

**DR. A.P.J. ABDUL KALAM TECHNICAL  
UNIVERSITY, LUCKNOW**



**Evaluation Scheme & Syllabus for**

**MBA**

**AS PER**

**AICTE MODEL CURRICULUM**

**(Effective from the Session: 2018-19)**

**MBA 1st Year Course Structure in accordance with AICTE Model Curriculum  
Effective w.e.f. Academic Session 2018  
SEMESTER - I**

S. No	CODE	SUBJECT	PERIODS			EVALUATION SCHEME				END SEMESTER		TOTAL	CREDIT
			L	T	P	CT	TA	TOTAL	PS	TE	PE		
1	KMB 101	MANAGEMENT CONCEPT & INDIAN ETHOS	4	0	0	30	20	50	0	100	0	150	3
2	KMB102	MANAGERIAL ECONOMICS	4	0	0	30	20	50	0	100	0	150	3
3	KMB103	FINANCIAL ACCOUNTING FOR MANAGERS	4	0	0	30	20	50	0	100	0	150	3
4	KMB104	BUSINESS STATISTICS AND ANALYSIS	4	0	0	30	20	50	0	100	0	150	3
5	KMB105	ORGANISATIONAL BEHAVIOUR	4	0	0	30	20	50	0	100	0	150	3
6	KMB106	MARKETING MANAGEMENT - I	4	0	0	30	20	50	0	100	0	150	3
7	KMB107	BUSINESS COMMUNICATION	4	0	0	30	20	50	0	100	0	150	3
8	KMB108	COMPUTER APPLICATION IN MANAGEMENT	3	0	1	30	20	50	0	100	0	150	3
9	NON CREDIT	DEVELOPING SOFT SKILLS & PERSONALITY	2	0	0							0	0
		<b>TOTAL</b>										<b>1200</b>	<b>24</b>

**SEMESTER - II**

S. No	CODE	SUBJECT	PERIODS			EVALUATION SCHEME				END SEMESTER		TOTAL	CREDIT
			L	T	P	CT	TA	TOTAL	PS	TE	PE		
1	KMB 201	BUSINESS ENVIRONMENT	4	0	0	30	20	50	0	100	0	150	3
2	KMB202	HUMAN RESOURCE MANAGEMENT	4	0	0	30	20	50	0	100	0	150	3
3	KMB203	BUSINESS RESEARCH METHODS	4	0	0	30	20	50	0	100	0	150	3
4	KMB204	FINANCIAL MANAGEMENT & CORPORATE FINANCE	4	0	0	30	20	50	0	100	0	150	3
5	KMB205	OPERATIONS MANAGEMENT	4	0	0	30	20	50	0	100	0	150	3
6	KMB206	QUANTITATIVE TECHNIQUES FOR MANAGERS	4	0	0	30	20	50	0	100	0	150	3
7	KMB207	LEGAL ASPECTS OF BUSINESS	4	0	0	30	20	50	0	100	0	150	3
8	KMB208	MARKETING MANAGEMENT – II	4	0	0	30	20	50	0	100	0	150	3
9	KMB209	COMPREHENSIVE VIVA	0	0	0					100	0	100	3
10	NON CREDIT	DEVELOPING SOFT SKILLS & PERSONALITY	2	0	0							0	0
		<b>TOTAL</b>										<b>1300</b>	<b>27</b>

**MANAGEMENT CONCEPTS AND INDIAN ETHOS**  
**KMB101**

**Course Objectives:**

1. The purpose of this course is to expose the student to the basic concepts of management in order to aid the student in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today's business firms.
2. Discuss the various concepts of planning, Decision making and controlling to help solving managerial problems
3. Study and understand management concepts and styles in Global context.
4. Familiarizing the students with the contemporary issues in management.

**Course Credit: 3**

**Contact Hours: 36 hours**

**UNIT-I**

Role of Indian Ethos in managerial practice , Management lessons from Vedas, Mahabharata, Kautaliya's Arthashastra, Ethics Vs Ethos , Indian Vs western Management Contemporary issues in Management. (7 Hours)

**UNIT-II**

Management practices from past to present, Different levels of management, Managerial skills, Roles & Functions, Manager and Business environment. (7 Hours)

**UNIT – III**

Planning- Objective of planning, planning process, Types of planning, Types of plans, Corporate planning, Management by Objective, Decision-making- types, process & techniques, making decision effective. (7 hours)

**UNIT-IV**

Organising & staffing- Meaning of organization, types of organization, Organization structure, Span of management, Line and staff relationship, Departmentation, Delegation- Centralization and decentralization of authority, Meaning of staffing, Recruitment, selection & placement, Training & development. (8 Hours)

**UNIT- V**

Directing & Controlling- Principle of directing, Essence of coordination, Basic control process, Different control techniques, Management by exception. (7 Hours)

**Course Outcomes:** After completing the course student will be able to understand and explain

Course Outcomes	Bloom's taxonomy
CO 1: Developing understanding of managerial practices and their perspectives.	<ul style="list-style-type: none"> <li>• <b>Knowledge (K 2)</b></li> <li>• <b>Remembering (K1)</b></li> </ul>
CO2: Applying planning and managerial decision making skills.	<ul style="list-style-type: none"> <li>• <b>Applying (K 4)</b></li> </ul>
CO 3: Develop analytical and problem solving skills, based on understanding of management concepts and theories.	<ul style="list-style-type: none"> <li>• <b>Analyzing (K 5)</b></li> </ul>
CO 4: Comprehend and practice Indian Ethos and Value Systems.	<ul style="list-style-type: none"> <li>• <b>Comprehending (K 3)</b></li> </ul>
CO 5: Applying value based management and ethical practices.	<ul style="list-style-type: none"> <li>• <b>Applying (K4)</b></li> </ul>

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	<b>Exercise</b> <b>Workshop</b> <b>Quiz</b> <b>Classroom Discussions</b>

**Reference Books:**

1. Koontz Harold & Wehrich Heinz – Essentials of management (Tata McGraw Hill, 5th Edition, 2008)
2. Dr. Premvir Kapoor, Principles and Practices of Management, Khanna Publishing House, Delhi
2. Robbins & Coulter - Management (Prentice Hall of India, 9th Edition)
3. Robbins S.P. and Decenzo David A. - Fundamentals of Management: Essential Concepts and Applications Pearson Education, 6th Edition.
4. Wehrich Heinz and Koontz Harold - Management: A Global and Entrepreneurial Perspective.
5. James F. Stoner, et al, Management, Pearson Education Delhi, 2008
6. Principles of Management, George R. Terry & S.G. Franklin, AITBS, Delhi.

**Text Books:**

1. L. M. Prasad- Principles and Practices of Management, Sulatn Chand & Sons, 7th edition, 2007.
2. N M Khandelwal- Indian Ethos & Values for Management- Himalyan Publishing

## **MANAGERIAL ECONOMICS**

### **KMB102**

#### **Course Objective:**

- Understand the relative importance of Managerial Economics
- Know how the application of the principles of managerial economics can aid in achievement of business objectives
- Understand the modern managerial decision rules and optimization techniques.
- Be equipped with the tools necessary in analysis of consumer behavior as well as in forecasting product demand
- Understand and be able to apply latest pricing strategies
- Understand and analyse the macro environment affecting the business decision making.

**Course Credit: 4**

**Contact Hours: 40 hours**

#### **UNIT –I**

(6 Hrs)

Basic Concepts and principles:

Definition, Nature and Scope of Economics-Micro Economics and Macro Economics, Managerial Economics and its relevance in business decisions. Fundamental Principles of Managerial Economics - Incremental Principle, Marginal Principle, Opportunity Cost Principle, Discounting Principle, Concept of Time Perspective, Equi-Marginal Principle, Utility Analysis, Cardinal Utility and Ordinal Utility.

#### **UNIT –II**

(8Hrs)

Demand and Supply Analysis :

Theory of Demand, Types of Demand. Determinants of demand , Demand Function , Demand Schedule , Demand curve , Law of Demand, Exceptions to the law of Demand , Shifts in demand curve , Elasticity of Demand and its measurement. Price Elasticity, Income Elasticity, Arc Elasticity. Cross Elasticity and Advertising Elasticity. Uses of Elasticity of Demand for managerial decision making , Demand forecasting meaning, significance and methods.( numerical Exercises)

Supply Analysis; Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision making.

