# MANAV RACHNA UNIVERSITY
## DEPARTMENT OF MANAGEMENT AND COMMERCE
### SYLLABUS- BBA- Finance & Accounts (FAA)

## SEMESTER-I

<table>
<thead>
<tr>
<th>SUBJECT CODES</th>
<th>SUBJECT NAME</th>
<th><strong>OFFERING DEPARTMENT</strong></th>
<th><em>COURSE NATURE</em> <em>(Hard/Soft/Worksh op/NTCC)</em></th>
<th>COURSE TYPE <em>(Core/E lective / Universi ty Compulsory)</em></th>
<th>NO. OF CONTACT HOURS PER WEEK</th>
<th>NO. OF CREDITS</th>
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<tr>
<td>MCH 101</td>
<td>FUNDAMENTALS OF MANAGEMENT</td>
<td>DMC</td>
<td>HARD</td>
<td>CORE</td>
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<td>MCH102</td>
<td>MICRO ECONOMICS</td>
<td>DMC</td>
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<td>ACCOUNTING FOR MANAGERS</td>
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<td>ORGANIZATIONAL BEHAVIOUR</td>
<td>DMC</td>
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<td>MCH105</td>
<td>QUANTITATIVE TECHNIQUES FOR BUSINESS</td>
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<td>MCH106</td>
<td>COMPUTERS AND INFORMATION SYSTEM LAB</td>
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<td>MCH107</td>
<td>BUSINESS COMMUNICATION SKILLS- I</td>
<td>DMC</td>
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<td>MCH 109</td>
<td>ENTREPRENEURSHIP: THEORY AND PRACTICES</td>
<td>DMC</td>
<td>HARD</td>
<td>CORE</td>
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<td>CDS 101</td>
<td>PROFESSIONAL DEVELOPMENT PROGRAMME I</td>
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**TOTAL (L-T-P-O/CONTACT HOURS/CREDITS)** 31 1 2 0  36 32
DETAILED SYLLABUS

SEMESTER I

Course Title/Code: FUNDAMENTALS OF MANAGEMENT / MCH 101

<table>
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<th>Course Type:</th>
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<tr>
<td>Course Objectives</td>
<td>The course aims to help the student to acquire current and relevant management knowledge and understanding of managerial functions and principles in achieving organizational success.</td>
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SECTION -A
Concept and Nature of Management:- Concept of Organization, Meaning and Definition of Management; Nature and Importance of Management, Management as Science, Art and Profession, Functions & Process of Management, Management and Administration, levels of management, Skills and roles of a manager, Social Responsibilities and Ethics.

SECTION -B

SECTION -C

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

References
**Course Title/Code**: MICRO ECONOMICS / MCH 102

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<td><strong>L-T-P-O Structure</strong></td>
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<td>Prerequisites:</td>
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<td><strong>Course Objectives</strong></td>
<td>The objective of this course is to familiarize the students with concepts and techniques used in Micro-Economic theory and to develop their capability to apply these concepts and techniques in making decisions pertaining to different business situations.</td>
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**SECTION A**
Microeconomics: meaning nature and scope. Basic concepts of economics: Static and dynamic approaches, equilibrium, utility, opportunity cost, marginal and incremental principles. Microeconomics and Business, Utility analysis

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

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

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

**References:**

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<th>Course Title/Code</th>
<th>ACCOUNTING FOR MANAGERS / MCH 103</th>
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<td>Course Objectives</td>
<td>The primary objective of the course is to familiarize the professional under graduate students with the basic accounting principles and techniques of preparing and presenting the accounts for user of accounting information.</td>
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</table>

SECTION A

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

SECTION C

SECTION D

References:
1. R.L. Gupta – Advanced Accounting, 13th ed, Sultan Chand and Sons, 2018
Course Title/Code: ORGANIZATIONAL BEHAVIOUR/MCH 113

Course Type: Core (Departmental)

Course Nature: Hard

L-T-P-O Structure: 4-0-0-0

Prerequisites: NIL

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

SECTION A

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

SECTION B

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

SECTION C

**Group Behaviour & Team development**

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

SECTION D

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

References:

2. Peter Schen , Organizational Psychology and Leadership , 5th ed, John Wiley and Sons, 2017
<table>
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<tr>
<th>Course Title/Code</th>
<th>QUANTITATIVE TECHNIQUES IN BUSINESS / MCH 105</th>
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<td>Prerequisites</td>
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<td>Course Objectives</td>
<td>To familiarize students with the basic statistical tools used to summarize and analyze quantitative information for decision making.</td>
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</table>

**SECTION A**

Introduction to Business Statistics, Visualizing Data, Measures of Central Tendency, Mathematical averages including arithmetic mean, geometric mean and harmonic mean; Arithmetic and geometric progression. Properties and applications, Positional Averages: Mode and Median (and other partition values including quartiles, deciles, and percentiles), Measures of Variation: absolute and relative. Range, quartile deviation, mean deviation, standard deviation, and their coefficients, Properties of standard deviation/variance, Skewness: Meaning, Measurement using Karl Pearson and Bowley’s measures.

**SECTION B**

Correlation Analysis, Meaning of Correlation: simple; linear and non-linear, Correlation and Causation, Scatter diagram, Pearson’s co-efficient of correlation; calculation and properties (proofs not required). Rank Correlation; Regression Analysis, Principle of least squares and regression lines, Regression equations and estimation; Properties of regression coefficients.

