	4
MCOP 203-18	Core Theory	Business Research Methods	3	1	0	40	60	100	4
MCOP 204-18	Core Theory	Marketing Management	3	1	0	40	60	100	4
MCOP 205-18	Core Theory	Human Resource Management	3	1	0	40	60	100	4
HVPE 101-18	Ability Enhancement Compulsory Course (AECC)	Human Values, De-addiction and Traffic rules	3	0	0	40	60	100	3
HVPE 102-18	Ability Enhancement Compulsory Course (AECC)	Human Values, De-addiction and Traffic Rules (Lab/ Seminar)	0	0	2	25	—**	25	1
	TOTAL		18	5	2	265	360	625	24

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**I.K.Gujral Punjab Technical University
Master of Commerce Batch 2018 Onwards**

Third Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MCOP301-18	Core Theory	Direct and Indirect Taxes	3	1	0	40	60	100	4
MCOP302-18	Core Theory	Strategic Financial Management	3	1	0	40	60	100	4
MCOP303-18	Core Theory	Corporate Governance, Ethics and Social Responsibility of Business	3	1	0	40	60	100	4
	Elective-I		3	1	0	40	60	100	4
	Elective-II		3	1	0	40	60	100	4
MCOPGE301-18	General Elective	Entrepreneurship and Project Management	3	1	0	40	60	100	4
MCOP 304-18	Core Theory	Major Project	0	0	0	50	--	50	2
TOTAL			18	6	0	290	360	650	26

Note: Each candidate shall choose an area of Specialization from any two of the following groups. Two papers shall be studied in third semester and two papers shall be studied in fourth semester.

List of Electives:

Group A: Accounting and Finance:

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MCOPAF 311-18	Elective	International Accounting	3	1	0	40	60	100	4
MCOPAF 312-18	Elective	International Financial Management	3	1	0	40	60	100	4

Group B: Banking & Insurance

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MCOPBI 321-18	Elective	Principles and Practices of Banking	3	1	0	40	60	100	4
MCOPBI 322-18	Elective	Principles and Practices of Insurance	3	1	0	40	60	100	4

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**I.K.Gujral Punjab Technical University
Master of Commerce Batch 2018 Onwards**

Fourth Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MCOP 401-18	Core Theory	Management Control System	3	1	0	40	60	100	4
MCOP 402-18	Core Theory	Security Analysis and Portfolio Management	3	1	0	40	60	100	4
MCOP 403-18	Core Theory	Corporate Accounting and Auditing	3	1	0	40	60	100	4
	Elective-III		3	1	0	40	60	100	4
	Elective-IV		3	1	0	40	60	100	4
MCOPGE 401-18	General Elective	E-Commerce	3	1	0	40	60	100	4
MCOP 404-18	Core Theory	Comprehensive Viva	0	0	0	0	50	50	2
TOTAL			18	6	0	240	410	650	26

List of Electives:

Group A: Accounting and Finance:

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MCOPAF 411-18	Elective	Management of Financial Services	3	1	0	40	60	100	4
MCOPAF 412-18	Elective	Tax Planning and Personal Finance	3	1	0	40	60	100	4

Group B: Banking & Insurance

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MCOPBI 421-18	Elective	Banking Laws	3	1	0	40	60	100	4
MCOPBI 422-18	Elective	Risk Management in Insurance Business	3	1	0	40	60	100	4

MCOP 301-18

Direct and Indirect Tax

Course Objective: The purpose of this course is to familiarize the students with the working knowledge on practical application of Direct Tax Laws, and to provide conceptual knowledge of GST and customs Laws.

UNIT-I

Historical Background of Taxation system in India; An overview of Finance Bill, ; Important definitions under Income Tax Act, 1961; Residential Status & Basis of Charge; Scope of Total Income; Tax Rates. Exempted Incomes. Computation of Income under Various Heads : Income from Salary; Income from House Property; Profit and Gains of Business or Profession; Capital Gains; Income from Other Sources.

UNIT-II

Aggregation of Income. Set Off and / or Carry Forward of Losses. Deductions from Gross Total Income & Rebate and Relief. Assessment of Individual and Hindu Undivided Family 'HUF'. Procedural Compliance : Permanent Account Number 'PAN', Tax Deduction at Source, Tax Collection at Source, Advance Tax & Self Assessment Tax. Returns and E-Filing of Returns.

UNIT-III

Pre-GST tax structure and deficiencies; Administration of Indirect Taxation in India. Basics of Goods and Services Tax 'GST' : Basics concept and overview of GST; Constitutional Framework of GST; GST Model – CGST / IGST / SGST / UTGST; Taxable Event; Concept of supply including composite and mixed supply; Levy and collection of CGST and IGST; Composition scheme & Reverse Charge; Exemptions under GST. Input Tax Credit & Computation of GST Liability- Overview. Procedural Compliance under GST. Basic overview on Integrated Goods and Service Tax (IGST), Union Territory Goods and Service tax (UTGST), and GST Compensation to States.

UNIT-IV

Overview of Customs Law; Levy and collection of customs duties; Types of Custom duties; Classification and valuation of import and export goods; Exemption; Officers of customs; Administration of Customs Law; Import and Export Procedures; Transportation, and

Warehousing; Duty Drawback; Demand and Recovery; Confiscation of Goods and Conveyances; Refund.

Note: Latest Acts will be followed.