Price of a Product under demand and supply forces

#### **UNIT –III**

(10Hrs)

Production and cost Analysis:

Production concepts & analysis; Production function, Types of production function, Laws of production : Law of diminishing returns , Law of returns to scale.

Cost concept and analysis: Cost, Types of costs, Cost output relationship in the short-run. Cost output relationship in the Long-run.

Estimation of Revenue. Average Revenue, Marginal Revenue

**UNIT –IV**

(10Hrs)

Market structures:

Perfect and Imperfect Market Structures , Perfect Competition, features, determination of price under perfect competition. Monopoly: Feature, pricing under monopoly, Price Discrimination. Monopolistic: Features, pricing under monopolistic competition, product differentiation. Oligopoly: Features, kinked demand curve, cartels, price leadership.

**UNIT –V**

(6Hrs)

National Income; Concepts and various methods of its measurement, Circular flows in 2 sector, 3 sector, 4 sector economies, Inflation, types and causes, Business Cycle & its phases.

Employable Skills Measuring tool

Ability to forecast demand Exercise + Workshop
Ability to analyse various market structures Exercise + Workshop
Ability to appreciate the role of various
monetary policy tools in controlling inflation Exercise + Workshop

Course Outcomes:

Course Outcomes	Bloom’s taxonomy
<b>CO1:</b> Students will be able to remember the concepts of micro economics and also able to understand the various micro economic principles to make effective economic decisions under conditions of risk and uncertainty.	<ul style="list-style-type: none"> <li>• <b>Knowledge (K 2)</b></li> <li>• <b>Remembering (k1)</b></li> </ul>
<b>CO2:</b> The students would be able to understand the law of demand & supply & their elasticities , evaluate & analyse these concepts and apply them in various changing situations in industry . Students would be able to apply various techniques to forecast demand for better utilization of resources.	<ul style="list-style-type: none"> <li>• <b>Knowledge (K 2)</b></li> <li>• <b>Applying (K 4)</b></li> <li>• <b>Synthesizing (K6)</b></li> <li>• <b>Evaluating (K7)</b></li> </ul>
<b>CO3:</b> The students would be able to understand the production concept and how the production output changes with the change in inputs and able to analyse the effect of cost to business and their relation to analyze the volatility in	<ul style="list-style-type: none"> <li>• <b>Comprehending (K 3)</b></li> <li>• <b>Applying (K 4)</b></li> <li>• <b>Analyzing (K 5)</b></li> <li>• <b>Evaluating (K7)</b></li> </ul>

the business world	
CO4: The students would be able to understand & evaluate the different market structure and their different equilibriums for industry as well as for consumers for the survival in the industry by the application of various pricing strategic	<ul style="list-style-type: none"> <li>• <b>Applying ( K 4)</b></li> <li>• <b>Analyzing ( K 5)</b></li> <li>• <b>Synthesizing ( K6)</b></li> </ul>
CO5: The students would be able to analyse themacroeconomic concepts & their relation to micro economic concept & how they affect the business & economy.	<ul style="list-style-type: none"> <li>• <b>Knowledge ( K 2)</b></li> <li>• <b>Comprehending (K 3)</b></li> </ul>

**Text Books:**

1. Managerial Economics, GEETIKA, McGraw-Hill Education 2nd Ed.
2. Managerial Economics: Concepts and Applications (SIE), THOMAS& MAURICE, McGraw-Hill Education, 9th Ed
3. Managerial Economics, H.L Ahuja, S.Chand, 8th Ed
4. Managerial Economics ,D.N.Dwivedi,Vikas Publication, 7th Ed
5. Managerial Economics – Theory and Applications, Dr.D.M.Mithani, Himalaya Publications, 7th Ed.
6. Sociology & Economics for Engineers, Dr. Premvir Kapoor, Khanna Publishing House

**Financial Accounting for Managers**  
**KMB 103**

**Course Objectives:** This course is intended to introduce the basic theory, concepts and practice of financial accounting and to enable students to understand information contained in the published financial statements of companies and other organizations. It includes the preparation of accounting statements, but their uses and limitations will also be emphasized.

**Course Credit: 4**

**Contact Hours: 40 hours**

**UNIT I (6Hrs)**

**Meaning and Scope of Accounting :** Overview of Accounting, Users of Accounting, Accounting Concepts Conventions, Book keeping and Accounting, Principles of Accounting, Basic Accounting terminologies, Accounting Equation , Overview to Depreciation (straight line and diminishing method) .

**UNIT II(6Hrs)**

**Accounting Standards and IFRS:** International Accounting Principles and Standards; Matching of Indian Accounting Standards with International Accounting Standards, Human Resource Accounting, Forensic Accounting.

**UNIT III (10 Hrs)**

**Mechanics of Accounting :** Double entry system of Accounting, Journalizing of transactions; Ledger posting and Trial Balance ,Preparation of final accounts, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet, Excel Application to make Balance sheet, Case studies and Workshops.

**UNIT IV (10 Hrs)**

**Analysis of financial statement:** Ratio Analysis- solvency ratios, Profitability ratios, activity ratios, liquidity ratios, Market capitalization ratios; Common Size Statement; Comparative Balance Sheet and Trend Analysis of manufacturing, Service & banking organizations, Case Study and Workshops in analyzing Balance sheet.

**UNIT V (8 Hrs)**

Concepts of Working Capital and its types, Determinants of Working Capital, methods of calculating Working Capital, Working Capital Financing. Cash Flow Statement: Various cash and non-cash transactions, flow of cash, difference between cash flow and fund flow, preparation of Cash Flow Statement and its analysis.



**Course Outcome:**

After successful completion of this course students will be able to

S.No	Course Outcome	Bloom's taxonomy
1.	<b>CO1.</b> Understand and apply accounting concepts, principles and conventions for their routine monetary transaction;	Knowledge ( K2)/ Comprehending ( K 3)
2.	<b>CO2.</b> Recognize circumstances providing for increased exposure to fraud and define preventative internal control measures.	Knowledge ( K2)
3.	<b>CO3.</b> Create and Prepare financial statements in accordance with Generally Accepted Accounting Principles	Synthesizing ( K6)/ Remembering ( k1)
4.	<b>CO4.</b> Utilize the technology (such as computers, information databases) in facilitating and enhancing accounting and financial reporting processes	Applying ( K 4)
5.	<b>CO5.</b> Analyze, interpret and communicate the information contained in basic financial statements and explain the limitations of such statements.	Analyzing ( K 4) / Evaluating ( K7))
6.	<b>CO<sub>6</sub></b> Understand the basic concepts and importance of working capital management	Remembering ( k1)

**SUGGESTED READINGS :****Text Books :**

- 1) Maheshwari S.N & Maheshwari S K – A text book of Accounting for Management (Vikas, 10th Edition)
- 2) Essentials of Financial Accounting (based on IFRS), Bhattacharya (PHI, 3rd Ed)
- 3) Khan and Jain - Financial Management (Tata McGraw Hill, 7th Ed.)
- 4) PC Tulsian- Financial Accounting (Pearson, 2016)
- 5) Dhamija - Financial Accounting for managers: (Prentice Hall, 2nd Edition).

**Reference Books**

- 1) Narayanswami - Financial Accounting: A Managerial Perspective (PHI, 5th Ed)
- 2) Dhaneshk Khatri- Financial Accounting (TMH, 2015)
- 3) Ambrish Gupta - Financial Accounting: A Managerial Perspective (Prentice Hall, 4th Edition)
- 4) Ramchandran & Kakani - Financial Accounting for Management (TMH, 2nd Edition).
- 5) Mukherjee - Financial Accounting for Management (TMH, 2nd Edition).

**BUSINESS STATISTICS & ANALYTICS**  
**KMB104**

**COURSE OBJECTIVES**

1. Understand the different basic concept / fundamentals of business statistics.
2. Understand the practical application of various concepts.
3. Understand the importance of measures of Descriptive statistics which includes measures of central tendency, Measures of Dispersion, Time Series Analysis, Index Number, Correlation and Regression analysis and their implication on Business performance.
4. Understand the concept of Probability and its usage in various business applications.
5. Understanding Decision making environment and applying the Concept of Business Analytics.