**SECTION C**


**SECTION D**

Time Series: Data, Components of time series. Trend analysis, Seasonal Variations

**References:**

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

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

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

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

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


References:
3 Suresh K. Basabdra , Computer Today, BpB Publications., New Delhi, 2005
4 Deepak Barihoke, Essential of IT, Bpb Publications, 2003
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<tr>
<th>Course Title/Code</th>
<th>BUSINESS COMMUNICATION SKILLS I / MCH 107</th>
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<td>L-T-P-O Structure</td>
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<td>Prerequisites</td>
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</table>
| Course Objectives| 1. To develop the skills of the professional undergraduate students for proper self-expression, social communication, spoken English, correct pronunciation, voice modulation and business etiquettes.  
2. The students will improve their personality, communication skills & enhance their self-confidence. |

**SECTION A**

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

**SECTION B**

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

**SECTION C**

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

**SECTION D**

References:

5. Kumar Sanjay, Pushpa Lata; Communication Skills; Oxford University Press. 2nd ed. 2011.
15. Wren & Martin; New Ed.; High School; English Grammar & Composition Revised by N.D.V. Prasada Rao; S. Chand.
<table>
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<tr>
<th>Course Title/Code</th>
<th>ENTREPRENEURIAL THEORY AND PRACTICES / MCH 109</th>
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<td>Course Objectives</td>
<td>Recognize the entrepreneurial potential within yourself and in your environment; Appreciate the role of entrepreneurship within society, at the level of the organization, and in your own personal life; Understand the process, nature of entrepreneurship, and ways to manage the process; this course will introduce to the basic knowledge of various aspects of Entrepreneurship.</td>
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SECTION A
Defining Entrepreneurship; what is an Entrepreneurial Mindset? The Entrepreneurial Process; An Integrative Model of Entrepreneurship. “Who” is the Entrepreneur? Sociological and Psychological Characteristics; The Different Types of Entrepreneurs; Nature versus Nurture, Why Entrepreneurs are not Born

SECTION B
Understanding The Nature of Opportunity & Defining Opportunity; An Opportunity is Different from a Business Concept; Sources and Types of Opportunity; Discovery versus Search; Where are the Emerging Opportunities; Evaluating Opportunity; Factors that Undermine an Opportunity; Windows of Opportunity; Understanding the Market and the Customer Needs. Entrepreneurial Skills such as Communication, Design Thinking, Personal Selling, and Risk and Resilience

SECTION C
Developing a Great Business Concept and Business Model From Product to Business Concept (the Value Proposition), From Business Model to Business Plan; The Nature of Successful Business Concepts; Sources of Concepts; What Makes for a Good Concept; Components of a Complete Business Model; A Look at Successful and Failed Business Models

SECTION D
Expectations about Size, Growth, Returns, and Risk, What About the Investment Model (Income, Growth, or Speculative)?; Ways of Extracting Returns from the Venture; Types of Ventures; What it Takes to Actually Start a Venture; Four Ways to Enter a Market; The Concept of Risk; Types of Risk; Assessing in a New Venture; Risk and Return.

References:
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<th>SUBJECT CODES</th>
<th>SUBJECT NAME</th>
<th>OFFERING DEPARTMENT</th>
<th>COURSE NATURE (Hard/Soft/Workshop/NTCC)</th>
<th>COURSE TYPE (Core/Elective/University Compulsory)</th>
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<td>NEW VENTURE CREATION</td>
<td>DMC</td>
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**TOTAL (L-T-P-O/CONTACT HOURS/CREDITS)**: 31 1 2 0 36 32
SECTION A

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

SECTION B

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

SECTION C


SECTION D

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

References:

2 Aggarwal, Macroeconomics Theory and Policy, Pearson Education.1,e, paperback, 2010
3 Samuelson, Nordhaus, Chaudhri, Macroeconomics, Tata McGraw Hill, 19/e, 19th edition, 2010
Course Title/Code: RESEARCH METHODOLOGY /MCH -115

Course Type: Core (Departmental)

Course Nature: Hard

L-T-P-O Structure: 4-0-0-0

Prerequisites: Nil

Course Objectives:
1. This course will provide a comprehensive introduction to the subject of Business research, and discuss some key concepts, process and techniques, and their applications.
2. After completion of this course, students will gain an appreciation for some of the breadth and depth of this subject and its significance for a business enterprise.

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

SECTION-B

SECTION-C

SECTION-D

References:

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<td>L-T-P-O Structure</td>
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<td>Course Objectives</td>
<td>At the end of this course, students will be able to understand the basic and advanced functions in Excel for business activities.</td>
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**SECTION-A**


**SECTION-B**


**SECTION-C**

SECTION-D

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

References:

Excel LAB

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

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

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

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

References:
<table>
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<tr>
<th>Course Title/Code</th>
<th>HUMAN RESOURCE MANAGEMENT /MCH-104</th>
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<td>Course Objectives</td>
<td>The objective of the course is to familiarize students with the different aspects of managing Human Resources in the organization through the phases of acquisition, development and retention.</td>
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**SECTION A**

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

**SECTION B**

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

**SECTION C**

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

**SECTION D**

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

**References:**

Course Title/Code | MARKETING MANAGEMENT /MCH-111
---|---
Course Type: | Core
Course Nature: | Hard
L-T-P-O Structure | 4-0-0-0
Prerequisites | Nil
Course Objectives | The objective of this paper is to identify and develop knowledge and skills in application of the fundamental terms and concepts that are commonly used in marketing. The course aims to develop competence in market analysis, and decision making relevant to marketing management required for effective marketing practice. This course attempts to develop relationship between marketing and other management functions

**SECTION A**


**SECTION B**


**SECTION C**
Introduction to Branding: Introduction, Definition of a Brand, Development of a Brand, Types of Brands, Importance of Brands and Branding, Merits and Demerits of Branding, Brand Equity – Definition and Benefits;


SECTION D

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

References:

<table>
<thead>
<tr>
<th>Course Title/Code</th>
<th>FINANCIAL MANAGEMENT/MCH-114</th>
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<tbody>
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<td>Course Nature:</td>
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<td>L-T-P-O Structure</td>
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<tr>
<td>Prerequisites</td>
<td>Nil</td>
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<tr>
<td>Course Objectives</td>
<td>Every decision that a firm makes has a finance component to it. Thus, finance includes all of a firm’s decision that has financial implications. It broadly includes Investment Decisions, Financing Decisions &amp; Management of Current Assets Decisions. These</td>
</tr>
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</table>
decisions, of course, have the implications on the firms’ market/share value. As a finance manager, one has to take the above decisions. The objective of this course is to provide a conceptual framework necessary to understand financial issues and the techniques to manage them efficiently and effectively. One may choose a career in manufacturing sector, non-governmental or services sector, investment banks, management consultancy etc, the learning of the art of finance is a must.