Suggested Readings:

1. Singhanian Dr. Vinod K. & Singhanian Dr. Kapil, : Direct Taxes Law and Practice.
2. Ahuja Dr. Girish & Gupta Dr. Ravi: Direct Taxes Ready Reckoner with Tax Planning.
3. Agarwal Dr. Sanjiv & Malhotra Sanjeev: Goods & Services Tax, Laws, Concepts and Impact Analysis, Bloomsbury.
4. Datey V.S. : GST Ready Reckoner, Taxmann.
5. R.K. Jain : Customs Law Manual, Centax

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MCOP 302-18
Strategic Financial Management

Course objective: This course aims to expose students to strategic applications of core finance concepts and acquaint them with the abilities to understand the entire range of strategic financial decision making situations.

Unit I

Strategic Financial Management: Meaning, nature and scope. Financial and non-financial objectives, agency theory and conflict of interest in a firm. Strategic decision making framework, interface of financial policy and strategic management, shareholder's value creation and value drivers.

Corporate Risk Management: Meaning, nature and components of risk. Introduction to financial instruments like Forward, Futures and Options and Swaps as risk management tools. Risk management in practice.

Financial Planning and Forecasting Ratios System: Introduction to long-term and short-term financial planning in a company, types of financial planning models, growth with internal equity, Higging's sustainable growth model, conditions for the successful use of models, development of Simulations Models and improving financial modelling.

Unit II

Corporate Valuation: Introduction, models and approaches to corporate valuation- Marakon Approach, Alcar Approach, Mckinsey Approach and Discounted Cash Flow Approach- FCFE and FCFF model. Shareholder's Value Creation - MVA Approach; EVA Approach and EVA Analysis of Indian Corporates. Managerial implications of shareholder's value creation.

Long-term Projects: Valuation of long-term investment decisions, capital intensive projects - Sensitivity analysis; risk-adjusted discount rates; Modified IRR and real options.

Unit III

Capital Structure Policy: Business and financial risk - total risk perspective and market risk perspective - determinants of capital structure decision - approaches to estimate the target capital structure - variations in capital structures, EBIT / EPS Analysis and ROI / ROE analysis.

Capital Structure Theories: Net Income Approach - Net Operating Income Approach - Traditional Approach - Modigliani-Miller Model (MM), Miller Model - criticism of MM and Miller models - financial distress and agency cost - asymmetric information theory.

Dividend and Bonus Policy: Dividend policy decisions, payout ratio, stability, residual payment, corporate dividend policies, repurchase or buyback of shares bonus issues and stock splits.

Unit IV

Working Capital Management: Meaning, nature, concepts of working capital, operating cycle, permanent and temporary working capital, factors determining working capital. Approaches to working capital management. Sources of finance of working capital. Role of factoring services and securitization in working capital management.

Q

Financial distress and corporate restructuring: Introduction; methods of corporate restructuring (Both internal as well as external); Government policies for revival of sick units and turnaround strategies.

Suggested Reading:

1. Damodran A. (2013). Corporate Finance: Theory and Practice, 2nd Edition. John Wiley & Sons.
2. Brealy, RA., Myers, SC., Allen, F., and Mohanty, P. (2017). Principles of Corporate Finance, 11th Edition. Tata McGraw Hill.
3. Fabozzi, FJ. (2003). Financial Management and Analysis, 2nd Edition. John Wiley & Sons.
4. Damodran, A. (2007). Strategic Risk Management, 1st Edition, John Wiley & Sons.
5. Grinblatt, M. and Titman, S. (2001). Financial Markets and Corporate Strategy, 2nd Edition, McGraw Hills
6. Chandra, Prasana. (2015). Financial Management Theory and Practice, 9th Edition. Tata McGraw Hills.
8. Babu, GR. (2012). Strategic Financial Management, Himalaya Publishing House.



MCOP 303-18

Corporate Governance, Ethics and Corporate Social Responsibility

Course Objective: The purpose of this course is to familiarize the students with the knowledge of corporate governance practices, ethics and corporate social responsibility. It also aims to develop an awareness of the ethical issues related to business and to give the participants the basic understanding of the relevance of Corporate Social Responsibility in success of business.

UNIT-I

Conceptual Framework of Corporate Governance: History of Corporate form and models, Corporate Objectives and goals, Ownership pattern – Issues in managing public limited firms – Agency problems. Global Corporate Governance models, Anglo American and Relationship model (Germany, Japan and France). Cadbury Report, Hampel Report and OECD Committee Recommendations – SOX Act. The Concept of Whistle-Blowing; Types of Whistle-blowers.

UNIT-II

Developments in Corporate Governance in India: CII, Kumaramangalam, Narayanamoorthy, Naresh Chandra, JJ Irani Committee reports – Legal and Regulatory Changes. Introduction to Business Ethics: Definition and Nature of Ethics; Ethical Issues in Business; Causes of unethical behaviour; Ethics and Morality; Ethics and the Law; Ethical Theories; Ethical Dilemma, Solving ethical dilemma, Code of ethics.

UNIT-III

Ethics in Environmental Aspects, Ethics in Marketing, Ethics in Human Resources management, Ethical issues at the top management, Ethics in financial markets and investor protection – Ethical responsibility towards competitors and business partners. Managerial integrity and decision making. Ethical Leadership. Ethics in Global Business.

UNIT-IV

Corporate Social Responsibility, The Nature of Social Responsibility; CSR through triple bottom line; CSR and business ethics; CSR and corporate governance; environmental aspect of CSR; CSR models; drivers of CSR; global reporting initiatives; major codes on CSR; CSR initiatives in India.

Suggested Readings:



1. Sharma, J.P.(2015)., Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd, New Delhi.
2. Vasishth, Neeru & Rajput "Governance , Ethics & Social Responsibility of Business" Taxmann Publications, New Delhi.
3. Khanka, S.S.(2014) ,"Business Ethics and Corporate Social Responsibility", S. Chand Publishing, New Delhi.
4. Singh, S., "Corporate Governance: Global Concepts and Practices", Excel Books, New Delhi.