**Course Credit: 4**

**Contact Hours: 40 hours**

**UNIT I (10 Sessions): Descriptive Statistics**

Meaning, Scope, functions and limitations of statistics, Measures of Central tendency – Mean, Median, Mode, Quartiles, Measures of Dispersion – Range, Inter quartile range, Mean deviation, Standard deviation, Variance, Coefficient of Variation, Skewness and Kurtosis.

**UNIT II (8 Sessions): Time Series & Index Number**

**Time series analysis:** Concept, Additive and Multiplicative models, Components of time series, Trend analysis: Least Square method - Linear and Non- Linear equations, Applications in business decision-making.

**Index Numbers:-** Meaning , Types of index numbers, uses of index numbers, Construction of Price, Quantity and Volume indices:- Fixed base and Chain base methods.

**UNIT III (6 Sessions): Correlation & Regression Analysis**

**Correlation Analysis:** Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation.

**Regression Analysis:** Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation.

**UNIT IV ( 8 Sessions): Probability Theory & Distribution**

**Probability:** Theory of Probability, Addition and Multiplication Law, Baye's Theorem

**Probability Theoretical Distributions:** Concept and application of Binomial; Poisson and Normal distributions.

**UNIT V (8 Sessions) Decision-making environments**

Decision-making under certainty, uncertainty and risk situations; Decision tree approach and its applications.

**Concept of Business Analytics-** Meaning, types and application of Business Analytics.

**COURSE OUTCOME :**After the completion of the course the students will be able to:

<b>Course Outcome</b>	<b>Blooms Taxonomy</b>
CO1. Gaining Knowledge of basic concept / fundamentals of business statistics.	<ul style="list-style-type: none"><li>• Knowledge ( K 2)</li></ul>
CO2. To develop practical understanding of various statistics concepts.	<ul style="list-style-type: none"><li>• Remembering ( K1)</li><li>• Applying ( K 4)</li></ul>
CO3. To compute various measures of central tendency, Measures of Dispersion, Time Series Analysis, Index Number, Correlation and Regression analysis and their implication on Business performance.	<ul style="list-style-type: none"><li>• Comprehending (K 3)</li><li>• Applying ( K 4)</li></ul>
CO4. Evaluating basic concepts of probability and perform probability theoretical distributions.	<ul style="list-style-type: none"><li>• Analyzing ( K 5)</li><li>• Synthesizing ( K6)</li></ul>
CO5. Taking managerial decision and applying the Concept of Business Analytics.	<ul style="list-style-type: none"><li>• Evaluating ( K7)</li><li>• Applying ( K 4)</li></ul>

### **Text Book**

1. G C Beri – Business Statistics, 3rd ed, TATA McGrawHill.
2. Manish Sharma & Amit Gupta, The Practice of Business Statistics, Khanna Publishing House, Delhi
3. Chandrasekaran&Umaparvathi-Statistics for Managers, 1st edition, PHI Learning

### **Reference Book**

1. Davis,Pecar – Business Statistics using Excel, Oxford
2. Ken Black – Business Statistics, 5th ed., Wiley India
3. Levin and Rubin – statistics for Management, 7th ed., Pearson
4. Lind, Marchal, Wathen – Staistical techniques in business and economics, 13th ed, McGrawHill
5. Newbold, Carlson, Thorne – Statistics for Business and Economics, 6th ed., Pearson
6. J.K. Tyagi, Business Statistics, Khanna Publishing House, Delhi.
6. S. C.Gupta – Fundamentals of Statistics, Himalaya Publishing
7. Walpole – Probability and Statistics for Scientists and Engineers, 8th ed., Pearson

**ORGANIZATIONAL BEHAVIOR**  
**KMB105**

**Course Objectives:**

1. To enhance the understanding of the dynamics of interactions between individual and the organization.
2. To facilitate a clear perspective to diagnose and effectively handle human behavior issues in Organizations.
3. To develop greater insight into their own behavior in interpersonal and group, team, situations.

**Course Credit: 3**

**Contact hours: 36hrs**

**UNIT I: (8 Hours)**

Introduction to OB: The meaning of OB, Why study organizational behaviour, Fundamentals of individual behaviour. Determinants of Personality, types of personality, Personal effectiveness. Attitudes: Meaning, Types, Components, Theory of attitude formation and attitude change.

**UNIT II: (8 Hours)**

Foundation of Group Behaviour: Group: Meaning, types, group dynamics, group cohesiveness, Meaning of Interpersonal Behaviour & Interpersonal skills, Transactional Analysis, Johari Window, FIRO – B, MBTI

**UNIT III: (8 Hours)**

Motivation: Meaning & definition, Traditional theory of Motivation: Maslow's, Herzberg's, McClelland, Contemporary theories of Motivation: Self Determination Theory, Self Efficacy Theory, Vroom's Expectancy Theory, Equity Theory, Reinforcement Theory, OB MOD.

Perception: Meaning, process, principles and errors of perception, managerial & behavioural applications of perception.

**UNIT IV: (8 Hours)**

Leadership: What is leadership, types of leaders and leadership styles, traits and qualities of effective leader, trait theory, LSM – Leadership Situational Model, Team Building, Tuckman Model of Team Development.

**UNIT V: (4 Hours)**

Organizational Change: Meaning of organizational change, approaches to managing organizational change, creating a culture for change, implementing the change, Kurt Lewin Model of change.

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

**Course Outcomes:** Upon the successful completion of this course, the student will be able to:

Course Outcomes	Bloom's taxonomy
CO 1: Comprehending the nature, functioning and design of organizations as social collectives	<ul style="list-style-type: none"> <li>• <b>Comprehending (K3)</b></li> <li>• <b>Knowledge (K 2)</b></li> </ul>
CO2: To evaluate the reciprocal relationship between the organizational characteristics and managerial behavior.	<ul style="list-style-type: none"> <li>• <b>Analyzing (K 5)</b></li> </ul>
CO 3: Develop practical insights and problem solving capabilities for effectively managing the Organisational processes	<ul style="list-style-type: none"> <li>• <b>Synthesizing (K6)</b></li> </ul>
CO 4: Analysing the behavior of individuals and groups in organizations.	<ul style="list-style-type: none"> <li>• <b>Analyzing (K 5)</b></li> </ul>
CO 5: Developing conceptual understanding of change and its implementation.	<ul style="list-style-type: none"> <li>• <b>Applying (K4)</b></li> </ul>

**References:**

**Books:**

1. Fred Luthans, "Organizational Behaviour", 12th Edition, McGraw Hill International Edition
2. Stephen P. Robbins, "Organizational Behaviour", 12th Edition, Prentice Hall
3. Aswathappa K, "Organizational Behaviour (Text, Cases and Games)", Himalaya Publication
4. UdaiPareek, "Organizational Behavior", Oxford University Press

# MARKETING MANAGEMENT - I

## KMB 106

### COURSE OBJECTIVE

- To facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.
- To develop understanding on Consumer and business buying behavior
- Develop skill to understand Segmentation, Targeting and Positioning and develop strategy
- Ability to Understand and implement the Marketing-Information Systems

**Course Credit: 3**

**Contact hours: 36 hrs**

### COURSE CONTENTS

#### UNIT I

**Marketing Management:** Introduction, objectives, Scope and Importance. Types of Market, Core Concepts of Marketing, Functions of Marketing, Marketing Orientations

**Marketing Environment:** Introduction, Environmental Scanning, Techniques of Environment Scanning, Analyzing the Organization's Micro Environment, Company's Macro Environment, Differences between Micro and Macro Environment, Marketing Planning and Implementation (7hrs)

#### UNIT II

**Consumer buying behavior:** Introduction, Characteristics, Factors affecting Consumer Behaviour, Types of Buying Decision Behaviour, Consumer Buying Decision Process, Buying Motives, Buyer Behaviour Models(7hrs)

#### UNIT III

**Business Buyer Behaviour:** Introduction, Characteristics of Business Markets, Differences between Consumer and Business Buyer Behaviour, Buying Situations in Industrial/Business Market, Buying Roles in Industrial Marketing, Factors that Influence Business Buyer, Steps in Business Buying Process (7hrs)

#### UNIT IV

**Segmentation, Targeting and Positioning:** Introduction, Concept of Market Segmentation, Benefits of Market Segmentation, Requisites of Effective Market Segmentation, The Process of Market Segmentation, Bases for Segmenting Consumer Markets, Targeting- Meaning, Target market strategies, Market Positioning- Meaning, Positioning Strategies, Value Proposition, Differentiation-Meaning, Strategies (8hrs)