SECTION A
Overview, Time Value of Money; Overview of financial management – Introduction to finance, Cost of Capital: Cost of debt, equity, preference shares, determining the proportions, weighted average cost of capital, determining the optimal capital budget, Case Analysis

SECTION B
Capital budgeting process, Project classification, Investment criteria, Net present value, Benefit cost, ratio, Internal rate of return, Payback period, Discounted payback period, Accounting rate of return, Case Analysis

SECTION C
Working capital Management: Inventory management; Cash management, Credit management

SECTION D

References:


Course Objectives
1. To develop the skills of the professional undergraduate students for proper self-expression, social communication, spoken English, correct pronunciation, voice modulation and business etiquettes.
2. The students will improve their personality, communication skills and enhance their self-confidence.

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

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

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

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

20
Expansion of Proverbs and Ideas; Grammar and Vocabulary: Synonyms, Antonyms, Reading Comprehension, Jumbled Sentences, Modifiers

**Lab Exercises**
Exercises related to Grammar
Exercises related to Creativity and Writing
Mock Interviews
Extempore
Group Discussion
Debate
Role Plays (Meeting)
Final production of a one act play/ scene
Introduction to Articulation Skills (Conversation: Telephonic and Face-to-Face)
Listening to Understand (Hearing vs. Listening)
Listening for Inter-personal Effectiveness
Techniques & Levels of Reading Comprehension

**References:**

17. Wren & Martin; New Ed. ; *High School:English Grammar & Composition* Revised by N.D.V. Prasada Rao; S. Chand, Paperback
<table>
<thead>
<tr>
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<tbody>
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<td>Prerequisites</td>
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**Course Objectives**

1. The objective of the course is to prepare students to test the viability of new business opportunities and conduct a feasibility study, either for their own idea or for others.
2. The course prepares students to launch a new venture in several different forms – a traditional for-profit start up, a social enterprise, or a virtual organization.
3. Many of the concepts discussed in the course, however, can easily apply to these scenarios. Students are also strongly encouraged to participate in the Business Plan Competitions.

**SECTION A**

The Entrepreneurial mind for entrepreneurial society
Crafting a personal entrepreneurial strategy, rise of the new startup economies, building the foundation,
The business plan (Marketing plan, operation plan and financial plan)

**SECTION B**

The Founder Team
The entrepreneurial manager, the new venture team, personal ethics and the entrepreneur

**SECTION C**

Financing Entrepreneurial Ventures
Resources requirements, franchising, entrepreneurial finance, obtaining venture and growth capital, The deal: valuation, structure and negotiation, obtaining debt capital

**SECTION D**

Unit-4: Startup and Beyond
Managing rapid growth, the family as enterprise, The entrepreneur and the troubled company

References:
3. Eric Ries, “Lean Startups”,

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<tr>
<th>SUBJECT CODES</th>
<th>SUBJECT NAME</th>
<th><strong>OFFERING DEPARTMENT</strong> (Hard/Soft/Workshop/NTCC)</th>
<th>COURSE TYPE (Core/ Elective/ University Compulsory)</th>
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**SEMESTER-III**

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<td>Creativity, Innovation and Entrepreneurship</td>
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<td><strong>Course Objectives</strong></td>
<td>Develop a working knowledge in addressing concerns in management, governance and relational dynamics in family firms. Improve communication, family council meetings, conflict resolution and lead family members towards positive changes for the family and business. Importance of family constitution Learn parallel strategic planning for the family and business.</td>
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**SECTION-A**
Family Relationships and Family Systems Meaning of family Family systems What is a healthy family? Individual roles/functions in the family Conflicts in the family / Resolving conflicts in the family

**SECTION-B**
Family Business / Governance Close look on the entrepreneur Family business systems vs. Family systems Session / Family Council/Family Governance /Need to Plan / Parallel Planning Process Need to plan Planning process /Family business planning questions

**SECTION-C**
Balancing family and business planning /How to run a Successful Family Business /Professional Management Effective Outside Boards Other topics related to professional mgmt.

**SECTION-D**
Family Constitution /Planning for Succession In-laws Discussions on characteristics of successful Family businesses

**References:**

<table>
<thead>
<tr>
<th>Course Title/Code</th>
<th>CREATIVITY, INNOVATION AND ENTREPRENEURSHIP/MCH-117</th>
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<tbody>
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<td><strong>Course Type:</strong></td>
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<td><strong>Course Nature:</strong></td>
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</table>
Course Objectives

To give students a thorough knowledge about what makes an organization creative and innovative?

• To provide students an understanding of how they, as future leaders of innovative organizations, can recognize and harness creativity. How do entrepreneurs and intrapreneurs in the most creative global organizations lead? What can these examples of creative organizations and leadership teach us?

• To examine the creative problem solving process and provide access to tools that students can use in their future careers for solving innovation dilemmas and challenges.

• What are the functional elements of the innovative organization and learn from examples for each functional area (product, sales, finance, etc).

SECTION A
Models of Innovation, The underpinning of Profits: Assets, Competences and Knowledge, Sources and Transfer of Innovation, ***Creating a culture of Innovation

SECTION B
Recognizing the potential of Innovation, Reducing Uncertainty, Strategic Choice or environmental Determinism, Strategies for sustaining Profits

SECTION C
Financing Entrepreneurial activity, Implementation of the decision to adopt

SECTION D
Globalization of Innovations, Innovation for emerging economies, Role of National Govt in Innovation, Strategic Innovation Process

Case: The Internet

References:

Course Title/Code

<table>
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<tr>
<th>BUSINESS LAW/MCH-222</th>
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</thead>
</table>

Course Type:
Core (Departmental)

Course Nature:
Hard

L-T-P-O Structure
4-0-0-0

Course Objectives
To acquaint the student with a basic and elementary knowledge of the subject.
SECTION A


SECTION B

Contracts of Indemnity, Guarantee, Bailment, Pledge and Agency.