MCOPGE 301-18

Entrepreneurship Development and Project Management

Course Objective: To provide a comprehensive understanding of the concept of an Entrepreneur and intricacies involved in managing entrepreneurial projects. The prime aim is to imbibe the necessary entrepreneurial competencies among students and motivate them choose Entrepreneurship as a feasible and desirable career option.

Unit I

Introduction to Entrepreneur: Concept, Characteristics, functions of an entrepreneur, Entrepreneur Vs Manager, Types of entrepreneur, Entrepreneurial Mind Set, Key attributes of an entrepreneur, desirable and acquirable traits and behaviours, Readiness of the entrepreneur: Right age, right time and right conditions, Myths and Realities of entrepreneurship. **Entrepreneurship and Intrapreneurship:** Similarities and variance, Developing Corporate Entrepreneurship. **Women entrepreneurs:** Meaning, role, problems for women entrepreneurs, **Rural entrepreneurship, social entrepreneurship,** Entrepreneurship Development, Entrepreneurial support systems and role of government in Entrepreneurship Development..

Unit II

Entrepreneurial Motivation: Concept and Theories, **Entrepreneurial Strategy: Generating and Exploiting New Entry Opportunities,** Generation of new Entry Opportunity, entry Strategy, Risk reduction strategies for New Entry Exploitation **Creativity and Business Idea Generation:** Concept of creativity, ideas from trend analysis, sources of new ideas, Methods of generating new ideas, Creative problem solving, creativity and entrepreneurship. **Entrepreneurial Innovation:** Concept and types, Opportunity Recognition and opportunity assessment plan, product planning and development process..

Unit III

Protecting Ideas and Legal issues for the entrepreneur. Concept of IPR, Patents, Trademarks, Copyrights, Licensing, Product Safety, Other Legal Issues in Setting Up An Organisation. **Business Plan Creating and Starting the Venture:** Concept of Business Plan, Scope and Value, Writing the business plan, Using and implementing business plan. **Succession Planning and Strategies for Harvesting and Ending Venture:** Exit Strategy , succession of Business, Selling off, bankruptcy **Reasons of failure of business plan,** Reasons for the failure of entrepreneurial ventures.

Unit IV

Project Management: Concept, facets and Key Issues of project management. **Generation and screening of project ideas, Project Analysis:** Market and demand analysis, Technical analysis, Financial estimates and projection, **Project Selection:** Investment criteria, Risk analysis, Social Cost Benefit analysis. **Project Financing:** Financing of projects, Concept of Venture Capital in detail, Difference between Venture Capital and Private Equity. **Project Implementation:** Project planning and control, Network techniques for project management: PERT and CPM Models, **Project Review:** Post Audit and Administrative Aspects.

Relevant case studies related to the topics should be discussed.

Suggested readings:



1. Chandra, P. (2017). *Projects: Preparation, Appraisal, Budgeting and Implementation*. New Delhi: 8th Edition, Tata McGraw .
2. Desai, V. (2017). *Project Management and Entrepreneurship*. New Delhi: 2nd Edition, Himalaya Publishing House.
3. Fyffe, D. S. (2001). *Project Feasibility Analysis*. New York: John Wiley and Sons.
4. Hisrich, R. D, Peters, M.P, and Shephers, D.A.(2016). *Entrepreneurship*. New Delhi: 10th Edition, Tata mc grow.
5. Mohanty, Sangram Keshari (2017). *Fundamentals of Entrepreneurship*, Revised Edition, PHI Learning Pvt Ltd.
6. Natrajan, K. and Gordon, E. (2017). *Entrepreneuership Development*. New Delhi: 6th Edition , Himalaya Publishing House.



MCOPAF 311-18

International Accounting

Course Objectives:

The aim of this course is to enable the students to learn international accounting concepts, practices, and issues in the global financial environment. It focuses on the accounting issues encountered by multinational companies engaged in international trade and invested in foreign operations.

UNIT-I

Introduction to International Accounting Worldwide Accounting Diversity International Convergence of Financial Reporting. Causes of International Differences – Some major differences in Financial Reporting .International Financial Reporting Standards. The nature and operations of the IASB Structure of the IFRSF/IASB, Extant standards of the IASB, The framework.

UNIT-II

International Taxation International Transfer Pricing. IFRS 10, Consolidated Financial Statements; IAS 27 (revised 2011), Separate financial statements IFRS 3, Business Combinations IAS 28 (revised 2011), Investments in associates and joint ventures.

UNIT-III

IFRS 11, Joint arrangements; IFRS 12, Disclosure of interests in other entities; IAS 21, The effects of changes in foreign exchange rates. Foreign Currency Transactions and Hedging Foreign Exchange Risk Translation of Foreign Currency Financial Statements.

UNIT-IV

Strategic Accounting Issues in MNCs International Corporate Social Reporting. Comparison of Accounting Standards Principal differences between US GAAP and IFRS. IFRS's road map ahead for convergence, First time adoption of IFRS. Ethical issues in international Accounting – Incidence and implications of window dressing.

Suggested Readings:

1. Doupnik, T. S. & Perera, H. (2012). International accounting (3rd ed.). New York, NY: McGraw-Hill
2. Bakker, Erwin & Balasubramanian, TV, " Interpretation and Application of IFRS (2017)", Wiley.
3. Shamrock ,Steven E., "IFRS and US GAAP – A comprehensive comparison" John Wiley and Sons.
4. International Financial Reporting Standards (IFRS), (2009), Taxman Publications, New Delhi.
5. Shahrokh, M. Saudagaran,(2003) International Accounting : A User Perspective (2nd Edition), South-Western Publishers, New York.
6. Frost, Frederick, D. S. and Choi, Meek,(2006) International Accounting, Academic Internet Pub Inc. New York.