**UNITV Understanding the Marketing-Information Systems (MKIS):** Introduction, Characteristics of MKIS, Benefits, Types, Components, Marketing Research (7 hrs)

**Course Outcomes:** Upon the successful completion of this course, the student will be able to:

S.No	Course Outcome	Bloom's taxonomy
1	CO1. Remember and Comprehend basic marketing concepts.	Remembering ( k1) Knowledge ( K 2)
2	CO2. Understand marketing Insights on application of basic marketing concepts.	Synthesizing ( K6) Comprehending (K 3)
3	CO3. Able to Apply and develop Marketing Strategies and Plans	Applying ( K 4)
4	CO4. Understand and Analyzing Business/ Consumer Markets	Analyzing ( K 5)
5	CO5. Develop skills and ability Identify & evaluate Market Segments and Targeting.	Evaluating ( K7)

**TEXT BOOKS:**

- 1) Marketing Management: A South Asian Perspective - Kotler, Keller, Kevin 15/e, Pearson Education, 2016.
- 2) Marketing Management - Ramaswamy V. S. & Namakumar S, 5/e, McGrawHill Education Publishers, 2015.
- 3) Marketing Management - Tapan Panda, 5/e, Excel Publication, 2007.

**REFERENCE BOOKS:**

- 1) Managing Marketing, Noel Capon, SidharthShekar Singh, 4/e Wiley
- 2) Marketing: Lamb, Hair, McDanniel, Cengage Learning 2012.

**Business Communication**  
**KMB107**

**Course Objectives**

- 1: To understand business communication strategies and principles for effective communication in domestic and international business situations.
- 2: To understand and appropriately apply modes of expression, i.e., descriptive, expository, narrative, scientific, and self-expressive, in written, visual, and oral communication.
- 3: To develop the ability to research and write a documented paper and/or to give an oral presentation.
- 4 : To develop the ability to communicate via electronic mail, Internet, and other technologies for presenting business messages.
- 5: To understand and apply basic principles of critical thinking, problem solving, and technical proficiency in the development of exposition and argument.

**Course Credits 3**

**Hours 36 Hrs**

**UNIT I : ( 8 hrs)**

Introduction: Role of communication – defining and classifying communication – purpose of communication – process of communication – characteristics of successful communication – importance of communication in management – communication structure in organization – communication in crisis - barriers to communication.

**UNITII: (7 hrs)**

Oral communication: What is oral Communication – principles of successful oral communication – what is conversation control – reflection and empathy: two sides of effective oral communication – effective listening – non – verbal communication. Written communication: Purpose of writing – clarity in writing – principles of effective writing – approaching the writing process systematically: The 3X3 writing process for business communication: Pre writing – Writing – Revising – Specific writing features – coherence – electronic writing process.

**UNITIII: (7 hrs)**

Business letters and reports: Introduction to business letters – writing routine and persuasive letters – positive and negative messages- writing memos – what is a report purpose, kinds and objectives of report writing. Presentation skills: What is a presentation – elements of presentation – designing a presentation. Advanced visual support for business presentation types of visual aid

**UNITIV: (7 hrs)**

Employment communication: Introduction – writing CVs – Group discussions – interview skills Impact of Technological Advancement on Business Communication networks – Intranet – Internet – e mails – SMS – teleconferencing – video conferencing.



**UNITV : (7 hrs)**

Group communication: Meetings – Planning meetings – objectives – participants – timing – venue of meetings – leading meetings. Media management – the press release press conference – media interviews Seminars – workshop – conferences. Business etiquettes.

**Course Outcomes**

Upon successful completion of this course, the student should be able to:

<b>S. No.</b>	<b>Course Outcome</b>	<b>Bloom's Taxonomy</b>
<b>1</b>	<b>CO1.</b> Apply business communication strategies and principles to prepare effective communication for domestic and international business situations.	Applying (K4)
<b>2</b>	<b>CO2.</b> Analyse ethical, legal, cultural, and global issues affecting business Communication.	Analyse (K5)
<b>3</b>	<b>CO3.</b> Develop an understanding of appropriate organizational formats and channels used in business communications	Knowledge (K2)
<b>4</b>	<b>CO4.</b> Gaining an understanding of emerging electronic modes of communication.	Comprehending(K3)
<b>5</b>	<b>CO5.</b> Developing effective verbal and non verbal communication skills.	Remembering(K1)/ Applying (K4)

**Suggested Readings:**

1. Bovee&Thill – Business Communication Essentials A Skill – Based Approach to Vital Business English. Pearson.
2. Kulbhushan Kumar & R.S. Salaria, Effective Communication Skills, Khanna Publishing House, Delhi
3. Bisen&Priya – Business Communication (New Age International Publication)
4. Kalkar, Suryavanshi, Sengupta-Business Communication(Orient Blackswan)
5. Varinder Bhatia, Business Communications, Khanna Publishing House
5. Business Communication : Skill, Concepts And Applications – P D Chaturvedi, MukeshChaturvedi Pearson Education.
6. AshaKaul, Business Communication, Prentice Hall of India.

<b>EMPLOYABLE SKILLS Skill</b>	<b>Measurement tool</b>
Understanding of fundamentals of business communication strategies.	Presentations, Quiz

Apply suitable modes of expression.	Role Play followed by discussion
Compose accurate business documents	Group assignment/ Workshop/ Exercise.
Develop skills to use latest technology used for communication	Group project, presentations
Develop group communication skills.	Role play, Debate, Case study analysis

## **Computer Applications and Management Information System KMB108**

### **COURSE OBJECTIVES:**

1. The course aims to provide knowledge about basic components of a computer and their significance.
2. To provide hands on learning of applications of MS Office and Internet in businesses.
3. To provide an orientation about the increasing role of management information system in managerial decision making to gain Competitive edge in all aspects of Business.
4. To understand various MIS operating in functional areas of an organization.
5. To create awareness in upcoming managers, of different types of information systems in an organization so as to enable the use of computer resources efficiently, for effective decision making.

**Course Credits 3**

**Hours 36 Hrs**

### **UNIT I (05 hours) Conceptual Framework**

**Hardware:** (a) Input devices - keyboard, printing devices, voice speech devices, scanner, MICR, OMR, Bar code reader, digital camera etc. (b) Output devices - Visual Display UNIT, printers, plotters (c) Storage

Devices – Magnetic storage devices, Optical storage devices, Flash Memory.

**Software:** Types of software with examples; Introduction to languages, compiler, interpreter and Assembler, Operating System Functions, Types and Classification, Elements of GUI based operating system.

### **UNIT II (06 hours) Communication Technology**

Network and Internet: Types of computer networks (LAN, WAN and MAN), Network topologies, EDI.

Internet: Netiquettes, Architecture & Functioning of Internet, Basic services over Internet like WWW, FTP, Telnet, Gopher, IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines, e-mail.

### **UNIT III (12 hours) Office tools for Business**

**Use of MS-Office: Word:** Paragraph formatting, Page formatting, Header and footer, Bullets and numbering, Finding and replacing text, Mail merge, Macros.

Cell referencing, Ranges.

**Excel:** Formulae, Functions, Auto sum, Copying formula, Formatting data, creating charts, creating Database, sorting data, filtering.

**Power Point:** Formatting text on slides, Inserting charts, adding tables, Clipping, Slide animation, Slide shows.

#### **UNIT IV (7 hours) Information System Classification**

Concept of Data and Information, Operations Support System (OSS), Management Support System(MSS), Transaction Processing System(TPS), Process Control System (PCS), Enterprise Collaboration System(ECS), Management Information System(MIS), Decision Support System (DSS), Executive Information System(EIS).

Artificial Intelligence (AI), Applications of Artificial Intelligence: Neural Networks, Fuzzy Logical Control System, Virtual Reality, Expert System (ES).

#### **UNIT V (06 hours) Information Systems for Business**

Applications: Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Security and Ethical Challenges Of IT, Business Ethics, Technology Ethics; Cyber Crime and Privacy Issues, Cyber Laws, IT Act 2000.