SECTION C


The Negotiable Instruments Act 1881 – Essentials of a Negotiable instruments, Kinds of N.I. Holder and Holder in Due Course, Negotiation by endorsements, crossing of a cheque and Dishonour of a cheque.

SECTION D

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

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

References:
8. Dr. Singh, Avtar; Company Law, 17th ed, Eastern Book Co. Lucknow, Bharat Law House, Delhi, 2018

<table>
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<th>Course Title/Code</th>
<th>MANAGEMENT INFORMATION SYSTEMS/MCH-116</th>
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<td>L-T-P-O Structure</td>
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 Course Objectives

1. Understand and apply core knowledge in Management Information Systems (MIS)
2. Identify and analyze requirements for information systems
3. Understand and apply design principles in Information Systems
4. Understand and apply system development & project management principles
5. Effectively evaluate technology alternatives to solve problems in an MIS context
6. Effectively communicate to both business and IT professionals

SECTION A

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

SECTION B

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

SECTION C

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

SECTION D

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

References:

<table>
<thead>
<tr>
<th>Course Title/Code</th>
<th>CONSUMER BEHAVIOUR /MCH-224</th>
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Course Objectives

Participants who master the course material will acquire knowledge about the various disciplines contribution in understanding buyer behavior in a holistic manner. He/she will acquaint with the advances in consumer research in deciphering buyer motivation, behavior (pre-purchase, purchase and post purchase) and impact of social and cultural variables on consumption decisions. The participants will get equipped with frameworks to analyze consumer’s behavior and use them in designing marketing strategies and in enhancing the effectiveness of marketing programmes.

SECTION A


SECTION B

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

SECTION C

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

SECTION D


References:

1. Blackwell, Roger, Miniard, Paul & Engel, James; Consumer Behaviour; 10th ed, Thomson Learning; New Delhi, 2009
3. Schiffman, Leon G. & Kanuk, Leslie Lazar; Consumer Behaviour; 10th revised ed, Pearson Education; New Delhi, 2010
4. Schiffman, Leon G. and Joseph Wisenblit, Consumer Beaviour; Pearson N.Y, , 2018

<table>
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<tr>
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<tr>
<td>Prerequisites</td>
<td>Nil</td>
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</table>
| Course Objectives | 1. Apply decision-support tools to business decision making.  
                    2. Construct and present effective oral and written forms of professional communication.  
                    3. Apply knowledge of business concepts and functions in an integrated manner.  
                    4. Use specialized knowledge in Operations Management to solve business processes.  
                    5. Apply knowledge of fundamental concepts of operations management |

**SECTION A**

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

**SECTION B**

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

**SECTION C**

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

SECTION D

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

References:

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<th>Course Title/Code</th>
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<td>Course Objectives</td>
<td>Students shall be able to identify the areas of environmental degradation and control measures</td>
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</table>

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

Natural resources and associated problems.

a) Forest resources : Use and over-exploitation, deforestation, case studies. Timber extraction, mining, dams and their effects on forest and tribal people.
b) Water resources : Use and over-utilization of surface and ground water, floods, drought, conflicts over water, dams-benefits and problems.
c) Mineral resources : Use and exploitation, environmental effects of extracting and using mineral resources, case studies.
d) Food resources : World food problems, changes caused by agriculture and overgrazing, effects of modern agriculture, fertilizer-pesticide problems, water logging, salinity, case studies.
e) Energy resources : Growing energy needs, renewable and non renewable energy sources, use of alternate energy sources. Case studies.
f) Land resources : Land as a resource, land degradation, man induced landslides, soil erosion and desertification.
g) Role of an individual in conservation of natural resources.
h) Equitable use of resources for sustainable lifestyles.
SECTION B
Ecosystems: Concept of an ecosystem, Structure and function of an ecosystem, Producers, consumers and decomposers, Energy flow in the ecosystem, Ecological succession, Food chains, food webs and ecological pyramids, Introduction, types, characteristic features, structure and function of the following ecosystem:

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

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

SECTION C
Environmental Pollution, Definition, Cause, effects and control measures of:

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

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

Social Issues and the Environment


SECTION D

References:
ENVIRONMENTAL SCIENCES PRACTICAL (CHH-155) –FIELD WORK

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

References:

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| Course Objectives | At the end of this course, students will be able to  
1. Ability to synthesize knowledge and skills previously gained and applied to an in-depth study and execution of industry problem  
2. Capable to select from different methodologies, methods and forms of analysis to produce a suitable research design, and justify their design.  
3. Ability to present the findings in a written report.  
4. Presenting the work in International/ National conference or reputed journals |

General Guidelines

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

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### Course Title/Code

#### SERVICES MARKETING /MCH-232

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Course Objectives
Participants who master the course material will acquire knowledge about the various disciplines contribution in understanding buyer behavior in a holistic manner. He/she will acquaint with the advances in consumer research in deciphering buyer motivation, behavior (pre-purchase, purchase and post purchase) and impact of social and cultural variables on consumption decisions. The participants will get equipped with frameworks to analyze consumer’s behavior and use them in designing marketing strategies and in enhancing the effectiveness of marketing programmes.