MCOPAF 312-18

INTERNATIONAL FINANCIAL MANAGEMENT

Course Objective: This course aims to acquaint the student with International Financial environment including exchange rate risk, interest rate risk and to provide ways to hedge against such exposures. It also aims to familiarize them with the channels of International financial flows and expose them to the different sources of international financing.

Unit I

Introduction: Foundations of international financial management – globalization and multinational firm, importance, nature and scope of international financial management, goals for international financial management.

Foreign exchange markets: Structure, Types of exchange rates, Exchange rate quotations –

Direct and Indirect – Buying and selling rates – Forward market quotation – Nominal and Real exchange rates – Determination of exchange rates in spot market and forward market, international parity relationships, fundamental factors affecting exchange rates.

Unit II

International financial markets and instruments – Eurocurrency and domestic interest rates, international bond market, international equity markets, international portfolio investment; international sources of finance – bond financing, loan financing and equity financing.

Derivatives Market – Futures, Forwards, Options, Swaps on currency, equity and interest rates, Trading Strategies relating to futures and options contracts.

Unit III

Foreign exchange exposure and risk management – Concept, relevance of foreign exchange exposure, management of economic exposure, management of transaction exposure, management of translation exposure, management of interest rate exposure. **Hedging against equity, currency and interest rate exposure** – Use of Derivatives for exposure management – forwards, futures and swaps.

Unit IV

Financial management of multinational firms – Foreign direct investment and cross-border acquisitions, international capital structure and the cost of capital, international capital budgeting, multinational working capital policy and cash management, exports and imports.

Note: Relevant Cases to be discussed in the class.

References

1. Apte, P.G. (2010). *International Financial Management*. Tata McGraw Hill.
2. Bekaert, G. and Hodrick, R.J. (2012). *International Financial Management*. Prentice Hall.
3. Brealey, R.A., Myers, S.C. and Allen, F. (2017). *Principles of Corporate Finance*. McGraw Hill International Edition.
4. Eiteman, D.K., Stonehill, A.I. and Moffett, M.H. (2016). *Multinational Business Finance*, Pearson Education.
5. Click, R.W. and Coval, J.D. (2002). *The Theory and Practice of International Financial Management*. Pearson Education.
6. Madura, J. (2011). *International Corporate Finance*. Thomson South-Western.
7. Melvin, M. (2017). *International Money and Finance*. Pearson Education.



MCOPBI 321-18
Principles and Practices of Banking

Course Objective: The course aims at imparting basic knowledge and equip students with basic fundamentals of banking, asset liability management and to enable them to explore various perspectives in the current banking environment.

UNIT-I

Banking structure in India: Banking functions and services - Commercial & Co-operative Banks: Structure of Commercial Banks, Private Sector Banks, Public Sector Banks, Foreign Banks, Categories & Features of Co-operative Banks, Introduction to Regional Rural Banks. **Retail Banking, Wholesale and International Banking:** Retail Banking- Products, Opportunities; Wholesale Banking, Products; International Banking, Requirements of Importers & Exporters, Remittance Services; Universal Banking **CIBIL, Fair Practices Code for Debt Collection**, Role and Functions of CIBIL; Fair Practices Code for Debt Collection

UNIT-II

Banker-Customer Relationship: Debtor-Creditor Relationship, Bank as a Trustee, Anti-Money laundering, Deposit Products or Services. **Bankers' Special Relationship:** Mandate; POA; Garnishee Orders; Banker's Lien; Right of Set off, Consumer Protection - Operational Aspects of COPRA Act & Banking Ombudsman Scheme. **Payment and Collection of Cheques and Other Negotiable Instruments Act;** Role & Duties of Paying & Collecting Banks; Endorsements; Forged Instruments; Bouncing of Cheques; Its Implications; Return of Cheques; Cheque Truncation System. **Opening accounts of various types of customers:** Operational Aspects of opening and Maintaining Accounts of Different Types of Customers including Aadhar, SB Rate Deregulation. **Ancillary Services Remittances;** Safe Deposit Lockers; Govt. Business

UNIT-III

Asset Liability Management and Risk Management in Banks: Significances, ALM process, Techniques, Credit risk management, Operational risk management, Market risk management, Corporate treasury management, Liquidity risk management, Governance risk and compliance, Asset Liability Management and Basel 2 – Basel 1 and 2, IPR and Basel 2, Three Pillars, ALM and Interest rate swaps, Swaps as a risk management tool, ALM and Capital Adequacy, ALM



Software's. **Documentation Types of Documents**; Procedure; Stamping; Securitisation. **Different Modes of Charging Securities** Assignment; Lien; Set-off; Hypothecation; Pledge; Mortgage Types of collaterals and their characteristics. **Non-Performing Assets Definition**; Early Warning Signals - Management of NPAs - Remedies Available - Recent Measures - loan recovery tribunals - Provisions of Revenue Recovery Act. Income Recognition; Asset Classification; Provisioning Norms. **Investment Management** - Priorities in allocation of bank funds - investment in governments securities - maturity and yield - quality and diversification, profitability management - profit planning. **Financial Inclusion** : Introduction, Role of ICT in Financial Inclusion, Mobile based transactions, Financial Literacy Importance of financial literacy, customer awareness

UNIT-IV

Electronic Banking; Signature Storage & Retrieval System; Payment System. **Data Communication Network and EFT systems**: Components & Modes of Transmission; Major Networks in India; Emerging Trends in Communication Networks for Banking; Evolution of EFT System; SWIFT; Automated Clearing Systems; Funds Transfer Systems; Recent Developments in India. **Role of Technology Upgradation and its impact on Banks**: Trends in Technology Developments; Role & Uses of Technology Upgradation; Global Trends; Impact of IT on Banks **Security Considerations**: Risk Concern Areas; Types of Threats; Control Mechanism; Computer Audit; IS Security; IS Audit; Evaluation Requirements. **Overview of IT Act**: Gopalakrishna Committee Recommendations. **Preventive Vigilance in Electronic Banking**: Phishing; Customer Education; Safety Checks; Precautions.