#### **Course Outcomes**

Upon successful completion of this course, the student should be able to:

<b>S. No.</b>	<b>Course Outcome</b>	<b>Bloom's Taxonomy</b>
<b>1</b>	<b>CO1.</b> Gain in depth knowledge of working of an IT enabled organisation	Knowledge (K2)
<b>2</b>	<b>CO2.</b> Learn to use various IT tools for solving Business Problems.	Applying (K4)
<b>3</b>	<b>CO3.</b> Develop and implement Information Systems for Business Applications.	Synthesizing ( K6)
<b>4</b>	<b>CO4.</b> Learn to increase efficiency of various management processes by using IT enabled technology.	Applying (K4) Knowledge (K2)
<b>5</b>	<b>CO5.</b> Analyse various security and ethics related issues pertaining to the increasing use of Information Technology.	Analyse (K5)

#### **Suggested Readings**

1. Nasib Singh Gill – Handbook of Computer Fundamentals, Khanna Publishing House, Delhi
2. Shrivastava-Fundamental of Computer& Information Systems (Wiley Dreamtech)
3. Leon A and Leon M - Introduction to Computers ( Vikas, 1st Edition).
4. R.S. Salaria, Computer Fundamentals, Khanna Publishing House, Delhi.

5. ITL ESL – Introduction to Information Technology (Pearson, 2nd Edition).
- 6 ITL ESL – Introduction to Computer science (Pearson, 2nd Edition).
7. Introduction to Computers, Norton P. (TATA McGraw Hill)
8. Leon - Fundamentals of Information Technology, (Vikas)
9. A. Ravichandran, Computers Today, Khanna Publishing House, Delhi.

## **Business Environment KMB 201**

### **Course Objectives:**

- The basic objective of the course is to develop understanding and provide knowledge about business environment to the management students.
- To promote basic understanding on the concepts of Business Environment and to enable them to realize the impact of environment on Business.
- To provide knowledge about the Indian and international business environment.

**Course Credit: 3**

**Contact Hours:36Hrs**

### **UNIT I Introduction- (8Hrs)**

Business – Meaning, Definition, Nature & Scope, Objectives of Business: Economic & Social , Types of Business Organizations , Business Environment- Meaning, Characteristics, Scope and Significance, Components of Business Environment.

Introduction to Micro-Environment – Internal Environment: Value system, Mission, Objectives, Organizational Structure, Organizational Resources, Company Image, Brand Equity External Environment: Firm, customers, suppliers, distributors, Competitors, Society, Introduction to Macro Components – Demographic, Natural, Political, Social, Cultural Economic, Technological, International and Legal) Difference between macro and micro environment.

### **UNIT II Economic, Political and Legal environment (8Hrs)**

Role of government in Business, Legal framework in India, Economic environment- economic system and economic policies. Concept of Capitalism, Socialism and Mixed Economy ,Impact of business on Private sector, Public sector and Joint sector , Competition Act and FEMA, Monetary and fiscal policies RBI-Role and functions, Regulations related to Capital Markets, Role of SEBI and working of stock Exchanges.

### **UNIT III (8Hrs)**

- A) Social and Cultural Environment – Nature, Impact of foreign culture on Business, Traditional Values and its Impact, Social Audit and Social Responsibility of Business
- B) Competitive Environment – Meaning, Michael Porter’s Five Forces Analysis, Competitive Strategies. Introduction to Industrial Policy Resolutions

## UNIT IV ( 4Hrs)

**Natural and Technological Environment:** Innovation, technological leadership and followership impact of technology on globalization, transfer of technology, time lags in technology introduction, Status of technology in India; Management of technology; Features and Impact of technol

## UNITV

### International Environment – (12Hrs)

International forces in Business Environment, SEZ, EPZ, GATT/ WTO, Globalization – Meaning, Nature and stages of Globalization, features of Globalization, Foreign Market entry strategies, LPG model. MNCs – Definition, meaning, merits, demerits, MNCs in India, FDI Policy

**Course Outcomes (CO) :** (Identify minimum skills/ knowledge necessary to be imbibed by students)

S. No.	Course Outcome	Bloom's Taxonomy
1	<b>CO1)</b> Comprehend the forces that shape business and economic structure and develop strategies to cope with the same.	K3 Comprehending K4 Applying
2	<b>CO2)</b> Evaluate the economic & political environmental dynamics to cope with the changing regulations affecting business and its profitability.	K5 Analysing
3	<b>CO3)</b> Analyse the competitive forces in environment and accordingly devise business policies and strategies to stay in competitive position.	K5 Analysing
4	<b>CO4)</b> Analyze the desirability of technological advancement in the current set-up and how to gain technological advancement with least cost.	K5 Analysing
5	<b>CO5)</b> Understand the international influences on domestic business and measures to be taken for successful global business operations	K2 Knowledge

### Text Books

1. Environmental Studies, M.P. Poonia & S.C. Sharma, Khanna Publishing House, Delhi

2. Business Environment: Test and Cases, PAUL, McGraw Hill Education, 3<sup>rd</sup> Ed.
3. Business Environment ---Francis Cherunilam, Himalaya Publishing House

**REFERENCE BOOKS:**

1. V. Neelamegam – Business Environment (Vrinda Publications , 2nd Edition)
2. Shaikh&Saleem - Business Environment (Pearson, 2nd Edition)
3. International Business Environment—Ian Brooks, Jamie Weatherstom and Grahm Wilkinson
4. Dr. Rimpi, A Textbook of Environment Sciences, Khanna Publishing House

<b>Employable Skills:</b> Employable Skill	<b>Measurement tools</b>
Entrepreneurial skill	Workshop on business planning
Managerial competitive skill	Assignment on SWOT analysis
Business acumen	Case studies

**HUMAN RESOURCE MANAGEMENT  
KMB202**

**Course Objectives:** In this course the students will learn the basic concepts and frameworks of Human Resource Management (HRM) and understand the role that HRM has to play in effective business administration. It will provide an insight as to how to use Human Resource as a tool to implement strategies.

**Course Credit: 3**

**Contact Hours:36Hrs**

**UNIT I: (6 Hours)**

**Essentials of HRM:** Nature of HRM, Scope, functions and importance of HRM, HRM vs.HRD, SHRM: Introduction, characteristics and scope of SHRM, SHRM vs. Conventional HRM, Barriers to strategic HRM, Linking HR strategy with business strategy, HRM linkage with TQM & productivity.

**UNIT II: (8 Hours)**

**Human Resource Planning and Employee Hiring :** Nature of job Analysis, job design, Human Resource Planning, Demand forecasting for manpower planning, HR supply forecasting, factors influencing HRP, Employee hiring- Nature of Recruitment, Sources of recruitment, Employee selection, process of employee selection, recent trends in recruitment.

**UNIT III: (8 Hours)**

**Employee Training & Development:** Nature and importance of Training, methods and types of training, career planning, promotion, transfer, demotion and separation, Performance Appraisal: Meaning and types of appraisal, Job Evaluation: Meaning and methods of job evaluation.

**UNIT IV: (8 Hours)**

**Compensation Management and Employee Relations:** Introduction to compensation management, Components of employee and executive compensation, Factors affecting employee compensation, Employee incentive schemes, and recent trends in compensations management. Meaning and nature of employee relation and industrial relations.

**UNIT V: (6 Hours)**

**Employee Safety/ Health and International Human Resource Management:** Basics of ethics and fair treatment at work, measures and policies for employee safety at work, basic principles governing International Human Resource Management and the role of culture.

**Course Outcomes:** After the successful completion of the course the students will be in a position to address the challenges of organizational management through and with human resources. In addition it will help in:

S.	Course Outcome	Bloom's Taxonomy
----	----------------	------------------



<b>No.</b>		
1	<b>CO1.</b> Synthesize the role of human resources management as it supports the success of the organization including the effective development of human capital as an agent for organizational change.	<b>K6</b> Synthesizing
2	<b>CO2.</b> Demonstrate knowledge of laws that impact behaviour in relationships between employers and employees that ultimately impact the goals and strategies of the organization.	<b>K2</b> Knowledge
3	<b>CO3.</b> Understand the role of employee benefits and compensation as a critical component of employee performance, productivity and organizational effectiveness.	<b>K3</b> Comprehending
4	<b>CO4.</b> Show evidence of the ability to analyze, manage and problem solve to deal with the challenges and complexities of the practice of collective bargaining.	<b>K5</b> Analysing
5	<b>CO5.</b> Demonstrate knowledge of practical application of training and employee development as it impacts organizational strategy and competitive advantage.	<b>K2</b> Knowledge <b>K4</b> Applying

**References: Books:**

1. V.S.P.Rao, Human Resource Management (Text and Cases) Himalaya Publications, Thirteenth Edition.
2. Durai Praveen, Human Resource Management Pearson Publication, 2nd Edition.
3. Gary Dessler and Biju Varkkey Human Resource Management, Person Publication, 2013, 14th Edition.
4. Seema Sanghi, Human Resource Management, Vikas Publications, 2014, 5th Edition.
5. K. Aswathappa, Human Resource Management, McGraw Hill Education, 2013, 7th Edition.