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

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

SECTION C
Effective management of service marketing Marketing Demand and Supply through capacity planning and segmentation – Internal marketing of Services – External versus Internal orientation of service strategy

SECTION D


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

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

SECTION C
Supply Chain Integration Functional Products Innovative products Efficient supply chains, Responsive supply chains Agile supply chains; Strategic Alliances Framework for strategic alliances Third-party logistics Retailer-Supplier Partnerships; Distribution Strategies

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

References:


<table>
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<tr>
<th>Course Title/Code</th>
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<tr>
<td>Course Objectives</td>
<td>The course aims to answer the questions: How can we beat the competition?/Which customers should we target? Which customers should we avoid?/What’s the right way to segment our markets? What products will our customers want to buy?/How should we distribute our products?/How do we communicate with our customers and create a strong brand?/Which things should our company do and which should we let our partners and suppliers do?/How can we delay commoditization and how can we respond when it begins to happen?/Who should we appoint to run this business?/Is this employee likely to succeed or fail in this assignment?/What’s the right organizational structure for this company or business unit?/How do we develop a viable strategy?/Whose investment capital will help us succeed, and whose money might poison our chances of success?/How can we build a productive culture in our company?/How can we change a culture that has become unproductive?/How can I get my employees to enthusiastically support a new course of action?/How do we manage and control the resource allocation process?/Should we acquire a new company as a way of building capacity? If so, should we integrate the acquisition into the company, or keep it as a separate organization?</td>
</tr>
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</table>

SECTION A

Entrepreneurship- definition and process, how is entrepreneurship related to business strategy? understanding strategic growth, Why grow? SWOT analysis and tools & techniques, strategist challenge- values, opportunities and capabilities, stages of strategy execution- analysis, formulation and 4AModel strategy implementation

SECTION B

Industry and Firm analysis- competitive markets; Rent seeking strategies- monopoly rents, Ricardian rents, entrepreneurial rent;Monopoly rents-Industry analysis- five force analysis, Ricardian rent- analyzing the firm’s capabilities, resource based view; resource types- tangible & intangible ,building firm capabilities, Identifying attributes of strategic resources- VRIN Framework; Creating barriers to Imitate.

SECTION C

Entrepreneurial Competitive Positioning- Defining Isolating Mechanisms, First mover advantages- definition, sources, advantages and disadvantages .Developing competitive position- differentiation, cost leadership,
focused, niche and integrated market strategies, Understanding competitive positioning: Strategic mapping-definition and concept.

SECTION D

Strategy and Industry Environment- Dynamics of Competition- Market dynamics: understanding entrepreneurial/ Schumpeterian rents;Innovation and types of innovation; Understanding the Industry life cycle: S- Curve and introduction to Competitive life cycle (CLC)analysis, Stages of CLC,new technology disruptions – why Incumbent firms fail

References:


<table>
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| Course Objectives | 1. Understand risk and return and various computations involving the same; long term and short-term financial management; various markets from where capital can be raised; corporate restructuring and international finance  
2. Understand the COSO framework for ERM; Identification of risk, assessment and response Understand capital budgeting process and various tools used in determining the appropriate capital structure and risk analysis in capital investment  
3. Familiarize with IMA’s Statement of Ethical Professional Practice and learn how to evaluate and resolve ethical issues |

SECTION A

Opportunity / Identification and Product Selection: Entrepreneurial Opportunity Search and Identification; Criteria to Select a Product; Conducting Feasibility Studies; Project Finalization; Sources of Information.

SECTION B
Family Business/Hindu Undivided Family (HUF) Enterprises and Enterprise Launching Legal Formalities: Definition of Small Scale; Rationale; Objective; Scope; Role of SSI in Economic Development of India; SSI; Registration; NOC from Pollution Board; Machinery and Equipment Selection; Project Report Preparation; Specimen of Project Report; Project Planning and Scheduling using Networking Techniques of PERT / CPM; Methods of Project Appraisal.

SECTION C
Role of Support Institutions and Management of Family Small Business: Director of Industries; DIC; SIDO; SIDBI; Small Industries Development Corporation (SIDC); SISI; NSIC; NISBUD; State Financial Corporation SIC; Marketing Management; Production Management; Finance Management; Human Resource Management; Export Marketing.

SECTION D
Family Business Financing. Banks and Financial Institutions. Obtaining finance for Family business. Formalities to be completed and loans to be obtained for family business.

References:

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<tr>
<th>Course Title/Code</th>
<th>PERFORMANCE AND COMPENSATION MANAGEMENT SYSTEMS / MCH-236</th>
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<td>Prerequisites:</td>
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<td>Course Objectives</td>
<td>This course aims to impart the understanding about the performance and compensation management system and strategies adopted by the organizations to manage employees’ performance. This course also intends to give insights on how to identify, integrate, and retain talent in an organization to deliver high performance</td>
</tr>
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</table>
SECTION A
Conceptual Framework of Performance Management: Performance management process; Objectives of performance management system; Historical development in India; Performance management and performance appraisal; Linkage of performance management system with other HR practices. Components of Performance Management System: Performance planning; Ongoing support and coaching; Performance measurement and evaluation; Performance management and appraisal; Methods of performance appraisal; Appraisal Communication; Counseling, Identifying potential for development; Linking pay with performance.

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

SECTION C

SECTION D
References:
7. Larry Isrealite, ASTD, Talent management: Strategies for success from six leading companies, 1st ed, Cengage Learning, 2010

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<tr>
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<td>L-T-P-O Structure</td>
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</table>
| Course Objectives | 1 Understand and apply core knowledge in Management Information Systems (MIS)  
|                   | 2 Identify and analyze requirements for information systems  
|                   | 3 Understand and apply design principles in Information Systems  
|                   | 4 Understand and apply system development & project management principles  
|                   | 5 Effectively evaluate technology alternatives to solve problems in an MIS context  
|                   | 6 Effectively communicate to both business and IT professionals |

SECTION A

SECTION B
Computers: An introduction, use of computer in business, advantages and disadvantages, computerized system for inventory control, payroll order, banking and accounting. SQL using ORACLE
SECTION C
Introduction to SQL, Components of SQL: DDL, DML & DCL, Data types in SQL, DDL Commands: Create, Alter, Drop, Truncate. Creating queries with DDL commands and implementing constraints. DML Commands: Insert, Delete, Update, Select, Select with Group by and

SECTION D

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

References:
2. C. J. Date, An Introduction to Database Systems, Addison Wesley (Singapore) Pvt. Ltd., New Delhi, 2008

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<th>ORIENTATION PROGRAM IN ENTREPRENEURSHIP/MCH-247</th>
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<td>Course Objectives</td>
<td>At the end of this course, students will be able to</td>
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<td>Course Objectives</td>
<td>At the end of this course, students will be able to synthesize knowledge and skills previously gained and applied to an in-depth study and execution of an entrepreneurial venture.</td>
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<tr>
<td></td>
<td>1. Capable to select from different methodologies, methods and forms of analysis to produce a suitable research design, and justify their design.</td>
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<td>2. Ability to present the findings in a written report.</td>
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3. Presenting the work in International/ National conference or reputed journals