Suggested readings/ books :

- Indian Institute of Banking and Finance, Principles and Practices of Banking, McMillan Publications
- Varshney, PN. Banking Law & Practice, Sultan Chand, New Delhi.
- Vasant Desai, Principles of Bank Management, Mumbai, Himalaya Publications.
- K.Subramanian, Banking Reforms in India, TMH, New Delhi.
- Joseph Sinkey, Commercial Bank Financial Bank Financial Management, Pearson Education (Prentice Hall)
- E.Gordon and Dr. K. Natarajan, Banking Theory Law and Practice – Himalaya Publishing House.

MCOPBI 322-18

Principles and Practice of Insurance

Course Objective: To provide the students a general basic knowledge of the insurance business as a whole and to make them aware of Risk Management, General Insurance, Life Insurance, Fire insurance and Marine insurance in a comprehensive way.

UNIT-I

Nature and Scope of Risk Management, Method of Handling Risk, Management of Risk, Nature of Insurance Business, Reinsurance, Classification of Insurance, Principles of Contract of Insurance and Insurance Documents.

UNIT-II

Life Insurance, Classification of Life Insurance Policies, Assignment of Life Policies, Life insurance Corporation of India (LIC), Marketing of Life Insurance, Role of Development Officer & Insurance Agents.

UNIT-III

General Insurance Business and Role of GIC, Nature of Marine Insurance Contract, Kinds of Marine Insurance Policies, Important clauses in Marine Policy, Marine Losses and Abandonment. Nature of Fire Insurance Contract, Types of Fire Policies, Fire Insurance Claims, Miscellaneous Insurance

UNIT-IV

National Agricultural Insurance Schemes, Fidelity Guarantee Insurance, Property Insurance, Motor Vehicle Insurance, Health Insurance, Public Liability Insurance, Insurance Regulatory and Development Authority (IRDA), Privatisation of Insurance Business in India. Current Scenario of Insurance Sector in India.

Suggested Readings:

1. Periasamy, Dr. P. (2017), "Principles & Practice of Insurance", 2nd Edition, Himalya Publishing House Pvt.Ltd.
2. Gupta, P.K. (2017), "Principles of Insurance", Himalya Publishing House Pvt.Ltd.
3. Mishra, M.N. & Mishra, S B (2015), "Insurance: Principles And Practice", S. Chand Publishing.

MCOPBI 322-18

Principles and Practice of Insurance

Course Objective: To provide the students a general basic knowledge of the insurance business as a whole and to make them aware of Risk Management, General Insurance, Life Insurance, Fire insurance and Marine insurance in a comprehensive way.

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UNIT-II

Life Insurance, Classification of Life Insurance Policies, Assignment of Life Policies, Life insurance Corporation of India (LIC), Marketing of Life Insurance, Role of Development Officer & Insurance Agents.

UNIT-III

General Insurance Business and Role of GIC, Nature of Marine Insurance Contract, Kinds of Marine Insurance Policies, Important clauses in Marine Policy, Marine Losses and Abandonment. Nature of Fire Insurance Contract, Types of Fire Policies, Fire Insurance Claims, Miscellaneous Insurance

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Suggested Readings:

1. Periasamy, Dr. P. (2017), "Principles & Practice of Insurance", 2nd Edition, Himalya Publishing House Pvt.Ltd.
2. Gupta, P.K. (2017), "Principles of Insurance", Himalya Publishing House Pvt.Ltd.
3. Mishra, M.N. & Mishra, S B (2015), "Insurance: Principles And Practice", S. Chand Publishing.


I.K.G. Punjab Technical University
MBA Batch 2018 onwards

exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making. Demonstrate awareness of ethical issues and can distinguish ethical and unethical behaviors.

5. Effective Communication: Usage of various forms of business communication, supported by effective use of appropriate technology, logical reasoning, articulation of ideas. Graduates are expected to develop effective oral and written communication especially in business applications, with the use of appropriate technology (business presentations, digital communication, social network platforms and so on).

6. Leadership and Teamwork: Understanding leadership roles at various levels of the organization and leading teams. Graduates are expected to collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context.

(Source: Model Curriculum for Management programs (MBA) January, 2018, AICTE, New Delhi. www.aicte.india.org)



Bachelor of Business Administration (BBA)

Program Educational Objectives (PEOs)

PEO1: Graduates will develop expertise in the area of accounts, marketing, interpersonal skills, human resource management and entrepreneurship.

PEO2: Graduates will develop competencies in qualitative and quantitative techniques to analyse the business data.

PEO3: Graduates will develop an understanding of economic, legal and social environment of Indian business.

PEO4: Graduates will develop responsiveness to social issues and will be able to identify business solutions to address the same. They will also be able to understand the issues of business ethics.