<b>Employable Skills</b>	<b>Measuring Tools</b>
<b>Ability to identify and apply the knowledge of subject practically in real corporate situations</b>	<b>Exercise Workshop Quiz Classroom Discussions</b>

**BUSINESS RESEARCH METHODS**  
**KMB 203**

**COURSE OBJECTIVES**

1. Understand the concept / fundamentals of research and their types.
2. Understand the practical application of various research techniques.
3. Understand the importance of scaling & measurement techniques and sampling techniques
4. Understand the importance of coding, editing, tabulation and analysis in doing research.
5. Understanding and applying the concept of statistical analysis which includes various parametric test and non parametric test and ANOVA technique and understand technique of report writing.

**Credit-3**

**Hours-36**

**UNIT 1 (8 Sessions)**

**Research:** – Definition, Meaning, Importance types and Qualities of Research; Research applications in functional areas of Business, Emerging trends in Business research.

Research & the Scientific Method: Characteristics of scientific method. Steps in Research Process

Concept of Scientific Enquiry: – Formulation of Research Problem – Management Question – research Question – Investigation Question

Research Proposal – Elements of a Research Proposal, Drafting a Research Proposal, evaluating a research proposal.

**UNIT 2 (8 Sessions)**

**Research design:** Concept, Features of a good research design, Use of a good research design; Qualitative and Quantitative research approaches, Comparison – Pros and Cons of both approaches.

Exploratory Research Design: Concept, Types: Qualitative techniques – Projective Techniques, Depth Interview, Experience Survey, Focus Groups, Observation.

Descriptive Research Designs: Concept, types and uses. Concept of Cross-sectional and Longitudinal Research

Experimental Design: Concept of Cause, Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group.

**UNIT 3 (6 Sessions)**

**Scaling & measurement techniques:** Concept of Measurement: Need of Measurement; Problems in measurement in management research – Validity and Reliability. Levels of measurement – Nominal, Ordinal, Interval, Ratio. Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired comparison & Forced Ranking – Concept and Application.

#### **UNIT 4 (6 Sessions)**

**Sampling:**Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame (practical approach for determining the sample frame expected), Sampling errors, Non Sampling errors, Methods to reduce the errors, Sample Size constraints, Non Response.

Probability Sample: Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling.

Non Probability Sample: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods. Determining size of the sample – Practical considerations in sampling and sample size, sample size determination.

#### **UNIT 5 (8 Sessions)**

**Data Analysis:** Editing, Coding, Tabular representation of data, frequency tables, Construction of frequency distributions, Graphical Representation of Data: Appropriate Usage of Bar charts, Pie charts, Histogram.

Hypothesis: Qualities of a good Hypothesis –Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing – Logic & Importance. Test of Significance: Small sample tests: t-test (Mean, proportion) and F tests, Z test, Cross tabulations, Chi-square test; Analysis of Variance: One way and two-way Classifications.

**Mechanism of Report Writing-** Report Preparation: Types, Report Structure: preliminary section, main report, interpretation of results, suggestions and recommendations, limitations of the study, Report formulation.

#### **COURSE OUTCOMES**

<b>Course Outcomes</b>	<b>Blooms Taxonomy</b>
CO1. Knowledge of concept / fundamentals for different types of research.	<ul style="list-style-type: none"><li>• Knowledge ( K 2)</li></ul>
CO2. Applying relevant research techniques.	<ul style="list-style-type: none"><li>• Remembering ( K1)</li><li>• Applying ( K 4)</li></ul>
CO3. Understanding relevant scaling & measurement techniques and should use appropriate sampling techniques	<ul style="list-style-type: none"><li>• Comprehending (K 3)</li><li>• Applying ( K 4)</li></ul>
CO4.Synthesizing different techniques of coding, editing, tabulation and analysis in doing research.	<ul style="list-style-type: none"><li>• Analyzing ( K 5)</li><li>• Synthesizing ( K6)</li></ul>
CO5.Evaluating statistical analysis which includes various parametric test and non parametric test and ANOVA technique and prepare report.	<ul style="list-style-type: none"><li>• Evaluating ( K7)</li></ul>

**Text Book**

1. Research Methodology, Deepak Chawla, NeenaSondhi, Vikas Publication
2. Business Research Methods, Naval Bajpai, Pearson Education

**Reference Book**

- 1) Research Methodology, C R Kothari, New Age International.
- 2) Business Research Methods by Donald Cooper & Pamela Schindler, TMGH, 9th Edition.
- 3) Business Research Methods by Alan Bryman& Emma Bell, Oxford University Press, 2ndEdition.
- 4) Business Research Methods by T N Srivastava&ShailajaRao, TMH Publication, 2ndEdition.

**CORPORATE FINANCIAL MANAGEMENT**  
**KMB 204**

**Course Credit: 3**

**Contact Hours:36Hrs**

**UNIT I (6 Hrs)**

**Introduction to Finance & Corporate Finance** : Finance & its scope Financial Decisions, Sources of Finance Time Value of Money ,Profit maximization vs. Wealth maximization, Functions of Finance Manager in Modern Age, Corporate Finance Introduction:– Nature and Scope . Concept of Risk and Return.

**UNIT II (10 Hrs)**

**Investment Decision** : Concept of Opportunity Cost, Cost of Debenture, Preference and Equity capital, Composite Cost of Capital ,Cash Flows as Profit and components of Cash Flows , Capital Budgeting Decisions, Calculation of NPV and IRR, Excel Application in Analyzing Projects.

**UNIT III(10 Hrs)**

**Financial Decision: Capital** Structure, Relevance and Irrelevancy theory, Leverage analysis – financial, operating and combined leverage along with its implications, EBIT EPS Analysis, Point of Indifference

**UNIT IV (10 Hrs)**

**Dividend Relevance:** Factors affecting Dividend Policy, Forms of Dividends, Types of Dividend Policies, Dividend Models :Walter and Gordon Model, Miller- Modigliani(MM) Hypothesis .

**UNIT V (4 Hrs)**

Indian Financial System: Role of Financial Institution, Primary and Secondary Market, Lease Financing, Venture Capital, Mutual Funds. Introduction to Derivatives.

**Course Outcome:**

After successful completion of this course students will be able to

<b>S.No</b>	<b>Course Outcome</b>	<b>Bloom's Taxonomy</b>
1.	<b>C01</b> Understand the different basic concept / fundamentals of Corporate Finance	<ul style="list-style-type: none"><li>• Knowledge(K2)</li><li>• Remembering(K1)</li></ul>

2.	<b>C02</b> Understand the practical application of time value of money and evaluating long term investment decisions	<ul style="list-style-type: none"> <li>• Analyzing (K5)</li> <li>• Evaluating(K7)</li> </ul>
3.	<b>C03</b> Developing analytical skills to select the best source of capital ,its structure on the basis of cost of capital	<ul style="list-style-type: none"> <li>• Analyzing(K5)</li> <li>• Synthesizing(K6)</li> </ul>
4.	<b>Co4</b> Understand the use and application of different models for firm's optimum dividend payout.	<ul style="list-style-type: none"> <li>• Comprehending(K3)</li> <li>• Applying(K4)</li> </ul>
5.	<b>Co5</b> Understand the recent trends of primary and secondary market and developing skills for application of various financial services.	<ul style="list-style-type: none"> <li>• Comprehending(K3)</li> <li>• Synthesizing (K6)</li> </ul>

**Text Books :**

- 1) Khan and Jain - Financial Management (Tata McGraw Hill, 7th Ed.)
- 2) Pandey I M - Financial Management (Vikas, 11th Ed.)
- 3) William HakkaBettnerCarcello- Financial and Management Accounting(TMh-16th Ed.)
- 4)Sheebakapil-Fundamental of financial management (Wiley,2015 )
- 5) Prasanna Chandra - Fundamentals ofFinancial Management (TMH, 9th Ed.)
- 6) Bark DemazoThampy- Financial Management (Pearson,2nd Ed.)
- 7) R P Rustagi - Financial Management(Galgotia, 2000, 2nd revised ed.)
- 8) Damodaran, A., Applied Corporate Finance, 3rd Edition, Wiley, 2012

**Reference Books :**

- 1.) Ravi.M Kishore – Financial Management (Taxman, 7th Ed)
- 2.) Fundamentals to Financial Management , Brigham & Houston, 14/e ,Cengage Learning
- 3.) Van Horne - Financial Management and Policy (Prentice hall, 2003, 12th Ed.)
- 4.) Horne Wachowicz- Fundamentals of Financial Management (Pearson,13th Ed)
- 5.) Lawrence J.Gitman – Principles of Managerial Finance (Pearson Education, 2004)

# Operations Management

## KMB205

### **COURSE OBJECTIVES:**

- To understand the role of Operations in overall Business Strategy of the firm.
- To understand the application of operations management policies and techniques to the service sector as well as manufacturing firms.
- To identify and evaluate the key factors and their interdependence of these factors in the design of effective operating systems.
- To understand the trends and challenges of Operations Management in the current business environment.
- To familiarize the students with the techniques for effective utilization of operational resources and managing the processes to produce good quality products and services at competitive prices.

### **UNIT –I (4 sessions) Production Concept**

Difference between Production and Operations Management, Productivity, Work Study, Productivity measurement, Factors affecting Productivity. Production Technology – Types of Manufacturing processes

### **UNIT –II (6 sessions) Operations Concept**

Difference between product and service, Product and service design, Characteristics of service, Classification of service, factors affecting service operations, Service capacity planning, SERVQUAL model of measuring service quality.

### **UNIT-III (10 sessions) Material and Inventory Management**

Types of production planning, process of Production planning and control(PPC) – Routing, Scheduling, Loading, Just-in-time (JIT), KANBAN. Types of inventories, Inventory control techniques- EOQ, ABC and others.(Simple numericals on Inventory control techniques)  
Factors affecting Plant Location, Types of Plant layout.

### **UNIT-IV (10 sessions) Supply Chain Management**

Conceptual model of SCM, Supply chain drivers, Demand forecasting in Supply Chain – Simple moving average, weighted moving average, exponential smoothing method, Supply Chain efficiency, Core and reverse Supply Chain, International Supply Chain, Aggregate planning, inbound and outbound SCM, bullwhip effect in SCM.  
Latest trend in Production and operation – Lean manufacturing, Agile manufacturing.

### **UNIT-V (6 sessions) Productivity and Quality**

TQM, Deming's 14 principles, PDCA cycle - KAIZEN, Quality Circles, 7QC tools and its advancements, ISO 9000-2000 clauses, Six Sigma, Total Productive Maintenance (TPM), 5S.

## SUGGESTED READINGS

1. MAHADEVAN: Operations Management: Theory and Practice (PEARSON) (with MLSA)
2. Chase, Shankar, Jacobs – Operations & Supply Chain Management (Tata McGraw-Hill, 14th Edition)
3. Chary - Production and Operations Management (Tata McGraw-Hill, 1997, 9th Edition)
4. Bisen& Singh - Operation & Logistics Management (Excel Books)
5. R.V.Badi& N.V. Badi - Production & Operation Management (Vrinda Publications 3rd Edition)
6. Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1st Edition)
7. Krishnan Dr. Gopal - Material Management, (Pearson,New Delhi, 5th Ed.)
8. Adam JrEverett E. R J – Production and Operations Management (Prentice-Hall, 2000, 5th Edition)

### Expected Course Outcomes:

S.No.	Course Outcomes	Bloom's Taxonomy
<b>CO1.</b>	Understand the role of Operations in overall Business Strategy of the firm - the application of OM policies and techniques to the service sector as well as manufacturing firms.	<ul style="list-style-type: none"> <li>• <b>Knowledge ( K2)</b></li> <li>• <b>Comprehending ( K 3)</b></li> <li>• <b>Remembering ( K1)</b></li> </ul>
<b>CO2.</b>	Understand and apply the concepts of Material Management, Supply Chain Management and TQM perspectives.	<ul style="list-style-type: none"> <li>• <b>Knowledge ( K2)</b></li> <li>• <b>Remembering ( K1)</b></li> <li>• <b>Applying (K4)</b></li> </ul>
<b>CO3.</b>	Identify and evaluate the key factors and their interdependence of these factors in the design of effective operating systems.	<ul style="list-style-type: none"> <li>• <b>Comprehending (K3)</b></li> <li>• <b>Applying ( K4)</b></li> </ul>
<b>CO4.</b>	Analyze / understand the trends and challenges of Operations Management in the current business environment.	<ul style="list-style-type: none"> <li>• <b>Analyzing ( K5)</b></li> </ul>
<b>CO5.</b>	Apply techniques for effective utilization of operational resources and managing the processes to produce good quality products and services at competitive prices.	<ul style="list-style-type: none"> <li>• <b>Synthesizing ( K6)</b></li> <li>• <b>Evaluating ( K7)</b></li> </ul>



# **Quantitative Techniques in Management**

**KMB 206**

## **Course Objectives**

To make better decisions in complex scenarios by the application of a set of advanced analytical methods. It couples theories, results and theorems of mathematics, statistics and probability with its own theories and algorithms for problem solving.

**Course Credit: 3**

**Contact Hours:36Hrs**

## **UNIT I (4 Sessions)**

**Operations Research Introduction** :- Introduction, Historical Background, Scope of Operations Research , Phases of Operations Research, Types of Operations Research Models, Limitations of Operations Research

## **UNIT II (10 Sessions)**

**Linear Programming Problem & Transportation Problem** Linear programming: Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems; duality.

Transportation problem: Various methods of finding Initial basic feasible solution-North West Corner Method, Least Cost Method & VAM Method and optimal solution-Stepping Stone & MODI Method, Maximization Transportation Problem

## **UNIT III (10 Sessions)**

**Assignment model & Game Theory** Assignment model: Hungarian Algorithm and its applications, Maximization Assignment Problem.

Game Theory: Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for solving Mixed Strategy Game.

## **UNIT IV (10 Sessions)**

**Sequencing & Queuing Theory** Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m - Machines Problems.

Queuing Theory: Characteristics of M/M/I Queue model; Application of Poisson and Exponential distribution in estimating arrival rate and service rate; Applications of Queue model for better service to the customers.

**UNIT V (6 Sessions)**

**Replacement Problem & Project Management** Replacement Problem: Replacement of assets that deteriorate with time, replacement of assets which fail suddenly. Project Management: Rules for drawing the network diagram, Applications of CPM and PERT techniques in Project planning and control; crashing of operations.

**Course Outcome**

After successful completion of this course students will be able to

S.No	Course Outcome	Bloom's taxonomy
1.	CO1. Understand the basic operations research concepts and terminology involved in optimization techniques	Knowledge ( K2)/ Remembering ( k1)
2.	CO2.Understand how to interpret and solve business-related problems and	Knowledge ( K2)
3.	CO3. Apply certain mathematical techniques in getting the best possible solution to a problem involving limited resources	Applying ( K 4)
4.	CO4. Apply the most widely used quantitative techniques in decision making	Applying ( K 4)
5.	CO5. Identify project goals, constraints, deliverables, performance criteria, control needs, and resource requirements in order to achieve project success	Synthesizing ( K6)/ Evaluating ( K7)/

**TEXT BOOK**

1. R. Panneerselvam - Operations Research ( PHI, 2nd Edition)
2. Sharma J K - Operations Research (Pearson, 3rd Edition)

**REFERENCE BOOKS:**

- 1) Apte-Operation Research and Quantitative Techniques (Excel Books)
- 2) S Kalawathy-Operation Research (VikasIVth Edition)
- 3) Natarajan- Operation Research(Pearson)
- 4) Singh & Kumar—Operation Research(UDH Publisher edition 2013)
- 5) TahaHamdy - Operations Research - An Introduction (Prentice-Hall, 9th edition)
- 6) Vohra - Quantitative Techniques in Management (Tata McGraw-Hill, 2nd)
- 7) Kothari - Quantitative Techniques (Vikas 1996, 3rd Edition).