General Guidelines

a) Applied Entrepreneurship Project is a compulsory course during semester IV

b) It is an in-depth report of an entrepreneurial venture that incorporates a critical and analytical approach to the subject with a rigorous research focus. Alternatively, it is researching an issue or problem academically to find a solution.

c) It is a faculty-supervised course component.

d) Each student will be attached to a Faculty Supervisor.

e) The evaluation of Applied Entrepreneurship Project is done in two stages viz. continuous evaluation and Final Industry

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| Course Objectives| Students should be able to 
  Design, develop & integrate CRM mechanism in everything organization does. 
  □ Develop strategies to use CRM mechanism for a competitive edge. 
  □ Develop a customer centric organization culture. |

**Section A**
Analysing Profitability of Customers: Lifetime Customer Value, Base Profit Analysis, Customer Profitability Analysis, Value Chain Analysis, Customer Defection.

**Section B**
Closed Loop Marketing (360 Degree Marketing) and, Data Mining, Cross-selling/up selling, Essential Strategies to Increase Cross-sell and Up-sell

**Section C**
Technology for Customer Relations: Contact centre Technology, CRM Technology, e-CRM; Its Importance; Recognising Barriers to Internet Adoption. 
Managing Customer Relationship: Stages, Techniques to Manage Relations, Customer Experience Management. Creating a Customer Profile; Knowing your Customers; Segmenting & Targeting Customers; Tools used for Segmenting & Targeting Customers. 

**Section D**

References:
Text Books:

Reference book:

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<td>Course Objectives</td>
<td>A) to give the students an exposure to the dynamic environment of International Business. B) to understand the impact of environment on the International Business Operations of a firm. C) to understand the dynamics and importance of International Trade. D) to understand the nuances of International Marketing and International HRM. E) to give some insights of the global monetary system and explain the role and importance of International Organisations.</td>
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Section A
Introduction- Theories of International trade; Globalization forces - meaning, dimensions and stages in it, Tariff and non tariff barriers, Trading blocs.

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

Section C

Section D
Globalization and its impact on an Economy, India’s competitive advantage in industries like IT etc, South East Asian currency crisis. Bilateral and Multilateral laws- General agreements on trade and tariffs (GATT), WTO, IPR,TRIPS, TRIMS, SAARC ,Foreign investments- plan , structure and effects.

References:

2. International Business, Cherunilam, Francis, Text and Cases (PHI, Fourth edition (Revised))
3. International Business, Justin Paul (Prentice Hall)
4. International Business, Dr. P. Subba Rao (Himalaya Publications, 2nd Revised Enlarged edition)
Course Title/Code: STRATEGIC MANAGEMENT/MCH-

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</tr>
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</table>

SECTION A

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

SECTION B

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

SECTION C

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

SECTION D


Text Books:
Reference Books:

<table>
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<th>Course Title/Code</th>
<th>VISUAL BASIC APPLIED/MCH-</th>
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<tr>
<td>Course Objectives</td>
<td>Students will be able to identify and describe the purpose of various components of the VB integrated development environment (IDE), build and run small application using Visual Basic.</td>
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**Section-A**


*Understanding the VBA Editor, Modules and Procedures*: The Visual Basic Editor, Parts of the VBA Editor, Modules and Macros, About VBA Forms, Sub Procedures & Modules, Creating Forms, Using Controls and their Properties, Running VBA Forms in Excel. Command buttons, List and Combo boxes ,Labels, Option buttons, Check boxes, Text boxes, Frames.

**Section-B**

*Building Intuitive User Interface*: Communicating with the user through the message box, Gathering user information with the input box.


**Section-C**

*Arrays*: What is Array& why use array, Declaring an Array, Sorting Data in Array, 2-Dimention Array. 

*Control Structure and Program Flow*: Select Case(), For Next Loop, For Each Loop(), Do Until Loop and Do While Loop, With, End With, Nesting Code

**Section-D**

*Building procedures*: Creating Sub and Function procedures, Calling procedures, Passing arguments to procedures. 

*Functions*: Using Excel Worksheet Functions in VBA, VBA Functions, User-Defined Functions, Declaring Variables in User Defined Functions

**List of Experiments**
1. Create a macro for library management system
2. Create a personal information box using various controls
3. Create a personal calculator to add, subtract, multiply and divide
4. Display the day of the week taking input from user “the day number”
5. Calculate factorial of a number
6. Sort the data of an array using Bubble Sort
7. Reverse an array and calculate sum of all the elements
8. Create a table of a user generated number
9. Print prime numbers from a user array
10. Print Fibonacci series
11. Swap two number taking input from user
12. Case Study1
13. Case Study2,3
References:

Text Books:

REFERENCE BOOKS:

<table>
<thead>
<tr>
<th>Course Title/Code</th>
<th>SOCIAL ENTREPRENURSHIP/MCH-</th>
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<td>L-T-P-O Structure</td>
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<tr>
<td>Course Objectives</td>
<td>This course aims to help the students to understand and appreciate the role of (and need for) social entrepreneurship in building a sustainable society. To acquire the knowledge, skills, tools and techniques needed to become an entrepreneur in the social sector. To understand how to develop sustainable “business” model for building a social enterprise that can make a difference</td>
</tr>
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</table>

Section-A

Section-B

Section-C

Section-D
Course Title/Code: TECHNOLOGICAL ENTREPRENEURSHIP/MCH-

Course Type: Core (Departmental)
Course Nature: Hard
L-T-P-O Structure: 3-0-0-0

Course Objectives: Technology entrepreneurship is a vehicle that facilitates prosperity in individuals, firms, regions, and nations. The study of technology entrepreneurship therefore, serves an important function beyond satisfying intellectual curiosity.