Program Outcomes (POs)

At the end of the program the student will be able to:

PO1: Evaluate and describe contextual forces (macro and micro both) in business environment and identify their impact on business operations.

PO2: Recognise and apply various qualitative, technical and analytical methods in solving business problems.

PO3: Communicate effectively in various business settings both in written and oral formats.

PO4: Explain the responsibility of business towards development of society. Students will also be able to distinguish between ethical and unethical behaviours.

PO5: Develop strategies for effective functioning of functional areas such as marketing, strategy, finance and operations.

PO6: Apply the entrepreneurial and managerial skills for effective business management.



Bachelor of Business Administration (BBA)

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PO4: Explain the responsibility of business towards development of society. Students will also be able to distinguish between ethical and unethical behaviours.

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27.3.2019

I.K.G. Punjab Technical University

HSMC (MIM-472) Introduction to Industrial Management

Course Objective: To acquaint students with fundamental concepts of management that are applicable to the field of engineering.

Course Outcomes:

1. Students will be able to understand the concepts of productivity and will be able to measure it.
2. Students shall be able to understand and apply the principles of management in real business situations.
3. Students will be able to identify the quality issues and understand ways to control them.

Unit-I

Introduction: Concept, Development, application and scope of Industrial Management.
Productivity: Definition, measurement, productivity index, types of production system, Industrial Ownership.

Unit-II

Management Function: Principle of Management – Time and motion study, work simplification – process charts and flow diagrams, Production Planning.

Unit-III

Inventory Control: Inventory, Cost, Deterministic Models, Introduction to supply chain management.

Unit-IV

Quality Control: Process control, SQC, Control charts, Single, Double and Sequential Sampling, Introduction to TQM.

References:

- Sharma, S.C. and Banga, T.R. (2017). *Industrial Engineering and Management*. UBS Publishers.
- Bhattacharyya, D.K. (2010). *Industrial Engineering*. Vikas Publishers.
- Verma, A.P. and Mohan, N. (2013). *A textbook of Industrial Management*.

HSMC (MIM-480)
Macro Economics

Course Objective: This course aims to acquaint students with economy as a whole including measurement of national income, inflation and unemployment, which an objective to inculcate understanding of macroeconomic environment of an economy for better decision making.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Explain the concept of national income and its measurement using different approaches.

CO2: Describe the underlying theories of demand and supply of money in an economy.

CO3: Make use of employment and national income statistics students will be able to describe and analyze the economy in quantitative terms.

CO4: Interpret macroeconomic issues like money, inflation and unemployment.

CO5: Identify the phases of the business cycle and the problems caused by cyclical fluctuations in the market economy.

Unit I

National Income: Measuring National Income. Problems in the measurement of National Income. **Theories of Money:** Nature and functions of money – Types of money: Near money, inside money and outside money. Theories of demand for money – defining demand for money – Classical theories of demand for money – Friedman's re-statement of Quantity Theory of Money; Liquidity preference theory and Keynesian Liquidity Trap. Theories of Supply of money; Defining supply of money; Measuring supply of money.

Unit II

Theories of Inflation and Unemployment: Meaning, Types and Theories of Inflation. - Cost of inflation and sacrifice ratio. - Measurement of Inflation in India - Policies to control inflation Meaning and types of unemployment. - Cost of unemployment and Oakun's Law Measurement of unemployment in India. - Concept of Stagflation - Concept of Philips Curve.

Unit III

Business cycle: Meaning, types and phases. **Monetary, Fiscal and Income policy** – Meaning and instruments. **Multiplier:** Concept, Features and Leakages. Foreign trade multiplier.

Unit IV

Macro-economic Framework in Indian Economy–Public Finance–Tax system in India–Financial Administration: Finance Commission.

SUGGESTED READINGS:

1. Ahuja, H.L. (2015) *Macroeconomics-Theory and Policy*. New Delhi: Sultan Chand.
2. Jhingan, M.L. (2016) *Macro Economic Theory*. Delhi: Vrinda Publications Pvt. Ltd
3. Dwivedi, D.N. (2017) *Macroeconomics: Theory and Practice: Theory & Practice*. New Delhi: McGraw Hill.
4. Jain, T.R., Khanna, O.P. (2014) *Managerial Economics*: V.K. Publications
5. Dewett, K.K., Navalur, M.H., (2006) *Modern Economic Theory*: New Delhi: Sultan Chand.





HSMC (MIM-578)
Quantitative Techniques for Decision Making

Course Objective: Course Objective: The objective of the course on Business Statistics is to familiarize students with the basic statistical tools used to summarize and analyze quantitative information for decision making. Analysis of numbers is required for taking decisions related to every aspect of business.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: To learn the basic concepts like statistics and calculation of arithmetic mean, median and mode and partition values.

CO2: To understand the calculation of moments, skewness and kurtosis and determining whether the given distribution is normal or not.

CO3: To be acquainted with prerequisite knowledge required to understand the Probability and applications of probability theory.

CO4: To understand the concept of correlation regression analysis and their applications.

CO5: To apply the learnt techniques in statistical testing and their applications.

Unit I

Introduction to Statistics: Meaning, Definitions, Features of statistics, Importance, Functions, Scope and Limitations of Statistics.

Data Collection: Sources of Primary and Secondary data. Presentation of Data. Frequency distribution.

Sampling Concepts: Meaning of Population and Sample, Parameters and Statistics, Descriptive and Inferential Statistics, Probability and Non Probability Sampling Methods including Simple Random Sample, Stratified Sampling, Systematic Sampling, Judgement Sampling and Convenience Sampling.