**Legal Aspects of Business**  
KMB 207

Course Objectives

1. To provide basic understanding of law of contract, Law of agency, Bailment & Pledge
2. To provide basic requirements of Negotiable Instruments Act, Law of Insurance and Law of Partnership for the purpose of conducting business
3. To impart basic provisions of Companies Act concerning incorporation and regulation of business organizations
4. To create an awareness about important legislations namely Sale of Goods Act, Consumer Protection Act, Factories Act having impact on business.
5. To appraise the students on the leading practical application oriented case studies – relevant and updated and analyzing case laws in arriving at conclusions facilitating business decisions.

Course Credits 3

Contact Hours 36 Hrs

**UNIT- I (8 hrs)**

Law of Contract: Definition, essentials and types of contracts, offer – definition and essentials, acceptance – definition and essentials, consideration – definition and essentials, exceptions to the rule, no consideration, no contract, doctrine of privity of contract, capacity of parties, free consent, quasi contract, legality of object, performance of contract, termination of contract, remedies for breach of contract. Law of Agency: Essentials, kinds of agents, rights and duties of agent and principal, creation of agency, termination of agency

**UNIT II (8 hrs)**

Negotiable instruments act 1881, Nature and characteristics of Negotiable instruments, kinds of negotiable instruments – promissory notes, bills of exchange and cheques. Parties to negotiable instruments, Negotiation, presentment, discharge and dishonour of negotiable instruments  
Law of partnership: Definition, essentials of partnership, formation of partnerships, kinds of partners, authorities, rights and liabilities of partners, registration of partnership, dissolution of partnership firm.

**UNIT III (7hrs)**

Companies Act: definition, characteristics and kinds of companies, steps in formation of company. Memorandum of association, articles of association, prospectus.  
Directors: appointment, power, duties and liabilities, meeting and resolutions: types of meetings.  
Auditor: appointment, rights and liabilities. modes of winding up of a company.

**UNIT IV (6 hrs)**

Sale of goods Act: Essentials, sale v/s agreement to sell. Condition v/s warranties, rights of unpaid seller.

Consumer Protection Act: Objectives, definition, consumer protection council and state consumer protection council.

**UNITV (7 hrs)**

**The Information Technology Act, 2000**

Definition, Digital Signature, Electronic Governance, Attribution, Acknowledgment and Dispatch of Electronic Records, Sense Electronic Records and Sense Digital Signatures, Regulation of Certifying Authorities, Digital Signature Certificates, Duties of Subscribers, Penalties and Offences.

**The Right to Information Act, 2005**

Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information, Duties of a PIO, Exemption from disclosure of information, Partial disclosure of information, Information commissions, powers of Information Commissions, Appellate Authorities, Penalties, Jurisdiction of courts.

**Course Outcome**

After successful completion of this course students will be able to

S. No.	Course Outcome	Bloom's Taxonomy
1	<b>CO1.</b> Acquire a sound understanding of the legal aspects of the laws affecting businesses	Knowledge(K2)/Comprehending(K3)
2	<b>CO2.</b> Apply basic legal knowledge to business transactions.	Applying (K4)
3	<b>CO3.</b> Communicate effectively using standard business and legal terminology	Applying (K4)
4	<b>CO4.</b> Analyse a given business context using basic understanding of the applicable Acts and develop a suitable operational framework.	Analyse (K5)
5	<b>CO5.</b> Describe current law, rules, and regulations related to settling business disputes	Remembering(K1)/ Applying (K4)

**Suggested Readings**

1. Kuchhal M.C. - Business Law (Vikas Publication)
2. Gulshan S.S. - Business Law Including Company Law (Excel Books)
3. N D Kapoor – Elements of Mercantile Law – Sultan Chand-2014
4. Dr Avatar Singh- Principles of Mercantile Law, Eastern Book Company 2014
5. NandanKamath- Law relating to Computer, Internet and E-Commerce (A Guide to cyber Laws), Universal Law Publishing Co. Ltd.New Delhi, 2012.
6. Relevant Acts

<b>Employable Skills Skill</b>	<b>Measurement tool</b>
Understanding of fundamentals of the legal aspects of the law affecting businesses.	Presentations, Quiz
Understanding of principles of Indian Business Law and Company Law.	Group assignment, Case study analysis
Develop reasoning abilities for applying law principles.	Group assignment, Case study analysis
Develop a suitable legal operational framework.	Quiz, Debate, Case study analysis

**MARKETING MANAGEMENT - II**  
**KMB 208**

**Course Objectives:**

- Understand basics of marketing mix.
- Develop effective understanding on product and brand management.
- Develop effective understanding on pricing and distribution management.
- Understand Promotion Management and develop promotion strategies
- Ability to understand Recent Trends in Marketing, Rural Marketing, Digital and Mobile Marketing,. Customer Relationship Management

**Course Credit: 3**

**Contact Hours:36 Hrs**

**COURSE CONTENTS**

**UNIT I**

**Concept of Marketing Mix:** Introduction, Traditional Marketing Mix 4Ps, and 4Cs', Service Marketing Mix, Developing of an Effective Marketing Mix, Managing and Designing Marketing Mix. (7hrs)

**UNIT II**

**Product Management:** Introduction, Levels of Products, Classification of Products, Product Hierarchy, Product Mix Strategies, Product Line Strategies, Packaging and Labeling, New Product Development Process, Why new products fail, Adoption Process, Diffusion of Innovation, Product Life Cycle (PLC)

**Brand Management:** Meaning, Advantages and disadvantages of branding, Brand Equity, Brand Positioning, Brand Name Selection, Brand Sponsorship, Brand Portfolio (8hrs)

**UNIT III**

**Pricing:** Introduction, Factors Affecting Price Decisions, Pricing Process, Pricing Strategies, Initiating and Responding to the Price Changes. (7hrs)

**Distribution Management:** Introduction, Need for Marketing Channels, Decisions Involved in Setting up the Channel, Channel Management Strategies, Introduction to Logistics Management, Retailing Meaning, Types, Wholesaling- Meaning, Types, Multi Channel Marketing, Vertical and Horizontal Marketing System. (8 hrs)

## UNIT IV

**Promotion Management-:** Introduction, Integrated Marketing Communications (IMC), Communication Development Process, Budget Allocation Decisions in Marketing Communications, Promotion Mix, Advertising- Meaning, Objectives, Advertising Budget Fundamentals of Sales Promotion, Public Relations, Direct Marketing, (7hrs)

## UNITV

**Recent Trends in Marketing-** Rural Marketing- Meaning, Characteristics of Rural Market. Digital and Mobile Marketing Meaning & types (6hrs)

**Customer Relationship Management:** Meaning, Relationship Marketing Vs. Relationship Management, Types of Relationship Management, Significance of Customer Relationship Management .

S.No	Course Outcome	Bloom's taxonomy
1	CO1. Understand and Analyze marketing for creating value with Product and price Strategy.	Remembering ( K1)
2	CO2.Develop aptitude to Create and Craft the Brand Positioning/ Equity by Evaluating Brands and Identifying Market Segments and Targets	Comprehending ( K 3) / Knowledge (K2)
3	CO3. Understand and Analyze marketing for delivering and communicating value with Integrated Marketing Channels and promotion strategy.	Analyzing ( K 5) / Applying ( K 4)
4	CO4. Remember and Comprehend advance marketing concepts for the New Realities and digital aspect of marketing.	Evaluating ( K7)
5	CO5.Creating and developing marketing strategies and plans for Conducting marketing responsibly for long-term success	Synthesizing ( K6)



**TEXT BOOKS:**

- 1) Marketing Management: A South Asian Perspective - Kotler, Keller, Kevin 15/e, Pearson Education, 2016.
- 2) Fundamentals of Marketing Management - Etzel M. J, B J Walker & William J. Stanton, 14/e, McGrawHill Education Publishers, 2015.
- 3) Marketing: Asian Edition Paul Bainies, Chris Fill Kelly Page third edition, Oxford.

**REFERENCE BOOKS:**

- 1) Marketing: An Introduction - Rosalind Masterson & David Pickton, 2/e, Sage Publications, 2010.
- 2) Marketing Management- Russ Winer, Ravi Bhar 4/e Pearson Education 2015.
- 3) Principles & Practices of Management – Dr. Premvir Kapoor, Khanna Publishing House, Delhi.