Section-A

Section-B

Section-C
Technology Assessment, Technology Choice, Technological Leadership and Followership, Technology Acquisition, Diffusion of Technology, Rate of Diffusion; Innovation Time and Innovation Cost Speed of Diffusion, Technological regimes and windows of opportunity, Technology Transfer.

Section-D

References:
Text Books:
1. **REFERENCE BOOKS:**

<table>
<thead>
<tr>
<th>Course Title/Code</th>
<th>FAMILY BUSINESS GOVERNANCE/MCH-</th>
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<td>L-T-P-O Structure</td>
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<tr>
<td>Course Objectives</td>
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</table>

**Section-A**

**The family business model** We analyze the strengths of family firms and key challenges that constrain growth. One major challenge facing a family firm is the family. We discuss the family business model and analyze the mechanisms via which the founding family can affect the firm value. For example, the family can constrain the firm by choosing corporate financial policies that benefit the family but do not maximize the firm value.

**Section-B**

**Financing growth & keeping family control.** We analyze challenges when the family decides to have access to external finance such as strategic partners, private equity, and public investors via IPO. One of the key issues is how to organize ownership and control structures in such a way that the family can maintain control while benefiting from external financing and the expertise of outside investors.

**Section-C**

**The family & succession.** Planning for the transfer of ownership and management is one of the key issues for perpetuating the family’s business and wealth. Succession in family business is complicated because family values and relationships play a major role. Further family businesses often fail as a result of family feuds. Good governance structures at the firm and family level can minimize the negative effects of family control on the business.

**Section-D**

**Professionalizing family business.** Another key challenge is how to incentivize subsequent generations and keep the entrepreneurial spirit alive. Successful transition requires a well-crafted ownership, management, and governance structure.

**References:**

Text Books:

1.
REFERENCE BOOKS:
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<table>
<thead>
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<th>Course Title/Code</th>
<th>INDUSTRY FIELD PROJECT/MCH-</th>
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<td><strong>Course Objectives</strong></td>
<td>At the end of this course, students will be able to A.Ability to synthesize knowledge and skills previously gained and applied to an in-depth study and execution of real company problem. B. Capable to select from different methodologies, methods and forms of analysis to produce a suitable research design, and justify their design. C. Ability to present the findings in a written report. D. Presenting the work in International/ National conference or reputed journals</td>
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</table>

**General Guidelines**

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

**SEMESTER VI**

<table>
<thead>
<tr>
<th>SUBJECT CODES</th>
<th>SUBJECT NAME</th>
<th><strong>OFFERING DEPARTMENT</strong></th>
<th><strong>COURSE NATURE</strong> (Core/Soft/Workshop/NTCC)</th>
<th>COURSE TYPE (Core/Elective/University Compulsory)</th>
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<td>Course Objectives</td>
<td>This course is designed to provide an understanding of the essential elements of Mergers and Acquisitions with the basic methods of valuation, post-merger valuation, methods of payment and financing options at global level</td>
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**SECTION A**


**SECTION B**

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

**SECTION C**

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

**SECTION D**


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

<table>
<thead>
<tr>
<th>Course Title/Code</th>
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</table>
| Course Objectives | By the end of the course, a student should be able to:  
1. Understand the scope of digital marketing and how it integrates with overall business and marketing strategy globally;  
2. Assess various digital channels and understand which are most suitable to an idea or solution;  
3. Understand the fundamentals of a digital marketing campaign, and be able to apply it to achieve your business objectives. |

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

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

PART C

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

References:
PART – A

Overview of Business Analytics, Introduction to Analytics; Introduction to Business Analytics, Its meaning in today’s changing global scenario, Usage in Business

BIG DATA , BIG ANALYSIS: Big data : What is Big Data, Why is Big Data Important, Expanding Universe of Unstructured Data, Industry examples of Big Data

SECTION B

Marketing and Retail Analytics, Customer Insights, People Insights. Web & Social Media Analytics, Finance Analytics, Supply Chain Analytics

SECTION C

Quantitative Reasoning, Data Analysis, Data Interpretation, Correlation and Regression / ANOVA / Factor Analysis / Analysis of Variance, Presentation of Data

SECTION D

Time series Analysis and forecasting, Data Mining, Machine learning, Predictive modeling

Tools: Python, R, Tableau, SAS, Market Basket Analysis

References:

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<table>
<thead>
<tr>
<th>Course Title/Code</th>
<th>STRATEGIES AND PRACTICES OF FAMILY OWNED ENTERPRISES/MCH-</th>
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<td>Course Nature:</td>
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Course Objectives

By the end of the course, a student should be able to develop capability in:
A. Understanding and assessing the unique performance requirements and capabilities of the family form of business organization.
B. Develop a Practice Perspective: Students should move beyond theory to develop a working knowledge of how to address the idiosyncratic organizational, management, financial and relational dynamics present in family-controlled companies.

PART – A

The Importance of Planning for Business Families:
- The challenges facing family businesses, balancing family and business demands
- The need for family business planning, the benefits of family business planning, the parallel planning process, the obstacles to family business planning, the challenge of creating a family business legacy

The parallel planning process:
- The influence of life cycles on family businesses, strategic planning and the family business, parallel planning for the family and business systems, the parallel planning process for the family, the parallel planning process for the business, the shared future vision of the family and business

SECTION B

Securing family commitment:
- Understanding family commitment, exploring family commitment, discussing core family values, identifying a family business philosophy, family vision, statement of family commitment
- Encouraging family participation

Creating an environment that supports participation, understanding family conflict
- The importance of addressing conflict in family relationships, family fairness
- Family meetings as a tool for enabling family participation

Preparing the next generation of family managers and leaders:
- The influence of life cycle on family business careers, understanding the business’ future management needs, family business as career, launching a family business career, planning a meaningful career, identifying the next generation of managers and leaders, planning for next-generation relationships

Developing effective ownership:
- Family business ownership configurations, factors shaping ownership configurations, ownership education programs, family ownership agreements
- Estate plans, family business governance, stewardship as a family ownership value