Unit II

Measures of Central Tendency: Mathematical averages including arithmetic mean, geometric mean and harmonic mean, properties and applications. Positional Averages: Mode and median (and other partition values including quartiles, deciles and percentile. Graphic presentation of measures of central tendency.

Measures of Variation: Absolute and relative measures. Range, quartile deviation, mean deviation, standard deviation and their coefficients. Properties of Standard Deviation and Variance.

Unit III

Simple Correlation Analysis: Meaning of Correlation, Simple, multiple and partial, linear and non linear correlation, correlation and causation, scatter diagram, Pearson's correlation coefficient and Rank Correlation.

Simple Regression Analysis: Meaning of Regression, Principle of least square and regression analysis, Calculation of regression coefficient, properties of regression coefficient, Relationship between correlation and regression coefficient.



Unit IV

Theory of Probability: Meaning of Probability, Approaches to the calculation of probability, calculation of event probabilities, Addition and Multiplication, Laws of Probability (Proof not required), Conditional Probability and Bayes' Theorem (Proof not required).

Probability Distribution: Binomial Distribution: Probability Distribution function, Constants, Shape, Fitting of Binomial Distribution, Poisson Distribution: Probability Function (including Poisson approximation to binomial distribution) Constants, Fitting of Poisson Distribution, Normal Distribution: Probability Distribution Function, Properties of Normal Curve, Calculation of Probabilities.

Suggested Readings:

1. Levin, Richard and David S. Rubin. "*Statistics for Management*". Prentice Hall of India, New Delhi.
2. Chandan, J.S., "*Statistics for Business and Economics*", Vikas Publishing House Pvt. Ltd.
3. Render, B. and Stair, R. M. Jr., "*Quantitative Analysis for Management*", Prentice-Hall of India, New Delhi.
4. Gupta C B, Gupta V, "*An Introduction to Statistical Methods*", Vikas Publications.
5. Siegel, Andrew F, *Practical Business Statistics*. International Edition, McGraw Hill
6. Berenson, L.M., Krehbiel, T.C., Vishwanathan, P.K. and Levine, D.M., *Business Statistics: A First Course*, Pearson Education.



HSMC (MIM-301)
Fundamentals of Management for Engineers

Course objective: the course aims at providing fundamental knowledge and exposure to the concepts, theories and practices in the field of management. And to facilitate the students in appreciating need/significance and applications of various managerial functions.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Describe fundamental concepts, nature and principles of Management.

CO2: Explain the role and responsibilities of managers and adapt to the various styles of management across organizations.

CO3: Develop analytical abilities to face the business situations.

CO4: Apply various tools that would facilitate the decision making process in the business.

CO5: Develop peer based learning and working in groups and teams.

Unit – I

Management: Meaning, definitions, nature and scope, functions of management. Managerial roles and skills. Forms of different organizations: sole proprietorship, partnership and Joint Stock Company.

Evolution of management thoughts: classical and new classical systems, contingency approaches, Scientific management.

Unit – II

Planning: nature, purpose and functions, types of plan, Management by Objective (MBO), steps in planning.

Decision Making: Meaning, Steps in Decision Making, Techniques of Decision Making.

Strategic planning – concepts, process, importance and limitations; Growth strategies- Internal and external.

Unit – III

Organizing: Concept, formal and informal organizations, task force, bases of departmentation, different forms of organizational structures, avoiding organizational inflexibility. Teamwork – meaning, types and stages of team building.

Concept of staffing- Recruitment and Selection.

Motivation – concept, importance and theories.

Unit –IV

Authority: definition, types, responsibility and accountability, delegation, decentralization v/s centralization, determinants of effective decentralization. Line and staff authority.

Control: function, process and types of control, nature, process, significance and span of control. Direct control v/s preventive control.

Trends and challenges of management in global scenario, emerging issues in management: Introduction to Total Quality Management (TQM), Just in Time (JIT).

Suggested References:

- Principles and practices of management: L. M. PRASAD (S. Chand publishers)
- Essentials of Management: Koontz H. & Wehrich H. (Tata Mc Graw Hill Publishers)
- Management: Stephen Robbins (Pearson publishers)
- VSP Rao & V H Krishna, Management, Excel books

HSMC (MIM-302)
Project Management and Entrepreneurship

Objective: To make students learn about entrepreneurship, entrepreneurial behavior, functional areas of business and their inter-relation. They would understand the risks and rewards of a new venture and the steps required to start a new venture. After completing the course the student would know what entrepreneurship is all about, whether it fits in his career scheme and mental makeup or not and would be equipped with the basic knowledge and confidence to start a new venture.

Unit 1

Entrepreneurship: Concepts, Traits, Types, Characteristics, Classification and Types, Nature and Functions. Theory of Entrepreneurship. Developing Corporate Entrepreneurship. Understanding Entrepreneurship Perspective. Entrepreneurship Motivation. Developing Creativity and Understanding Innovation. Ethics

Unit 2

Social Responsibility of an Entrepreneur. Entrepreneurial Skills.
Role of Entrepreneurship in Economic Development. Entrepreneurial Decision Process.
Environmental Assessment: Macro and Micro View.
Project Management Concept.
Generation and Screening of Project Ideas: Sources and Methods.

Unit 3

Feasibility Study. Managing Risk in Project Network Technique for Project Management;
Time and Cost Overrun.
Market and Demand Analysis. Technical Analysis. Financial Analysis, Local Cost Benefit Analysis
Developing an Effective Business Plan
Role of venture capital funds in promoting entrepreneurship in India

Final Examination: 3 Hours

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

1. Hisrich, Robert D and Peters, Michael P, Entrepreneurship, Delhi, Tata McGraw Hill, 2002.
2. Holt, David H, Entrepreneurship: New Venture Creation, Delhi, Prentice Hall of India, 2001.
3. Clifton, Davis S. and Syflie, David E, "Project Feasibility Analysis", 1977 John Wiley, New York.
4. Chandra, Prasanna, Projects : Preparation, Appraisal, Budgeting and Implementation., New Delhi, Tata McGraw Hill.



HSMC (MIM-303)
Law and Engineering

OBJECTIVE: The objective of the course is to familiarize students with elementary knowledge of laws that would be of utility in their profession.

Unit 1

Constitutional Law: Nature of Indian Constitution (features), fundamental rights, duties and directive Principles of State Policy (DPSP's), forms of Governments, structure of Government of India, role and responsibility of executive, legislature/parliament and judiciary, nature of Indian federal system, center state and relations. Basic structure of the Indian constitution, basic features of the Indian constitutional amendments.

Unit 2

Law of contract: General principles of Indian Contract Act, 1862, kinds of Government contracts and dispute settlement, standard and printed form of contract, essential elements of valid contract proposal, acceptance communication and revocation thereof, relevance of time in contractual obligation. Main objectives of Arbitration and Conciliation Act-1996, tort and law of tort, general principles of tort law, classifications of torts: property vs. person.

Unit 3

Right to Information Act, 2005 (Sub Section 1 - 20) Environmental Law: Definition, meaning and its nature, environmental (Protection) Act-1986, Water (Preservation and Control of Pollution) Act-1974, Air (Prevention and Control of Pollution) Act-1981; Environmental pollution, overall remedies and procedures.

Unit 4

Human Rights: Legality of human rights, universal declaration of human rights, 1948, difference between civil and political rights, individual and human rights - 641 human rights of child, weaker section of society, prisoners, and refugees, International Human Rights Commission.

Text Books:

1. D.D. Basu, Shorter Constitution of India, Prentice Hall of India, (1996)
2. Meena Rao, Fundamental concepts in Law of Contract, 3rd Edn. Professional Offset, (2006)
3. Anson W.R.(1979), Law of Contract, Oxford University Press



I.K.G. Punjab Technical University

HSMC (MIME-475) Economics for Engineers

Course Objective: To acquaint students with fundamental economic concepts that are applicable to the field of engineering.

Course Outcomes: After completion of the course, students shall be able to:

1. Understand the relationship between engineering and economics.
2. Identify different forms of market and determination of price and output in different market forms.
3. Understand various techniques and applications of managerial economics.
4. Understand basic concepts of accounting.
5. Understand management concepts that need engineering applications like project evaluation, value engineering, etc.

Unit 1 Introduction to Engineering Economics and Managerial Economics

Concept of Engineering Economics, Concept of Efficiency, Theory of Demand, Elasticity of Demand, Supply and Law of Supply, Indifference Curves, Budget Line, Welfare Analysis, Scope of Managerial Economics, Techniques and Applications of Managerial Economics.

Unit 2 Market Structure

Perfect Competition, Imperfect competition □ Monopoly, Monopolistic, Oligopoly, their features and price-output determination in different market conditions.

Unit 3 Demand Forecasting and cost Estimation

Characteristics of Forecasts, Forecasting Horizons, Steps to Forecasting, Forecasting Methods, Seasonal Adjustments, Forecasting Performance Measures, Cost Estimation, Elements of cost, Computation of Material Variances, Break-Even Analysis.

Unit 4 Accounting and Management Aspects

Functions of Management, Project Management, Value Engineering, Project Evaluation, Decision Making, Accounting – Function, Balance Sheet, Income Statement, Financial Ratios Capital Transactions, Cost Accounting, Direct and Indirect Costs, Indirect Cost Allocation

References

- Riggs, James L.; Bedworth, David D.; Randhawa, Sabah U. (1996). *Economics for Engineers* 4e. Tata McGraw-Hill.
- Paneerseeivan, R. (2013). *Engineering Economics*. PHI Learning.
- Sullivan, W.G. and Wicks, E.M. (2019). *Engineering Economy*. Pearson
- White, J.A., Case, K.E., and Pratt, D.B. (2012). *Principle of Engineering Economic Analysis*, John Wiley.

HSMC (MME-304) Understanding Interpersonal Dynamics

Course objective: The main objective of this course is to strengthen awareness, integration, and interpersonal communication skills, directed toward building healthy relationships and reducing conflicts.

Course Outcomes: After completion of the course, students will be able to:

1. Send and interpret verbal and nonverbal messages accurately and effectively.
2. Understand the importance of identifying emotions during conflict.
3. To understand how and why relationships develop.
4. To practice effective conflict management techniques

Unit-I: Understanding self and others

Perception and self, emotions, communication styles, needs, values, attitudes and beliefs.

Unit-II: Verbal Communication Skills

Meaning, types of communications – verbal, non-verbal, formal communication, informal communication, active listening and responding with understanding, ways to improve verbal and written communication.

Unit-III: Relationship development and maintenance

Qualities of a good relationship - trust, faith, self-disclosure, harmony, intimacy. Conflict resolution strategies.

Unit-IV: Managing interpersonal processes

Team Building; Managerial Effectiveness: Traits and Skills; Theories and Perspectives on Effective Leadership; Power and Influence; Charismatic and Transformational Leadership, Group as a Medium of Learning, Group Decision Making and Group Synergy

References

- Mainiero L. A. & Tromley C. L., (1985). *Developing Managerial Skills in OB*. Prentice Hall of India, New Delhi.
- Bennis W. G., (1979). *Essay in Interpersonal Dynamics*, U.S.A., Dorsey Press.