SECTION C

Assessing the firm’s strategic potential:
- Defining the firm’s strategic potential, the SWOT analysis, the internal analysis, assessing the firm’s financial strength, assessing the firm’s marketing success, assessing the firm’s organizational resources, the external analysis, analyzing the general environment, analyzing the market and industry, determining the firm’s strategic potential

Exploring possible business strategies:
- Discussing the firm’s strategic priority, selecting the strategic direction,
seven possible strategic directions and the basic business strategies, evaluating the basic business strategies, unique advantages of family businesses, potential disadvantages of family firms, recommending possible strategies

SECTION D

The Final Strategy and Reinvestment Decision

IDENTIFYING THE BUSINESS’ STRATEGY, ASSESSING THE FAMILY INVESTMENT DECISION, ANALYZING THE BUSINESS’ MARKET VALUE, FAMILY INVESTMENT CONSIDERATIONS, OTHER FACTORS AFFECTING THE REINVESTMENT DECISION, REINVESTMENT ISSUES

The Role of the Board in Family Business Planning

AFFIRMING FAMILY AND STRATEGIC COMMITMENT, SUPPORTING THE FAMILY ENTERPRISE CONTINUITY PLAN, CONTRIBUTING TO THE BUSINESS STRATEGY PLAN

References:
1. Strategic Planning for the Family Business - Randel S. Carlock and John L. Ward
2. E.J. Poza, Smart Growth: Critical Choices for Business Continuity and Prosperity (San Francisco: Jossey-Bass, 1989);

<table>
<thead>
<tr>
<th>Course Title/Code</th>
<th>COPYRIGHT, PATENTS AND LAWS OF IP/MCH-</th>
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<td>L-T-P-O Structure</td>
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<tr>
<td>Course Objectives</td>
<td>This programme imparts the fundamentals of Intellectual Property. What, Why, When, Where and the How's of IP are explained. There will be case studies, quizzes and a collaborative work output which will be used to provide good understanding of IPR and related issues.</td>
</tr>
</tbody>
</table>

PART – A

General Aspects of Intellectual property Rights: Nature meaning and scope. Evolution and development of IPR’s at International and National level, Emergence of WIPO and WTO-TRIPs, Emerging issues in IPR

SECTION B

Introduction to Copyright and Their Applications
This covers the subject matter of copyright, how and when they are used, its impact, controversies in copyright – Digital Rights Management (DRM) and introduction to ‘Creative Commons’ (CC). Landmark cases relating to copyright will be discussed Meaning, Nature and Scope of Copyright, Infringement of Copyright and Enforcement of Copyrights

SECTION C
Introduction to Patents & Their Applications: This covers what is a patent, how it is identified, how to apply, what benefits the owner gets, what is patentable and where. These basics are re-iterated through landmark cases in the field of biotechnology, electronics, mechanical and chemical. Introduction to Patent Searching, Drafting & Procedures.

This session will cover ‘why IP’ question, types of IP, what analytic opportunities does the rich IP database provide for – technology trend, technology strategy, business strategy can be derived from the various IPs generated and protected.

SECTION D
Introduction to Trademarks and Their Applications
Introduction to Design Rights and Their Applications –
This session covers designs – ornamental and others and how they can be protected. Cases are used to understand when patent applies and when design rights apply.

Geographical Indication- Introduction to GI, Infringements and legal remedies

References:
Law related to Intellectual Property Rights – V.K.Ahuja
Law related to Intellectual Property Rights – Dr M.K. Bhandari

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<thead>
<tr>
<th>Course Title/Code</th>
<th>ENTREPRENEURIAL FINANCE/MCH-</th>
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<td>Course Objectives</td>
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PART – A
Financial Management of a New Venture, Nature and significance of Business Finance ; Financial management ; Entrepreneur and financial management functions ; Capital structure ; Venture capital financing ; Debt financing ; Working capital ; Types of resources to be mobilised.

SECTION B
Sources of Finance, Types of Business finance ; Sources of finance based on time period ; Equity Shares ; Preference shares ; Debentures / Bonds ; Retained profits ; Public deposits ; Term Loans ; Specialized financial institutions.

SECTION C
Venture Capital and Lease Finance, Venture capital as a source of finance; Aims of venture capital; Features of venture capital; Criteria adopted by venture capitalists to provide venture capital finance; Merits of venture capital; Leasing as a source of finance.

SECTION D

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<tr>
<th>Course Title/Code</th>
<th>CSR, VALUES AND ETHICS/MCH-</th>
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2. Assess various digital channels and understand which are most suitable to an idea or solution;  
3. Understand the fundamentals of a digital marketing campaign, and be able to apply it to achieve your business objectives. |

PART – A

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

SECTION B

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

SECTION C

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

SECTION D

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

References:

1. Chhabra, T.N., Values and Ethics in Business, Publisher Sun India
2. Bhatia, S.K., Business Ethics and Managerial Values, Publisher Deep & Deep
3. Francis & Mishra, Business Ethics Publisher TMH
PART A

UNIT 1: INTRODUCTION: BUSINESS PROCESS OVERVIEW: SYSTEM APPLICATION PRODUCT (SAP) OVERVIEW

UNIT 2: NAVIGATION: NAVIGATING IN THE SAP SYSTEM, USING HELP AND PERSONALIZING YOUR USER INTERFACE

UNIT 3: BUSINESS PROCESS I

UNIT 4: BUSINESS PROCESS II

UNIT 5: BUSINESS PROCESS III: ERP FINANCIALS, FINANCIAL ACCOUNTING AND FINANCIAL SUPPLY CHAIN MANAGEMENT, MANAGEMENT ACCOUNTING AND CORPORATE GOVERNANCE, HUMAN CAPITAL MANAGEMENT

UNIT 6: ANALYTICS AND ARCHITECTURE: REPORTING, ANALYTICS AND STRATEGIC PLANNING, SAP NETWEAVER OVERVIEW, SAP NETWEAVER APPLICATION SERVER, SAP SERVICES

References
1. SAP overview: Participant handbook, 2009, SAP

Software required/Weblinks: