



TECHNO INDIA UNIVERSITY
WESTBENGAL

MBA

(2YEARS PROGRAM WITH SPECIALISATION IN MARKETING,
FINANCE & HUMAN RESOURCES)

Department of Management
Techno India University, West Bengal

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Techno India University, West Bengal

Syllabus for 2-YEAR M.B.A.

1ST Semester

Course Code	Course Title	Contact Hrs. / Week			Credit
		L	T	P	
Theory					
TIU-PMG-T151	ACCOUNTING FOR FINANCIAL DECISIONS	3	1	0	4
TIU-PMG-T153	QUANTITATIVE TECHNIQUES	2	1	0	3
TIU-PMG-T155	MANAGEMENT PROCESS AND ORGANISATIONAL BEHAVIOUR	3	1	0	4
TIU-PMG-T157	MARKETING MANAGEMENT	3	1	0	4
TIU-PMG-T159	MANAGERIAL ECONOMICS I	2	1	0	3
Sessional					
TIU-PEN-S103	CAREER ADVANCEMENT SKILL &DEVELOPMENT	0	0	4	2
TIU-PMG-T161	DATA ANALYSIS FOR MANAGERS	0	0	4	2
TIU-PES-S199	ENTREPRENEURSHIP SKILL DEVELOPMENT	0	2	0	2
Total Credits					24

ACCOUNTING FOR FINANCIAL DECISIONS

TIU-PMG-T151

L-T-P: 3-1-0

Credit: 4

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

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

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

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

CO3: Develop analytical abilities to face the business situations.

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

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

	PROGRAM OUTCOMES (PO)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO-1	1	1	2	2	2	2	2	2
CO-2	1	2	2	2	2	2	2	2
CO-3	2	2	1	2	2	2	2	1
CO-4	1	2	2	1	2	2	2	2
CO-5	2	1	2	2	2	2	2	2

Unit-1 Accounting; The Language of Business; Accounting: An Information System; Users of Accounting information; Branches of Accounting; Financial Accounting; Generally Accepted Accounting Principles; Accounting Standards; The Accounting Equations; Financial Statements

Unit-2 Recording Business Transactions: Classification of Accounts; The Double Entry System; Journal and Ledger; Process of Recording; Cash and Bank; Bank Reconciliation Statement.

Unit-3 Trial Balance; Measuring Business Income: Revenue from sales, Cost of Goods Sold; Inventory valuation; Fixed Assets; Depreciation, Liabilities & Shareholders' Equities.

Unit-4 Preparation of Financial Statements: Profit & Loss Account, Balance Sheet, Cash Flow Statement.

Unit-5 Analysis and Interpretation of Financial Statements, Financial Ratios, Corporate Disclosure, Annual Report.

SUGGESTED READINGS:

1. Financial Accounting: An Introduction to Concepts, Methods, and Uses" by Clyde P. Stickney, Roman L. Weil, and Katherine Schippe; Cengage Learning
2. Accounting Principles" by Jerry J. Weygandt, Paul D. Kimmel, and Donald E. Kieso, Wiley
3. Financial Accounting: Reporting, Analysis and Decision Making" by Shirley Carlon, Rosina McAlpine, Chrisann Palm, Lorena Mitrione, Ngaire Kirk, and Lily Wong, Wiley
4. Financial Statement Analysis and Security Valuation" by Stephen H. Penman, McGraw-Hill Education, 6th Edition

QUANTITATIVE TECHNIQUES

TIU-PMG-T153

L-T-P: 2-1-0

Credit: 3

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

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

CO1: understand the statistical and mathematical techniques.

CO 2: Integrate the knowledge and skills in Statistics including Probability.

CO 3: Apply Probability distribution.

CO4: formulate and test Hypotheses in various real-time business situations.

CO 5: forecast the future business scenarios by using regression and time series methods.

	PROGRAM OUTCOMES (PO)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO-1	1	1	2	2	2	2	2	2
CO-2	1	2	2	2	2	2	2	2
CO-3	2	2	1	2	2	2	2	1
CO-4	1	2	2	1	2	2	2	2
CO-5	2	1	2	2	2	2	2	2

UNIT – I : Functions, Linear, quadratic, Logarithmic and exponential functions – Permutations and combinations – Matrices – Solving system of equations with matrix methods – Differentiation and integration of simple functions and their applications.

UNIT – II : Measures of central tendency – measures of dispersion – simple correlation and regression analysis – concept and applications of multiple regression.

UNIT – III : Concept of probability – Probability rules – Joint and Marginal probability – Baye's theorem – Probability distributions – Binomial, Poisson, Normal and Exponential Probability distributions.

UNIT – IV : Sampling – Sampling distributions – Estimation – point and interval estimates of averages and proportions of small and large samples – concepts of testing hypothesis – one sample tests for testing mean and proportion of large and small samples.

UNIT – V : Tests of two samples – tests of difference between mean and proportions of small and large samples – Chi-square test of independence and goodness of fit – Analysis of variance.

SUGGESTED READINGS :

1. Levin and Rubin, Statistics for Management, Prentice Hall of India
2. Levin, Krehbiel and Berenson, Business Statistics : A first course, Pearson Education Asia.
3. K.V. Sivayya and K.SatyaRao, Business Mathematics.
4. Zameeruddin, Khanna and Bhambri, “Business Mathematics, Vikas Publishing House.
5. Shenoy, Sarma and Srivatsava, Quantitative Techniques for Management, New Age (International) Pvt.Ltd.
6. Amir D. Aezel&Sounderpandian, Business Statistics, Tata McGraw Hill.
7. C.R. Kothari, Quantitative Techniques, Vikas Publishers.
8. Anand Sharma, Quantitative Techniques for Decision Making, Himalaya Publishers, Mumbai.

MANAGEMENT PROCESS AND ORGANISATION BEHAVIOUR

TIU-PMG-T155

L-T-P: 3-1-0

Credit: 4

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

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

CO1: understand the functions and responsibilities of managers.

CO2: develop cognizance of the importance of management principles.

CO3: apply organizational dynamics

CO4: understand the role of individual, groups and structure in achieving organizational goals effectively and efficiently.

CO5: understand the ways to motivate others and be self- motivated

CO6: familiarize with the concepts of conflict, change, culture

	PROGRAM OUTCOMES (PO)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO-1	1	1	2	2	2	2	2	2
CO-2	1	2	2	2	2	2	2	2
CO-3	2	2	1	2	2	2	2	1
CO-4	1	2	2	1	2	2	2	2
CO-5	2	1	2	2	2	2	2	2
CO-6	2	2	1	2	2	2	2	1

UNIT-I: Management - Definition, Scope and Importance - Principles of Management - Functions of Management - Systems Approach to Management - Business Ethics, Corporate Governance and Social Responsibility.

UNIT-II: Planning - Nature, Purpose, Steps in planning - Management by Objectives - Planning Premises -Process of Decision Making - Decision Tree Analysis - Coordination.

UNIT-III:Organising - Principles of Organisation - Span of Control- Delegation and decentralization Empowerment —Line and Staff relations - Directing - Leadership Styles - Motivation Theories : Maslow, Herz berg, Vroom. Managerial Communication - Communication Styles - Models of Interpersonal Communication, Johari Window - Transaction Analysis - Process of Control.,

UNIT-IV:OrganisationalBehaviour - Emergence of OB - Personality, Values and attitudes - Learning and Perception - Individual and Group Behaviour - Elton Mayo theory - Behavioural characteristics.

UNIT-V:Organisational Change and Development - Change Process - OD interventions
OrganisationalConflicts - Organisational Culture - Organisational Effectiveness

SUGGESTED READINGS:

1. Mirza, S. Saiyadain, “OrganisationalBehaviour”, Tata McGraw Hill Publishing Company Limited, New Delhi, 2003.
2. FredLuthans, “OrganisationalBehaviour,” McGraw Hill Education (Asia), 2005.
3. Steven L McShane and Mary Ann You glinow, “OrganisationalBehaviour” Tata McGraw Hill Publishing Company Limited, New Delhi, 2005.
4. Angelo Kinichi and Robert Kreitner “OrganisationalBehaviour - Concepts Skills and Practices”, Tata McGraw Hill Company. Limited, New Delhi, 2006
5. Harold Koontz Y &HenzWehrich : Management;
6. James A.F. Stoner & R. Edward Freedman : Management;
7. L.A. Allen; Management and Organisation;
8. Newman &Summer: The Process of Management;
9. Robbins SP, OrganistionalBehaviour;
10. Fiedler F.E., A Theory of Leadership Effectiveness

MARKETING MANAGEMENT

TIU-PMG-T157

L-T-P: 3-1-0

Credit: 4

Course Objectives: Marketing is a value-enhancing function that identifies opportunities, develops markets, and builds brands. The course aims to understand consumer and corporate behavior, conducting customer and competitor analysis, developing new products, branding and brand extension, pricing, designing distribution channels, and managing marketing-mix activities. This course will provide a basic understanding about marketing concepts and their application to profit oriented and non-profit oriented organizations.

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

CO1:apply the marketing conceptual frameworks, theory and techniques in various marketing contexts.

CO2:analyze the relevance of marketing concepts and theories in context of environmental changes on marketing planning, strategies and practices.

CO3:evaluate the marketing environment

CO4:demonstrate the ability to justify the marketing strategies during the marketing plan implementation.

CO5:distinguish between ethical and unethical practices in marketing management for making good decisions.

	PROGRAM OUTCOMES (PO)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO-1	1	1	2	2	2	2	2	2
CO-2	1	2	2	2	2	2	2	2
CO-3	2	2	1	2	2	2	2	1
CO-4	1	2	2	1	2	2	2	2
CO-5	2	1	2	2	2	2	2	2

Unit 1:

Introduction to Marketing ; Marketing Process and Environment, Marketing Mix (Product and Services); **Product** : Concepts and Components, Products Meaning, Characteristics, Classification of Marketing Mix, Meaning, Goods and Services, Product Mix, Product Line and Product line appraisal, Levels of Product, Product Life Cycle - Managing the product in Product Life Cycle.

Unit 2 :

Pricing : A Changing Pricing Environment, Consumer Psychology and Pricing, Setting the Price, Factors influencing pricing decision - Approaches to pricing – Price and Non-price competition, Pricing methods, Pricing strategies.

Unit 3:

Place: Importance, functions of distribution channels, Introduction to the various channels of distribution, Levels of Channel of Distribution, designing marketing channels, Introduction to Wholesaling, Retailing, Franchising, Direct Marketing, and Impact of technology and Internet on distribution.

Unit 4:

Promotion: Elements of IMC and Developing respective communication campaign, Advertising, Sales Promotion, Publicity, Personal Selling, Direct marketing and direct response methods, Event Management, E-Commerce, Corporate Communication, Public Relations – Types of PR.

Unit 5:

Consumer Behaviour: Concepts and Significance, Factors influencing Consumer buying Behaviour, The Buying Decision Process: Problem Recognition, Information search, Evaluation of Alternatives, Purchase Decision Post purchase Behavior, Buying Roles, Industrial buying process, Consumer markets Vs Industrial Market.

Reference Books

- Marketing Management By Philip Kotler
- Marketing Management Cravens By Hills – Woodruff
- Marketing – A Managerial Introduction By Gandhi
- Marketing Information System By Davis – Olsan
- Consumer Behavior By Schiffman – Kanuk
- Principles and practice of Marketing By John Frair

MANAGERIAL ECONOMICS-I
TIU-PMG-T159

L-T-P: 2-1-0

Credit: 3

Course Objectives: Managerial economics is a science that deals with the application of various economic theories, principles, concepts and techniques to business management in order to solve business and management problems. This course is aimed to gain knowledge of all the economic terms and concepts so that students can understand the scenario of usage of the various concepts of economics and know the application of various micro and macro-economic variables to solve business problems.

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

CO1: understand all the important concepts of economics which are used in making managerial decisions.

CO2: understand the mechanisms of competition and their business implications at Global level.

CO 3: match the required tools of managerial economics with the business situations.

CO 4: apply the various micro and macro-economic variables to solve business problems.

	PROGRAM OUTCOMES (PO)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO-1	1	1	2	2	2	2	2	2
CO-2	1	2	2	2	2	2	2	2
CO-3	2	2	1	2	2	2	2	1
CO-4	1	2	2	1	2	2	2	2

UNIT - I

Concepts and Techniques : Introduction to Managerial Economics - Nature and Scope - Demand - Law of Demand - Demand Function - Elasticity of Demand - Determinants of Demand - Demand Forecasting - Theory of Marginal Utility- Indifference Curve Analysis.

UNIT- II

Theory of Production - Production function - Isoquant Curves - Law of Returns - Production Function and Return to scale - Optimum combination of inputs - Cost-output relationships.

UNIT- III

Market Structure & Competition - Perfect Competition - Oligopoly - Duopoly - Monopoly and Monopolistic competition - Price output under different market structures - Pricing and Pricing objectives and methods.

UNIT - IV

The Firm in Theory and Practice : Economic Theory of Firm - The Behavioural Theory of the Firm - Managerial Theories of the Firm - Profit - Objectives of Profit - Profit maximization Vs. Wealth maximization.

UNIT - V

Business cycles - Money supply - Fiscal policy - Monetary Policy - Inflation.

Reference Books

- Dean Joel, Managerial Economics, PHI, New Delhi;
- Douglas Evan J, Managerial Economics, Theory, Practice & Problems; PHF, New Delhi;
- Mote, V.C. Samuel Paul and G.S. Gupta, Managerial Economics - Concepts & Cases, TMH;
- P. L. Mehta- Managerial Economics- Sultan Chand, New Delhi
- Varshney RL and Maheshwari KL - Managerial Economics
- D.N. Dwivedi- Managerial Economics
- Peterson - Managerial Economics - Prentice-Hall of India

Techno India University, West Bengal
Syllabus for 2-YEAR M.B.A.

2ND Semester

Course Code	Course Title	Contact Hrs. / Week			Credit
		L	T	P	
Theory					
TIU-PMG-T102	FINANCIAL MANAGEMENT	3	1	0	4
TIU-PMG-T104	OPERATIONS MANAGEMENT	2	1	0	3
TIU-PMG-T106	MANAGING PEOPLE AND PERFORMANCE IN ORGANIZATIONS	2	1	0	3
TIU-PMG-T108	MANAGERIAL ECONOMICS II	2	1	0	3
TIU-PMG-T110	LEGAL ASPECTS OF BUSINESS	2	1	0	3
TIU-PMG-T112	STRATEGIC MANAGEMENT	2	1	0	3
Sessional					
	Career Advancement Skill & Development-II	0	0	6	3
	ERP - SAP Lab	0	0	4	2
Total Credits					24

FINANCIAL MANAGEMENT
TIU-PMG-T102

L-T-P: 3-1-0

Credit: 4

Course Objectives: Financial management explores the core finance principles and theories and relates them to the practical world with the help of several pedagogical tools that help manage an organization's money. It practices create organizational value by allocating scarce resources among various business opportunities. It helps in the execution and supervision of organizational business policies. This course have been designed in such a way that the students can understand basic business financial management concepts. The students will also learn to apply tools of analysis such as valuation, risk-return relationships, financial statement analysis, capital budgeting, cost of capital, capital structure and working capital management etc. This course will make students familiar with the various types of financing available to a firm.

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

CO:1. equip the students with basic principles of Financial Management and Techniques.

CO:2. Provide an in-depth view of the process in financial management of the firm

CO:3. Develop knowledge on the allocation, management and funding of financial resources.

CO: 4. Enhancing student's ability in dealing short-term dealing with day-to-day working capital decision; and also longer-term dealing, which involves major capital investment decisions and raising long-term finance

	PROGRAM OUTCOMES (PO)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO-1	1	1	2	2	2	2	2	2
CO-2	1	2	2	2	2	2	2	2
CO-3	2	2	1	2	2	2	2	1
CO-4	1	2	2	1	2	2	2	2

Unit-I

Introduction to Financial Management : Meaning, Nature and Scope of Finance Function Objectives of Financial Management - Profit Maximisation Vs Wealth Maximisation - Role of a Finance Manager - Methods and sources of Short-term and Long-term Finance.

Unit-II

Financial Statement Analysis : Understanding Basic Financial Statements - Ratio Analysis Funds Flow Analysis - Cash Flow Analysis - BEP.

Unit-III

Investment Decisions - Cost of Capital - Computation of WACC - Capital Budgeting Process - Techniques of Capital Budgeting - Traditional and DCF Techniques of Investment Appraisal - C/B under Risk and Uncertainty.

Unit-IV

Financing Decision - Financial leverage - Operating leverage - EBIT - EPS Analysis - Capital Structure Planning - Theories of Capital Structure - Dividend policy - Models of Dividend Policy - Practice - Bonus shares - Rights Issue.

Unit-V

Working Capital Management-Concepts and Approaches of Working Capital- Determinants of Working Capital-Management of Current Assets-Cash-Receivables- Inventory.

Suggested Readings :

1. VyuptakeshSharan, "Fundamentals of Financial Management", Pearson Education (Singapore) Pte.Ltd., 2005.
2. M.Y.Khan and P.K. Jain, "Financial Management Text, Problems and Cases", Tata McGraw Hill Publishing company Limited, New Delhi, 2004.
3. I.M. Pandey, "Financial Management", Vikas Publishing House Pvt. Ltd., 9th ed., 2005
4. Prasanna Chandra, "Financial Management Theory and Practice", Tata McGraw Hill Publishing Company Limited, New Delhi, 6th ed., 2004.
5. James C. Van Horne, Financial Management and Policy
6. Prasanna Chandra, Financial Management : Theory and Practices
7. Solomon, Ezra, The Theory of Financial Management
8. I.M. Pandey, Financial Management
9. M.Y. Khan & Jain, Cases in Financial Management
10. Gittmen, Managerial Finance

OPERATIONS MANAGEMENT
TIU-PMG-T104

L-T-P: 2-1-0

Credit: 3

Course Objective:

Production/Operations Management is concerned with the production of goods and the delivery of services to meet customers' demand. The challenges facing the organizations today is to deliver high quality product/services to meet the ever changing customer demands in a timely and cost effective manner. The creation of products and services is the very reason for any organization's existence. Hence, production/operations management should be at the core of its activities as it has the primary responsibility for this act of creation.

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

CO1: understand how managers design, use, manage and improve systems and processes to create value to their customers effectively and efficiently.

CO2: learn the major concepts and tools used in the design and use of operations systems in organizations.

CO3: apply the knowledge of operation management in different activities in an organisation.

	PROGRAM OUTCOMES (PO)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO-1	1	1	2	2	2	2	2	2
CO-2	1	2	2	2	2	2	2	2
CO-3	2	2	1	2	2	2	2	1

Course contents:

Unit- I : Overview of Operations Management: Meaning, history and definition, OM as a function, services and goods production- differences and similarities, current issues in OM, Operations strategy, Competitive Priorities, Strategic Decisions in Operations, Design of Products & Services, The Product Design Process, The Service Design Process, Productivity, Single factor and Multi factor productivity, Methods for improvement of productivity.

Unit- II : Facility location, Layout and Work Study: Facilities Location Decisions: Location Factors, Multi-attribute plant location model and Multi-facility location model, Facility Layout, Basic layout types, Layout for product focused system, Layout for process ,focused system, Cellular layout, Fixed position layout, Retail service layout, Office layout.

Work Study: Objectives of method study, Method study procedure, Recording techniques, Method improvement, Purpose of work measurement, Techniques of work measurement Stop watch time study, Work sampling.

Unit-III :Aggregate Planning & Inventory Management: Aggregate Planning, Concept, Need for Aggregate Planning, Aggregate planning strategies, Types, Chase Strategies, Level Strategies, Mixed Strategies.

Inventory Management: Concept, Importance, Dependent and Independent Inventory, Costs of Inventory, Economic Order Quantity model, Quantity discount, Fixed order quantity and Fixed interval inventory systems, Reorder Point and Safety Stock, ABC analysis

Unit- IV

Quality Control and related topics: Quality Control, Concept, Dimensions, costs associated with quality, Tools of quality control, control charts for Variable and Attributes(R chart, x bar chart, p chart)

Related topics: Introduction to Supply Chain Management, JIT and Lean System, Theory of Constraints, Future challenges in POM

Suggested Texts:

1. Production and Operation Management, K. Aswathappa, Himalaya Publishing House
2. Operations & Supply Management: 12th edition. Chase R.B., Shankar R., Jacobs F.R. , Aquilano N.J., Tata McGraw Hill
3. Operations Management; 4th edition, Russell R.S. and Taylor B.W.-; PHI publication.
4. Operations Management-process and value chains, Krajewski L. J., Ritzman L. P. & Malhotra M.K., 8th edition, Pearson Education.

MANAGING PEOPLE AND PERFORMANCE IN ORGANIZATIONS
TIU-PMG-T106

L-T-P: 2-1-0

Credit: 3

Course Objective:

The objective of this course is to provide students with a better understanding of behavioural processes of individuals and groups in organizations enabling them to function more effectively in their roles as managers personally and with others. Specific learning objectives for this course are to provide a basic knowledge of important theories relating to organizational behaviour; to develop an understanding of these theories and of related ideas and concepts & critically evaluate them; and develop skills to deeply analyse human behaviour and apply the learning to organizational context. Understanding the group dynamics and Leadership in the Organization

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

CO1: understand individual and group behavior, and understand the implications of organizational behavior on the process of management

CO2: explain organizational behavioral issues in the context of organizational behavior theories, models and concepts .

CO3: practice critical thinking when presented with managerial problems and express their views and opinions on managerial issues in an articulate way .

CO4: analyze the importance of the management process and identify some of the key skills required for the contemporary management practice.

CO5: practice organizational justice at workplace.

	PROGRAM OUTCOMES (PO)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO-1	1	1	2	2	2	2	2	2
CO-2	1	2	2	2	2	2	2	2
CO-3	2	2	1	2	2	2	2	1
CO-4	1	2	2	1	2	2	2	2

Course contents:

Unit 1: Introduction to Organizational Behavior and Perception Process

Definition, Concept and Importance, Different models of OB - autocratic, custodial, supportive, collegial and SOBC, Models of OB, Nature and Importance, Relationship between management and organizational behaviour.

Unit 2 : Individual level behavioral variables – 1 (Personality, Perception)

Introduction, Personality- Definition and Determinants, Personality Traits, Personality Theories(Psychoanalytic Theory, Socio-Psychological Theory, Trait Theory,Self Theory). Perception: Nature and Importance, Perceptual Selectivity, Perceptual Organization, Social Perception.

Unit 3 : Individual level behavioral variables – (Values, Attitudes Motivation and Learning):

Introduction, Values, Attitudes, Theories of Attitude(Cognitive-Consistency Theories Functional Theories, Social Judgment Theories) Definition and Importance of Motivation, Early Theories in Motivation (Maslow's Hierarchy of Needs Theory, McGregor's Theory X and Theory Y, Herzberg's Two-Factor Theory) Contemporary Theories in Motivation(ERG Theory,McClelland's Theory of Needs, Goal-Setting Theory). Introduction, Types of Behavioural learning, Learning and its Applications in Organizations.

Unit 4 : Group level behavioral (The group):

Introduction, Concept of Groups, Stages of Group Formation and Group Process, Definition and Overview of a Team, Seventeen Characteristics of an Effective Team, Conflict Management-Traditional vis-à-vis Modern view of conflict, Constructive and Destructive conflict, Conflict Process, Levels of Conflict, Strategies for Conflict resolution.

Unit 5 : Stress management, Change management:

Concept of stress, Sources of Stress, Effect of stress, Work life balance, Concept of Change, Forces Responsible for Change, Resistance to change, Change process, Lewin's Change model, Force Field Analysis.

Prescribed Books:

1. Harold Koontz and Heinz Weihrich, Essentials of Management, Tata McGraw-Hill, 6th Edition
2. Stephen P. Robbins, Organizational Behavior, Prentice Hall of India, 9thEdition,

Suggested Readings:

1. Jit S.Chand, Organisational Behavior, Vikas Publishing House Pvt.Ltd.Saxena., Principles and Practice ofManagement

MANAGERIAL ECONOMICS II
TIU-PMG-T108

L-T-P: 2-1-0

Credit: 3

Course Objective:

Students will be able to understand and apply strategies for entering global markets, evaluate countries for international business, analyze various foreign market entry methods, comprehend international economic integration and trading blocs, and critically assess the impact of liberalization, WTO policies, foreign direct investment, and the role of multinational corporations in driving international trade.

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

CO1: critically understand the Indian economic environment, measure and analyze national income and growth.

CO2: analyze India's industrial policies, including the New Industrial Policy of 1991, evaluate the role and challenges of public and private sectors, and understand the significance and issues of SMEs.

CO3: understand and evaluate India's economic planning process, analyze the role of various economic sectors and government policies—including industrial, foreign trade, fiscal, and monetary policies.

CO4: analyze the various components and dimensions of the business environment; understand the influence of economic, cultural, social, political, technological, and legal factors on business operations.

CO5: able to understand and apply strategies for entering global markets, evaluate countries for international business, analyze various foreign market entry methods, comprehend international economic integration and trading blocs.

	PROGRAM OUTCOMES (PO)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO-1	1	1	2	2	2	2	2	2
CO-2	1	2	2	2	2	2	2	2
CO-3	2	2	1	2	2	2	2	1
CO-4	1	2	2	1	2	2	2	2
CO-5	2	2	1	2	2	2	2	1

Course contents:

Unit-1: Indian Economic Environment: Overview of Indian Economy, Recent changes in Indian Economy. Measurement of National Income: Basic Concepts, Components of GDP- Measuring GDP and GNP, Difficulties in measuring National Income, Growth Rate. Business Cycle – Features, Phases, Economic Indicators ,Inflation: Types, causes, Measurement, Kinds of Price Indices, Primary ,Secondary and Tertiary Sectors and their contribution to the Economy, SWOT Analysis of Indian Economy.

Unit-2:Industrial Policies and Structure: A critical look at Industrial Policies of India, New Industrial Policy 1991; Disinvestment in PSUs - Private Sector- Growth, Problems and Prospects, SMEs – Significance in Indian economy-problems and prospects A brief Industry Analysis: Textiles, Electronics, Automobile, FMCG, Telecom, Pharma. FDI in Retailing, Infrastructure, Pharma, Banking & Insurance

Unit-3: Economic Planning & Development : Indian Economic Systems-Economic planning with special reference to last three plans, public, private joint and cooperative sectors – Industrial Policy of the Government-Latest Industrial Policy, Foreign Trade Policy, Fiscal Policy and Tax System in India, Monetary Policy and Banks Reforms in India, Challenges of Indian Economy, Rural Development Efforts, India as one of the most prominently emerging economies of world.

Unit-4: Business Environment. Components and Significance of Business Environment, Factors effecting environment of Business, Economic factors and its Components, Cultural factors and its impact on business, Social Environment and its impact on Purchasing and Consumption, Political Stability, Sovereignty and its impact on the returns of Business, Technological and its impact on internationalizing the business activities, Legal environment and External Factors Influencing Business Environment, Dimensions of International Business Environment, Challenges.

Unit-5: Strategies for Going Global. International Economic Integration, Country Evaluation and Selection, Foreign Market Entry Method, International Business Theories, International Trading Blocks, Liberalization: Tariff & Non–tariff barriers; World Trade Organization; Recent Trends and main Drivers of international Trade, Foreign Direct Investment, Nature of International Business, Multinational Corporations, International Business Theories, Liberalization: Tariff & Non–tariff barriers; World Trade Organization; Recent Trends and main Drivers of international Trade, Foreign Direct Investment.

Text Readings:

1. Mark Hirschey ,Economics for Managers ,Cengage,2006
2. Palwar,EconomicEnvironmentofBusiness,PHI,NewDelhi,2009
3. K.Ashwathapa,A.Trehan,GlobalBusinessEnvironment,2011TataMcGrawHill
4. Francis Cherunilam, International Business Environment,2010,HimalayaPub.House
5. JustinPaul,BusinessEnvironment:Text&Cases,NewDelhi,TataMcGrawHill,2008
6. D.N.Dwivedi , Managerial Economics, Vikas Publishing House,2009.
7. Shaikh Salim, Business Environment, Pearson Education,2009
8. Parthasarthy Corporate Governance, Bizetantra

9. Sumit Khurana, Corporate Governance Dreamtech, Suggested Books
10. Sundaram & Black: International Business Environment Text and Cases, PHI, 2009
11. Avid W. Conklin, Cases in Environment of Business, Sage Response Books.2007
12. Czinkota, Ronkainen, Moffett, International Business, Cengage, 2008
13. Daniels, Globalization &Business, PHI Learning
14. Tamer Cavusgil-International Business-(Indian Reprint) Pearson
15. Mandal,SK Ethics in Business and Corporate Governance 1e2010Tata McGraw Hill

LEGAL ASPECTS OF BUSINESS
TIU-PMG-T110

L-T-P: 2-1-0

Credit: 3

The aim of this course is to instill keen understanding and appreciation of the legal aspects of business. This course will provide an understanding of legal methodology and the main principles of law relating to business transactions. The course will also demonstrate how commercial law and business practice inter relate and often influence each other in shaping modern communication and industry. In particular, key legal topics will be explained and illustrated from business perspective. The main objective to pursue this course is to make the students familiar with the concept of law and various laws relating to business, understand and discuss core legal theories; to introduce students to the laws and ethical standards that managers must abide by in the course of conducting business and to get trained in supporting theoretical solutions with arguments in a systematic manner.

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

CO1: understand the concept of law & various laws related to business understanding.

CO2: explain laws and ethical standards that managers/ business leader must abide by in the course of conducting business.

CO3: demonstrate proficiency in finding and applying legal materials and methods in solving legal problems.

CO4: analyze legal issues in a business situation and evaluate the interrelationship between regulatory requirements and strategic decision making.

	PROGRAM OUTCOMES (PO)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO-1	1	1	2	2	2	2	2	2
CO-2	1	2	2	2	2	2	2	2
CO-3	2	2	1	2	2	2	2	1
CO-4	1	2	2	1	2	2	2	2

Course contents:

Unit 1: The Contract Act, 1872

Introduction, Sources of Indian Business Law, Salient features of Indian Contract Act, 1872, Meaning of contract, Essential elements of a valid contract, Types of contract, Difference between void and voidable contract, difference between illegal and void agreement, Offer and Acceptance, Capacities of Parties to contract, Free Consent, Coercion, difference between coercion and undue

influence, misrepresentation, fraud, essential elements of fraud, difference between fraud and misrepresentation, mistake, void agreements, Discharge of contract, Special Contracts – Contingent and Quasi Contract, Contract of indemnity and guarantee.

Unit 2: Sales of Goods Act, 1930

Introduction, Contract of Sale, Sale and Agreement to sell, Essential elements of a Contract of Sale, Difference between sale and agreement to sell, classification of goods, Condition and Warranty, Difference between Condition and Warranty, Situations when condition is treated as warranty, express and implied warranties, caveat emptor, Unpaid Seller, Rights of an Unpaid seller.

Unit 3: The Consumer Protection Act, 2019

Genesis of Consumer Protection Laws Definitions, Consumer Protection Council, Redressal Machinery Under The Act – District Consumer Forum, State Commission, National Commission.

Unit 4: The Information Technology Act, 2000

Information Technology Act – Definitions, Important terms under Information Technology Legislation, Digital Signatures, Electronic Records, Certifying Authority, Digital Signature Certificate, Cyber Regulation Appellate Tribunal.

Unit 5: Companies Act, 2013

Company – Definition, Nature and Forms of Business (including One Person Company and Limited Liability Partnership), Concept of Corporate Personality, Corporate Veil, Promoters – Meaning, Position, Duties, Rights, Responsibilities and Liabilities, Formation of Companies, Memorandum of Association & Articles of Association, Doctrine of Ultra-Vires, Indoor Management.

Prescribed Books:

1. Business Laws - S.S.Gulshan, Excel Books.
2. An Introduction to Mercantile Laws -N.D.Kapoor.

STRATEGIC MANAGEMENT
TIU-PMG-T112

L-T-P: 2-1-0

Credit: 3

COURSE OBJECTIVES

The objective of this course is to enable students integrate knowledge of various functional areas and other aspects of management, required to develop strategies based on organizational perceived opportunities and threats.

COURSE OUTCOMES

After completion of the course, the students should be able to:

CO1. ANALYZE strategic macro environmental issues.

CO2. EXPLAIN industry factors, and identify its impact on profitability and strategic positioning.

CO3. ANALYZE organizational performance and SBU strategies.

CO4. IDENTIFY strategic capabilities and gaps to implement strategy at the single business unit level.

	PROGRAM OUTCOMES (PO)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO-1	1	1	2	2	2	2	2	2
CO-2	1	2	2	2	2	2	2	2
CO-3	2	2	1	2	2	2	2	1
CO-4	1	2	2	1	2	2	2	2

COURSE CONTENTS:

Unit 1: Introduction to Strategic Management and Business Policy decisions, Environmental appraisal, corporate level strategies, Business level strategies, Strategic management in Indian firms, Practices and cases

Introduction to business policy and strategy, concept of strategy. Corporate, business and functional levels of strategy. Introduction to Strategic Management, definition of strategic Management, elements of strategic management, model of strategic management processes, strategic management vs operational management. Stakeholders in business.

Hierarchy of Strategic Intent: Understanding strategic intent, concept of stretch and fit, vision, mission, business definition, business model, goals and objectives.

Unit 2: Strategy Formulation

Concept of environment, characteristics of environment, internal and external environment, environmental sectors, environmental scanning, appraising the environment, Industry analysis-Porters five forces model of competition, competition analysis and competitive edge, ETOP.

Organizational appraisal: Company internal environment, organizational appraisal, concept of value chain, value chain analysis, organizational capability factors, structuring organizational appraisal, SWOT.

Corporate Level Strategies: Concentration, integration, diversification, internationalization and cooperation, stability, retrenchment and restructuring, merger and acquisition strategies, achieving acquisition success, effective acquisition.

Business Level Strategies: Managing relationship with customers, purpose of business level strategies, foundations of business level strategies, positioning of firm in industry, business strategies for different industry conditions, cost leadership strategy, differentiation strategy. Strategic analysis and choice.

Strategic alternatives, strategic analysis, contingency strategies.

Tools and techniques for strategic analysis, GE 9 cell model, Portfolio analysis- BCG matrix, experience curve, impact matrix.

Unit 3: Implementing strategic plan

Implementing strategic plan – Role of chief executive officer and the board of directors, Role of top management – Power games – Strategic management in MNC, functional and operational implementation, corporate culture, structure and organizational values.

Unit 4: Strategic Evaluation

Operations control and Strategic control, Techniques for Strategic Evaluation and Control, Symptoms of malfunctioning of Strategy.

Unit 5: Blue Ocean Strategy

Principles of Blue Ocean strategy, Concepts of Red Ocean Strategy, Difference between Blue ocean and Red ocean strategy.

Books Recommended:-

1. Exploring Corporate Strategy, Gerry Johnson, Kevan Scholes, Richard Whittington, 2009, Pearson Ed Ltd, United Kingdom, 2nd Ed.
2. Crafting and Executing Strategy Arthur A Thompson Jr, Strickland A.J., John E. Gamble and Arun K. Jain, McGraw Hill Education Private Limited, New Delhi.
3. Strategic Management Michael Hitt, Ireland, Hoskisson, 2010, Cengage Learning, New Delhi.
4. Strategic Management – Concepts and Cases, Fred R. David, 2010, PHI Learning, New Delhi.
5. Business Policy and Strategic Management (Text and Cases), Subba Rao, P 2010.

Techno India University, West Bengal
Syllabus for 2-YEAR M.B.A.

3RD Semester

Course Code	Course Title	Contact Hrs. / Week			Credit
		L	T	P	
Theory					
TIU-PMG-T201	Business Research Method	2	1	0	3
TIU-PMG-T203	Business Taxation & Corporate Finance	2	1	0	3
TIU-PMG-T205	Strategic Management	2	1	0	3
TIU-PMG-T207	Economic Environment & Policy	2	1	0	3
TIU-PEN-T201	Career Advancement Skill & Development-II	2	1	0	3
Elective Marketing					
TIU-PMG-E201	Advertisement and sales promotion	2	0	0	2
TIU-PMG-E203	Consumer based Business Strategies	2	0	0	2
TIU-PMG-E205	Marketing Research	2	0	0	2
Elective Finance					
TIU-PMG-E213	Managing Financial Institutions	2	0	0	2
TIU-PMG-E215	Modern Investment and Portfolio Management	2	0	0	2
TIU-PMG-E217	Mergers, Acquisitions & Corporate Restructuring	2	0	0	2
Elective- Human Resource Management					
TIU-PMG-E219	Training & Development	2	0	0	2
TIU-PMG-E221	Industrial Relations	2	0	0	2
TIU-PMG-E223	Talent Management	2	0	0	2
Practical					
TIU-PEN-L201	Communication Skill and Language Lab	0	0	4	2
Sessional					
TIU-PES-S299	Entrepreneurship Skill Development – II	0	2	0	2
TIU-PMG-I299	Evaluation of Summer Internship Training	0	0	4	2
Total Credits	27				

BUSINESS RESEARCH METHOD

TIU-PMG-T201

L-T-P: 2-1-0

Credit: 3

Course Outcome (COs)

CO1	Understanding on various kinds of research, objectives of doing research, research process, research designs and sampling.
CO2	Analyze the basics of qualitative research techniques.
CO3	Analyze the measurement & scaling techniques as well as the quantitative data.
CO4	Understand the data types and hypothesis testing procedures.
CO5	Define the meaning of a variable, and to be able to identify independent, dependent, and mediating variables by using the SPSS/EXCEL.
CO6	Familiar with good practices in conducting a qualitative interview and observation.

	PROGRAM OUTCOMES (PO)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO-1	1	1	3	3	2	3	3	3
CO-2	2	1	2	3	3	3	3	2
CO-3	1	2	3	2	3	3	3	3
CO-4	1	1	3	2	2	3	3	3
CO-5	2	1	3	2	3	3	3	3
CO-6	2	3	2	2	2	3	3	2

Module 1:

Introduction to Business Research, Definitions, Nature, Scope, Concept, Significance
Research Process, Research Design

Module 2:

Exploratory Research: Focus Group, Projective Techniques, Depth Interview, Observation,
Case Study Method, Secondary Data Collection and Analysis
Problem Discovery ~ Problem Definition, Hypothesis Formulation
Causal Research, Experimental Designs

Module 3:

Questionnaire Construction

Measurement, Basic Scales, Validity Analysis, Reliability Analysis

Sampling

Module 4:

Field work, Non-sampling Errors, how to overcome them, Data Preparation and Preliminary Analysis

Introduction to Multivariate Analysis

Factor Analysis, Regression Analysis, Cluster Analysis

Reporting and Concluding Integration

Books Recommended:-

1. Business Research Methods - Donald Cooper & Pamela Schindler, TMGH, 9th edition.
2. Business Research Methods – Alan Bryman & Emma Bell, Oxford University Press.
3. Research Methodology - C.R. Kothari

BUSINESS TAXATION & CORPORATE FINANCE

TIU-PMG-T203

L-T-P: 2-1-0

Credit: 3

Course Outcome (COs)

CO1	Evaluate firm and project cost of capital and demonstrate its application to financial decision-making..
CO2	To determine the residential status of an assessee and scope of total income
CO3	To compute income under various heads namely income from salaries, house property, business/ profession, capital gains and income from other sources..
CO4	To examine core corporate finance issues that affect firm value
CO5	Analyse the relationship between strategic decision making and corporate financing decisions
CO6	Understand basic concepts of indirect taxes and its implication on individuals and business with regard to taxation

	PROGRAM OUTCOMES (PO)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO-1	1	2	3	3	3	3	2	3
CO-2	2	1	3	3	3	3	2	3
CO-3	2	1	3	3	3	3	2	3
CO-4	1	2	3	2	3	2	3	3
CO-5	1	1	2	3	3	2	2	3
CO-6	1	2	3	3	3	2	2	3

Module 1: Income Tax

Introduction: Cannons of Taxation, Assessee, Income, Previous Year, Assessment Year, Residential Status & Tax Incidence, Income Exempted from Tax.

Computation of Taxable Income of Individual, HUF, Firm & Corporate: Income from Salaries, Income from House Property, Profits & Gains from Business & Profession, Income from Other Sources

Deduction from Gross Total Income : 80CCC,80D,80DDB,80E,80G,80GG,80GGA,80C,80U

Set off & Carry Forward of losses: Inter Sources and Inter Head Adjustment.

Module 2: Indirect Tax

Central Sales Tax: Basic Concepts Only

Custom Acts & Valuation: Basic Concepts Only

Central Excise Act, 1944: Basic Concepts Only

Value Added Tax

Module 3: Corporate Finance

Introduction to Corporate Finance

Capital Budgeting and Risk: NPV as Investment Decision Criteria, Sensitivity Analysis, Monte Carlo Simulation, Real Options and Decision Trees

Economic Value Added, Agency Problem

The Financing Decision: Financing Process, Financing Mix Tradeoffs and Theory, Optimal Financing Mix, Financing Mix and Choices.

Book Recommended:

- Corporate Tax Planning & Business Tax Procedures (Direct Taxes Planning and Management) by Dr. Vinod Kumar Singhania & Dr. Monica Singhania, Taxmann Publication

STRATEGIC MANAGEMENT

TIU-PMG-T205

L-T-P: 2-1-0

Credit: 3

Course Outcome (COs)

CO1	Understand the importance of the concept of strategic management and strategic intent in the organization. .
CO2	Appraise the organizational environment to formulate the various strategies for the organization. .
CO3	Differentiate and list various label strategy and choose the best strategy for the organization by executing the effective strategy analysis and choice tool.
CO4	Judge various strategy implementation issues and formulate the functional and operational strategies, plans and policies for the organization .
CO5	To gain knowledge about business environment and its analysis
CO6	Design and execute appropriate strategic and operational evaluation and control techniques to get effective result in the organization.

	PROGRAM OUTCOMES (PO)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO-1	1	2	2	3	2	2	3	2
CO-2	2	2	3	2	2	2	2	2
CO-3	2	3	2	2	3	2	2	3
CO-4	1	2	3	2	2	2	3	2
CO-5	2	2	2	3	2	2	2	2
CO-6	2	2	2	2	2	3	2	2

Module 1:

Strategy and the Quest for Competitive Advantage: Military origins of strategy – Evolution - Concept and Characteristics of strategic management – Defining strategy – Mintzerbg's 5Ps of strategy – Corporate, Business and Functional Levels of strategy - Strategic Management Process.

Strategic Intent & Strategy Formulation: Vision, mission and purpose – Business definition, objectives and goals – Stakeholders in business and their roles in strategic management - Corporate Social Responsibility, Ethical and Social Considerations in Strategy Development.

Strategic analysis: Analyzing Company's Resources and Competitive Position – 30Organizational Capability Profile – Strategic Advantage Profile – Core Competence - Distinctive competitiveness.

Module 2:

Analyzing Company's External Environment: Environmental appraisal – Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP) – Industry Analysis - Porter's Five Forces Model of competition.

Corporate Portfolio Analysis: Business Portfolio Analysis - Synergy and Dysynergy - BCG Matrix – GE 9 Cell Model - Concept of Stretch, Leverage and fit

Generic Competitive Strategies: Low cost, Differentiation, Focus.

Module 3:

Grand Strategies: Stability, Growth (Diversification Strategies, VerticalIntegration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment, Outsourcing Strategies.

Tailoring strategy to fit specific industry – Life Cycle Analysis - Emerging, Growing, Mature& Declining Industries.

New Business Models and strategies for Internet Economy: Shaping characteristics of E-Commerce environment – E-Commerce Business Model and Strategies – Internet Strategies for Traditional Business – Key success factors in E-Commerce – Virtual Value Chain.

Module 4:

Strategy implementation - Project implementation – Procedural implementation – Resource Allocation – Organization Structure – Matching structure and strategy.

Behavioural issues in implementation – Corporate culture – Mc Kinsey's 7sFramework - Concepts of Learning Organization

Functional issues – Functional plans and policies – Financial, Marketing, Operations, Personnel, IT.

Module 5:

Strategy Evaluation – Operations Control and Strategic Control - Symptoms of malfunctioning of strategy — Balanced Scorecard.

Cases in strategic management: A minimum of 5 cases encompassing the above topics to be analyzed and discussed in the class.

Books Recommended:-

1. A A Thompson Jr., A J Strickland III, J E Gamble, Crafting & Executing Strategy – The Quest for Competitive Advantage, Tata McGraw Hill, 4th ed., 2005.
2. Ranjan Das, Crafting the Strategy: Concepts and Cases in Strategic Management, Tata McGraw Hill, 2004.
3. Henry, Mintzberg, Bruce, Ahlstrand and Joseph, Lampel (1998). Strategy Safari. 31Free Press, New York.
4. Gary, Hamel and Prahalad, C. K. (1999). Competing for the Future.HBS Press.
5. Ed. C.A. Montgomery, M.E. Porter, Strategy – Seeking and Securing Competitive Advantage, Harvard Business Review Publications, 1991.
6. Peter F. Drucker, Managing in a Time of Great Change, Truman Talley Books / Plume Penguin Group, 1998.

ECONOMIC ENVIRONMENT & POLICY

TIU-PMG-T207

L-T-P: 2-1-0

Credit: 3

Course Outcome (COs)

CO1	Identify and evaluate the complexities of business environment and their impact on the business.
CO2	Analyze the relationships between Government and business and understand the political, economic, legal and social policies of the country.
CO3	Analyze current economic conditions in developing emerging markets, and evaluate present and future opportunities.
CO4	Gain knowledge about the operation of different institutions in international business environment.

	PROGRAM OUTCOMES (PO)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO-1	2	2	3	3	3	2	3	3
CO-2	2	2	3	3	3	2	3	3
CO-3	2	2	3	3	2	1	3	3
CO-4	1	2	3	3	3	2	3	3

Module 1:

Environment of Business – Micro & Macro Environment of a Firm, Different Environmental factors, Interface of Market & Non-Market factors

Economic System – Capitalism, Socialism, Mixed Economy, Mixed Economy in India.

Module 2:

Government and Business - Role of Govt – Market System, Fiscal & Monetary Policy, Industrial Policy (1948,1956,1970,1991), Industrial Licensing, MRTP Act (1967) and its Amendments.- Liberalisation of Indian Economy.

Economic Planning in India – Features and Objectives, Planning Commission, Review of Five Year Plans, State Planning

Module 3:

International Economic Linkage – GATT, WTO, EXIM Policy – Impact on Indian Foreign Trade

Parallel Economy in India – Meaning, Magnitude and Consequences, Causes and Remedies, Govt. measures

Module 4:

Labour Scenario – Employment Policy, Structure of employment, Changing dimension of unemployment and employment

Social Responsibility of Business - Welfare, Health & Hygiene, Area development, Sports.

Industry and Natural Environment - Impact on Environment, Environment Policy, Green Industry.

Books

- Environmental Economics - Theory, Management & Policy by M L Jhingan, Vrinda Publications
- Macroeconomics : Economic Growth, Fluctuations, and Policy by Robert E Hall, Viva Books Pvt Ltd
- Environmental Economics and Management : Theory, Policy and Applications By Scott Callan, Janet Thomas , South Western Educational Publishing

MARKETING ELECTIVE – I
ADVERTISING & SALES PROMOTION MANAGEMENT

TIU-PMG-E201

L-T-P: 2-0-0

Credit: 2

Course Outcome (COs)

CO1. Understand the concept of creativity in depth with growing importance of creativity in Ads today.
CO2. Comprehend an overview on integrated marketing communications focusing on advertising and sales promotion
CO3. Familiarize the student with the role of advertising in the context of promoting products and services.
CO4. : Identify and make decisions regarding the most feasible advertising appeal

	PROGRAM OUTCOMES (PO)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO-1	1	2	1	2	2	2	2	1
CO-2	1	2	2	2	2	2	2	1
CO-3	1	1	2	2	2	2	2	1
CO-4	1	1	2	2	2	2	2	1

Module 1:

- Communication Process - Communication models for rural communication and urban communication.
- Advertising - Organizational structure of advertising agency and its functions. Evaluation of agency functioning.
- Advertising objectives with specific reference to DAGMAR, Brand objectives and consumer attitudes and market structures.

Module 2:

- Brand position and brand image strategy development.
- Persuasion and attitudinal change through appropriate copy development.

- Copy decision - creation and production of copy.

Module 3:

- Advertising budget.
- Media planning and media research.
- Measuring the effectiveness of advertising campaign.
- Public relations.

Module 4:

- Planning and designing sales promotion programme with specific reference to sales contest, trade-in discount, coupons etc.
- The Message, the Target and the Media
- Cultural and Ethical Concerns in Advertising

Readings :

- Arens W.F.: Contemporary Advertising; TMH
- Belch G.E. & Belch M.A: Advertising & Promotion; TMH
- Clow K.E., Baack D.: Integrated Advertising, Promotion & Marketing Communications; Pearson
- O'Guinn T. C., Allen C.T.: Advertising and Integrated Brand Promotion; South Western
- Ogilvy David: Ogilvy on Advertising; Pan Books
- Percy: Strategic Advertising Mgmt; OUP
- Shimp T.A.: Advertising & Promotion; South Western
- WellsW., Brunett J.&MoriartyS.: Advertising; Pearson
- Wright J. S, Winter W. L. & Zeigler S K: Advertising; TMH

MARKETING ELECTIVE – II

CONSUMER BASED BUSINESS STRATEGIES

TIU-PMG-E203

L-T-P: 2-0-0

Credit: 2

Course Outcome (COs)

CO1: Demonstrate how knowledge of consumer behavior may be applied to marketing.
CO2: Determine and describe the factors that impact customer behavior.
CO3: Link internal dynamics like personality, perception, learning motivation, and attitude to customer decisions
CO4: As part of a group, write an effective research report on consumer behavior concerns in a specific scenario.

	PROGRAM OUTCOMES (PO)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO-1	1	2	1	2	2	2	2	1
CO-2	1	2	2	2	2	2	2	2
CO-3	1	2	2	2	2	2	2	2
CO-4	1	2	2	1	2	2	2	2

Module 1: Introduction

Consumer Behaviour - An Introduction & Key Foundations

Module 2: Consumer Decision Process

Determinants of Buyer Behaviour and Framework of Buyer Behaviour; Overview of the Stages in the choice process, factors affecting each stage, and need recognition.

Information Gathering & Evaluation: Perceptual Mapping & Positioning: Value perception; Information Search, Defining criterion for choice, mapping perceptions and value perceptions of consumers. Evaluation rules used by consumers. Mapping attributes, comparison of brands, positioning options, product and promotions related strategies. Perceived value components, generating attribute lists, mapping methods.

Consumer Expectations & Perceptions: Satisfaction & Value Post-purchase Processes, Measuring satisfaction and value, Value/Satisfaction delivery process and programs. Satisfaction and retention. Quality and satisfaction

Module 3: Individual Determinants of Buyer Behaviour and Internal Processes

Self Concept, Needs & Brand Choice Need recognition process, gaps in selfimage and ideal image, why certain attributes are used for evaluating brands, importance of attributes and need strength, identifying need areas. VALS and grouping consumers. Segmentation, targeting and positioning based on self and brand images.

Consumer Personality and Consumer Motivation; Need identification and classification. Use of personality, purchase pattern to understand needs and segment markets.

Learning, Memory, Communication Applications and Behaviour Modification; Different learning methods used by consumers and marketers' use of same. Learning strength, generalization and discrimination, schema formation and change, positioning and repositioning. Communication objectives and techniques, hierarchy of communication effects.

Module 4: Consumer Attitudes and Buying Behaviour

Formation, Measurement and Modification of Consumer Attitudes; Concept of attitude, measurement methods, data analysis and identification of problem areas. Attitude change methods. Market opportunity and promotional activities to assess markets and change attitudes towards products and brands.

Situational Determinants of Buyer Behaviour; Temporal, social, physical, task, purchase, usage, disposition and other antecedent states.

Books

- Assael, H.: Consumer Behaviour & Marketing Action; South-Western
- Blackwell, R.D., Miniard, P.W. & Engel, J.F.: Consumer Behaviour; South-Western
- Hawkins, D.I., Best, R.J., Koney, K.A. & Mookerjee, A.: TMH
- Kumar: Conceptual issues in Consumer Behaviors; Pearson Education
- Loudon & Bitta, Della: Consumer Behaviour; TMH
- Shiffman & Kanuk: Consumer Behaviour; Pearson Education
- Solomon, M. R., Consumer Behaviour, Pearson Education

MARKETING ELECTIVE – III**MARKETING RESEARCH****TIU-PMG-E205****L-T-P: 2-0-0****Credit: 2****Course Outcome (COs)**

CO1: Understanding the nature and scope of marketing research
CO2: Compare and contrast between different types of research designs and learn their applications
CO3: Learn different methods of data collection and Interpretation of Data so collected.
CO4: Develop an understanding of sampling designs, its methods and their application
CO5: Applying marketing Research in deciding marketing mix accordingly write a report

	PROGRAM OUTCOMES (PO)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO-1	1	1	2	2	2	2	2	2
CO-2	1	1	2	2	2	2	2	2
CO-3	1	1	2	2	2	2	2	2
CO-4	1	1	2	2	2	2	2	2
CO-5	1	1	2	2	2	2	2	2

Module1:

- Introduction: A Decision Making Perspective of Marketing Research
- An Overview of the Marketing Research
- Problem Identification
- Methodology

Module 2:

- Qualitative Research

- Factor Analysis
- Multi-Dimensional Scaling
- Pre-processor to MDS

Module3:

- Conjoint Analysis
- Discriminant Analysis
- Cluster Analysis
- Segmenting and Positioning

Module 4:

- New Product Development
- Pricing Research
- Media Research
- Strategy Formulation

Module 5:

- Brand Value
- Selling the Idea of MR

Books

- P.Green& D. Tull& G Albaum: Research for Marketing Decisions; PHI.
- Boyd & Westfall: Marketing Research: Text & Cases; All India Traveller Bookseller
- Luck and Rubin: Marketing Research; PHI
- D.R. Cooper &P.S.Schindler : Marketing Research; TMH
- Naresh K Malhotra: Marketing Research; Pearson
- G C Beri: Marketing Research; Tata McGraw Hill.
- M.J. Schmidt &S.Hollensen: Marketing Research; Pearson
- Aaker & Day: Marketing Research; Wiley
- G.Churchill& D. Iacobucci ; Marketing Research, South Western
- S.Easwaran&S.Singh: Marketing Research; Oxford

FINANCE ELECTIVE – I
MANAGING FINANCIAL INSTITUTIONS

TIU-PMG-E213

L-T-P: 2-0-0

Credit: 2

Course Outcome (COs)

CO1 : Explain the structure, functions, and roles of various financial institutions within the global economy.
CO2: Evaluate the performance of different types of financial institutions using key financial indicators and metrics.
CO3: Identify and assess the main types of risks (e.g., interest rate risk, credit risk, liquidity risk) that financial institutions face, and apply appropriate risk management techniques.
CO4: Analyze the impact of regulatory frameworks and compliance requirements on the operations and management of financial institutions.
CO5: Apply strategic management principles to address challenges and opportunities in the financial services industry.

	PROGRAM OUTCOMES (PO)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO-1	1	1	2	2	2	1	2	2
CO-2	1	1	2	2	2	1	2	2

CO-3	1	1	2	2	2	1	2	2
CO-4	1	1	2	2	2	1	1	2
CO-5	1	1	2	2	2	1	2	2

Module 1:

Financial Institutions and Economic Development: Nature and Role of Financial System: Financial System and Financial Markets, Efficiency, Stability, Technology, Government Intervention in the Financial System.

Central Banking and Monetary Policy: Central Banking Functions, Money Creation: Process and control, Monetary Policy. [Will also cover an overview of Money, Prices, Exchange Rates, and Interest Rates: Monetary Expansion, Interest Rates and Exchange Rates, Monetary Expansion and Prices, Real and Nominal Values, Inflation and Interest Rates, Inflation and Exchanges Rates. The Indian Financial System: Introduction, The Pre 1951 Period, The Post 1951 period, The Indian Financial System: The Emerging Horizon]

Money, Prices, Exchange Rates and Interest Rates: Monetary Expansion, Interest Rates and Exchange Rates, Monetary Expansion and Prices, Real and Nominal Values, Inflation and Interest Rates.

The Indian Financial System: Introduction, The Pre 1951 period, The Post 1951 period. The Indian Financial System: The Emerging Horizon.

Module 2:

Commercial Banks

Evolution of Modern Commercial Banks: Evolution of Bank Assets, Liabilities and Activities, Banking Structure, Matching Revenues and Costs of Commercial Banks, Recovery of Advances and Documentation.

Capital Adequacy, Accounting Policies and related matters, Directed Investments and Credit Programs and Interest Rates, Methods and Procedures in Banks, Regulation and Supervision of the Financial Sector, Treasury and Risk Management in Banks, Marketing of Bank Services, Relationship Banking and Innovations.

Module 3:

International Banking: Off-Shore Banking, Multinational Banking, Banking Consolidation.

Finance Companies: The Evolution of Finance Companies, The Present Status and Micro Finance and its importance in Rural Economy.

Insurance Companies: Economics of Insurance, the Insurance Industry and its Regulation, LIC and GIC.

Module 4:

Development Banks/Finance Institutions: Concept, Role of DFIs, Sources of Funds, DFI in India, Recent Trends.

Current Developments: e-Banking.

Books Recommended

Financial Marketing and Insitution By L M Bhole, TMH Publication

FINANCE ELECTIVE – II
MODERN INVESTMENT & PORTFOLIO MANAGEMENT

TIU-PMG-E215

L-T-P: 2-0-0

Credit: 2

Course Outcome (COs)

CO1: Understand and explain core investment concepts, including risk-return trade-off, diversification, and asset allocation.
CO2: Employ analytical tools and techniques to value financial securities such as stocks, bonds, and derivatives.
CO3: Apply modern portfolio theory to construct and manage investment portfolios that align with specific financial objectives and risk tolerances.
CO4: Evaluate portfolio performance using appropriate metrics and adjust strategies in response to changing market conditions.
CO5: Analyze the implications of behavioral finance on investment decisions and portfolio management

	PROGRAM OUTCOMES (PO)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO-1	1	1	2	2	1	1	2	2
CO-2	1	1	2	2	1	1	2	2
CO-3	1	1	2	2	1	1	2	2
CO-4	1	1	2	2	1	1	2	2
CO-5	1	1	2	2	1	1	2	2

Module 1:

Investment Scenario – Concept of investment – investment objectives and constraints – security and non-security forms of investment (including investing in Life Insurance Schemes, small savings schemes and bank deposits, real assets and real estate investment).

Source of Financial Information - sources of Economic Data – sources of market data sources of company data sources of international economic data.

Securities Markets - Markets and their functions – methods of raising capital book building development of stock market in India – Dematerialisation of shares – listing of securities – membership of stock exchange trading and settlement procedure stock market indices – regulation of securities markets.

Risk and Return : Total risk and its factors – concept and components of total risk security returns : measuring historical and ex-ante (expected) Returns – Systematic and Unsystematic risk – qualifying portfolio risk and return – benefits of diversification – characteristic regression line – capital assets pricing model.

Module 2:

Valuation of Fixed Income Investments - The strategic role of bonds – bond returns and prices systematic and unsystematic risk involved in Fixed income securities – present value model and bond valuation – valuation of tax – sheltered investments – hedging for duration shifts – convexity – bond price volatility – term structure of interest rates, warrants – convertible securities – valuation of convertible bonds.

Valuation of Equity Shares - Discount models – the dividend discount model, h Model, operating cash flow, free cash flow model, beta for levered and un-levered firm relative valuation techniques EPS, P/E, P/CR, P/BV and P/S. Dividend Capitalisation models – earnings capitalization models – other models.

Module 3:

Economic Analysis – Economic forecasting and stock investment decision – forecasting techniques.

Industry Analysis - The economy and the industry analysis – key characteristics in an industry analysis – industry life cycle structural analysis techniques for evaluating relevant industry factors – sources of information for industry analysis.

Company analysis – sources of information – analysis of financial statements – impact of changes in accounting policies – sizing up the present situation and prospects – management evaluation – forecasting earnings.

Technical Analysis (should be delivered with suitable software like metastock) – theory of technical analysis – dow theory – bar charts point and figure charts – contrary opinion theories – relative strength analysis, moving average analysis – MACD, oscillator, Elliot wave theory evaluation of technical analysis.

Module 4:

Efficient Market Theory - Fundamental and technical analysis – random walk – efficient market hypotheses – weak, semi strong and strong forms of efficiency – empirical test of EMH in the Indian context.

Introduction to portfolio management : the investment process – definition of investments – investment categories, defining investment objectives – risk and investor preferences – investment constraints – investment goals and constraints for institutional investor.

Asset Allocation – process, types of asset allocation, management style, different approaches to allocation decision, and overview of allocation techniques.

Module 5:

Capital Market Theory : The capital asset pricing model, security market line, applications of the security market line , ex-post and ex-ante SMLs – non standard forms of CAPMK – zero – beta CAPM – Tax adjusted CAPM – empirical evidence of Capital Asset Pricing Model – Arbitrage Pricing Theory.

Portfolio Analysis : Diversification, portfolio risk and return – single index model – the sharpe index model – portfolio beta – generating the efficient frontier

Portfolio Selection : Markowitz Risk – return Optimization, concept of utility, sharpe optimization model – other portfolio selection models – geometric mean model, safety first model and stochastic dominance model.

Bond Portfolio Management Strategies : Passive strategy – duration shift and immunization – semi active strategy – active strategies.

Module 6:

Equity Portfolio Management Strategies : Efficient Market Hypothesis – passive vs active management strategies – types of passive portfolios : index funds – customized funds – factor / style funds – styles of active management – active management strategies – top down – bottom – up – combining active and passive – active / core portfolios – active / completeness fund portfolios.

Managed Portfolios and Performance Measurement : Classification of managed portfolios and typical examples – advantages of managed portfolios – management performance evaluation – methods for calculating rate of return : Money weighted rate of return – time weighted rate of return – linked internal rate of return – buying the index approach – components of investment performance – market timing issues in risk adjusted performance measures – sharpe's – treynor's = jensen's performance measure for portfolios.

Portfolio Management Schemes : Types of portfolio Management Schemes – features of portfolio management schemes – SEBI Guidelines on portfolio management.

Books Recommended

- Investment Analysis and portfolio Management by P Chandra, McGraw Hill Education (India) Private

FINANCE ELECTIVE – III

MERGERS, ACQUISITIONS & CORPORATE RESTRUCTURING

TIU-PMG-E217

L-T-P: 2-0-0

Credit: 2

Course Outcome (COs)

CO1: Understand the fundamental concepts, types, and strategic importance of mergers, acquisitions, and corporate restructuring.
CO2: Analyze the legal, regulatory, and procedural framework governing M&A activities, including due diligence and compliance requirements.
CO3: Evaluate the financial aspects of mergers and acquisitions, including valuation techniques, deal structuring, and post-merger integration.
CO4: Assess the strategic rationale behind corporate restructuring decisions such as spin-offs, divestitures, leveraged buyouts (LBOs), and joint ventures.
CO5: Critically examine real-life case studies of domestic and international M&A deals to identify key success factors and pitfalls.
CO6: Apply strategic and financial tools to simulate M&A decisions and corporate restructuring scenarios to enhance shareholder value.

	PROGRAM OUTCOMES (PO)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO-1	1	1	2	2	2	2	2	2
CO-2	1	1	2	2	2	2	1	2
CO-3	1	1	2	2	2	2	2	2
CO-4	1	1	2	2	2	2	2	2
CO-5	1	1	2	2	2	2	2	2
CO-6	1	1	2	2	2	2	2	2

Module 1:

Introduction: Definition, Forms of Corporate Restructuring

Mergers and Acquisitions as a Growth Strategy: Ansoff's Product Market Matrix, Classes of Growth Opportunities and M&A

Module 2:

Mergers & Acquisitions Motives & Synergies: Friedrich Trautwein's Merger Motive Model, Monopoly Theory, Efficiency Theory, Valuation Theory, Raider Theory, Empire Building Theory.

Takeover and Defence Tactics: Friendly versus Hostile Takeovers, Successful Takeover Tactics in India, Defence Tactics – Crown Jewels, Blank Cheque, Shark Repellents, Golden Parachute, Buy- Back etc

Module 3:

Legal Aspects of M&A :Companies Acts, SEBI Regulations 1998, SEBI Regulations 1997, SEBI Guidelines 2003, Tax Aspects of M&A,

Funding of Acquisitions : Methods of Effecting payment of Consideration, Sources of Funds, Cross Border Acquisitions by Indian Companies.

Module 4:

Cases: Acquisition of Corus by Tata Steel, Merger of ICICI with ICICI Bank, Demerger of Tower Business of RCOM and RTL into RTIL.

Books Recommended

- Principles of Corporate Finance by Briley Myers & Allen, McGraw Hill Education (India) Private
- Mergers, Acquisitions & Corporate Restructuring in India by Godbole Prasad G, Vikas Publication

HUMAN RESOURCE MANAGEMENT ELECTIVES -I
TRAINING & DEVELOPMENT

TIU-PMG-E219

L-T-P: 2-0-0

Credit: 2

Course Outcome (COs)

CO1: Identify training and development needs within an organization through job analysis, appraisal schemes and regular consultation with business managers and human resources departments
CO2: Design, expand and manager training and development programmes based on the needs of the organization and the individual
CO3: Create and/or deliver a range of training using face-to-face, digital and blended learning options
CO4: Produce training materials for in-house courses
CO5: Plan and assess the 'return on investment' of any training or development programme, considering the costs of planned programmes and keeping within budgets

	PROGRAM OUTCOMES (PO)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO-1	1	2	2	3	3	2	3	2
CO-2	2	1	2	2	3	3	2	2
CO-3	2	2	1	2	2	3	2	1
CO-4	2	2	2	1	3	2	2	2
CO-5	1	1	2	2	2	2	3	2

Module 1:

Introduction To Training Concept: Definition, Meaning, Need For Training, Importance Of Training, Objectives Of Training, Concepts Of Education, Training And Development, Overview Of Training Functions, Types Of Training

Process Of Training: Steps In Training, Identification Of Job Competencies, Criteria For Identifying Training Needs (Person Analysis, Task Analysis, Organization Analysis), Assessment Of Training Needs, Methods And Process Of Needs Assessment.

Module 2:

Designing And Implementing A Training Program: Trainer Identification, Methods And Techniques Of Training, Designing A Training Module (Cross Cultural, Leadership, Training The Trainer, Change), Management Development Program, Budgeting Of Training.

Evaluation Of Training Program: Kirkpatrick Model Of Evaluation, CIRO Model, Cost-Benefit Analysis, ROI Of Training.

Module 3:

Learning: Principles Of Learning, Theories Of Learning, Reinforcement Theory, Social Learning Theory, Andragogy, Resistance To Training.

Technology In Training: CBT, Multimedia Training, E-Learning/Online Learning, Distance Learning.

Books Recommended:-

1. Employee Training And Development - Raymond Noe
2. Every Trainers Handbook- Devendra Agochia
3. 360 Degree Feedback, Competency Mapping And Assessment Centre- Radha Sharma
4. Training And Development- S.K. Bhatia
5. HRM-Biswajeet Pattanayak

HUMAN RESOURCE MANAGEMENT ELECTIVES -II

INDUSTRIAL RELATIONS

TIU-PMG-E221

L-T-P: 2-0-0

Credit: 2

Course Outcome (COs)

CO1: Understand the concept of Industrial-Organizational Psychology.
CO2: Apply Industrial Psychology to select, develop, and manage employees
CO3: Comprehend how the theory and research are applied to work settings
CO4: Create a stress-free environment at the workplace.

	PROGRAM OUTCOMES (PO)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO-1	1	2	3	3	3	2	1	2
CO-2	2	2	2	3	3	2	1	2
CO-3	1	1	2	2	3	2	1	2
CO-4	2	1	2	3	3	2	1	2

Module 1:

Industrial Relation :-Origin, Definition, Scope, Determinant, Socio-Economic, Technical, Political factors affecting IR in changing Environment, Approaches to the study of IR – Psychological, Human Relation, Socio,Gandhinian approach &It's Effect on Management
Trade Union: - Function of Trade Union, Types & structure of Trade Union, Impact of globalization on Trade union movement.

Module 2

Industrial Dispute-Meaning, Causes.

Industrial Relation Machinery to solve Industrial Dispute: - Negotiation, Mediator. Arbitration- Work Committees, Conciliation, Board of Conciliation, Court of enquiry, Labour Court, Industrial Tribunal, National Tribunal, Role of Judiciary & its impact on industrial relation.

Module 3

Collective Bargaining-Meaning, Characteristics, Need, Importance, Essential Conditions for Success of Collective Bargaining, Process of Collective Bargaining, Causes for Failure of Collective Bargaining, Options in Case of Collective Bargaining.

Workers Participation in Management-Concept, Pre-Requisites, Levels Of Participation, Benefits of Participation.

Module 4

Impact of Globalization & Information Technology on IR.

Role of Human Resource Development in Developing Industrial Relation- Industrial Relation Democracy, Industrial peace.

Salient features of Industrial Employment (Standing order) Act 1946.

Books Recommended:-

1. Dynamic Personnel Administration - Prof. M.N.Rudrabasavraj.
2. Personnel Management and Industrial Relations –P.C.Shejwalkar and S.B.Malegaonkar
3. Labour Management Relations in India – K.M.Subramanian
4. Trade Unionism. Myth and Reality, New Delhi, Oxford University Press, 1982.Mamkoottam
5. Management of Industrial Relations – Pramod Verma
6. Elements Of Mercantile Law- N.D.Kapoor

HUMAN RESOURCE MANAGEMENT ELECTIVES -III

TALENT MANAGEMENT

TIU-PMG-E223

L-T-P: 2-0-0

Credit: 2

Course Outcome (COs)

CO1: Integrated perspective on role of HRM in modern business. Ability to plan human resources and implement techniques of job design.
CO2: Competency to recruit, train, and appraise the performance of employees.
CO3: Rational design of compensation and salary administration.
CO4: Ability to handle employee issues and evaluate the new trends in HRM.

	PROGRAM OUTCOMES (PO)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO-1	1	2	1	2	2	3	2	1
CO-2	1	2	2	2	2	3	2	2
CO-3	1	1	2	2	2	2	1	2
CO-4	2	2	2	1	2	2	2	2

Module 1:

Macro Level manpower Planning and Labour market Analysis - Organisational Human Resource Planning -- Stock Taking -- Work Force Flow mapping -- Age and Grade Distribution mapping.

Module 2:

Models and Techniques of manpower demand and supply forecasting-- Behavioural Factors in HRD -- Wastage Analysis ñ Retention -- Redeployment and Exit Strategies.

Module 3:

Career Management, Career Planning and Career Development. Module IV: Performance Planning -- Potentials Appraisal -- HRD Climate.

Module 4:

Human Resource Information System -- Human Resource Accounting.

Suggested Readings:

1. Strategic HRM by Mabey and Salama
2. Development Human Resources by Mabey and Thompson
3. Human Resource Information System: Development and Application by Kavanagh M.J.

Techno India University, West Bengal
Syllabus for 2-YEAR M.B.A.

4TH Semester

Course Code	Course Title	Contact Hrs. / Week			Credit
		L	T	P	
Theory					
TIU-PMG-T202	Management Accounting	2	1	0	3
TIU-PMG-T204	Project Management	2	1	0	3
TIU-PMG-T206	E-Business	2	0	0	2
TIU-PEN-T200	Career Advancement Skill & Development	2	1	0	3
Elective Marketing					
TIU-PMG-E202	International Marketing	2	0	0	2
TIU-PMG-E204	Sales and Distribution Management	2	0	0	2
TIU-PMG-E206	Services Marketing	2	0	0	2
Elective Finance					
TIU-PMG-E208	International Finance	2	0	0	2
TIU-PMG-E210	Management of Financial derivatives	2	0	0	2
TIU-PMG-E212	Management of Financial Services	2	0	0	2
Elective- Human Resource Management					
TIU-PMG-E214	Strategic HRM	2	0	0	2
TIU-PMG-E216	Organization Theory and Design	2	0	0	2
TIU-PMG-E218	Organizational Change and Development	2	0	0	2
Practical					
TIU-PMG-P298	Project Work	0	0	4	4
Sessional					
TIU-PES-S298	Entrepreneurship Skill Development	0	2	0	2
TIU-PMG-S298	Seminar and Grand Viva	0	4	0	4
Total Credits	27				

MANAGEMENT ACCOUNTING

TIU-PMG-T202

L-T-P: 2-1-0

Credit: 3

Course Outcome (COs)

CO1: Explain the fundamental concepts and objectives of management accounting and its role in decision-making.
CO2: Prepare budgets and evaluate budgetary control systems for planning and control purposes.
CO3: Compute and interpret cost data for decision-making using techniques like marginal costing and standard costing
CO4: Assess the impact of managerial decisions on financial performance through variance analysis and break-even analysis.
CO5: Develop strategies for effective financial planning and control in business operations.

	PROGRAM OUTCOMES (PO)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO-1	1	1	3	3	2	2	3	2
CO-2	1	2	2	3	2	2	2	2
CO-3	1	1	2	2	3	2	2	2
CO-4	2	2	2	2	3	2	2	2
CO-5	2	1	3	2	2	1	3	3

Module 1:

Introduction to Cost and Management Accounting

Treatment of Overheads

Unit Costing (Cost Sheet)

Module 2:

Joint Product, By Products and Contract Costing

Process Costing

Maintenance of Cost Records, Cost Finance Reconciliation

Module 3:

Absorption Costing, Marginal Costing, Cost Volume Profit Analysis and Decision Making

Relevant Cost and Differential Cost

Budgetary Controls

Standard Costing

Module 4

Inventory Management and Cost Audit (An Overview)

Activity Based Costing

Application of Costing concepts in the Service and Trading Sector

Books:-

- Atkinson - Management accounting, Pearson Education
- Banerjee, Bhabatosh – Financial Policy and Management Accounting, PHI, 7th edition, 2008
- Bhattacharyya, Asish - Cost Accounting For Business Managers, Elsevier
- Drury - Management & Cost Accounting, Thomson Learning
- Horngren, Dattar, Foster - Introduction to Management Accounting, Pearson Education/PHI

PROJECT MANAGEMENT

TIU-PMG-T204

L-T-P: 2-1-0

Credit: 3

Course Outcome (COs)

CO1: Describe the phases, methodologies, and principles of project management.
CO2: Identify and define project goals, scope, and stakeholders using project management tools and techniques
CO3: Develop a detailed project plan including scheduling, budgeting, and resource allocation.
CO4: Analyze project risks and implement appropriate risk management strategies.
CO5: Monitor and control project progress using standard performance measurement techniques
CO6: Evaluate the success of projects in terms of scope, time, cost, and quality criteria.

	PROGRAM OUTCOMES (PO)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO-1	1	1	2	2	2	2	3	2
CO-2	1	1	2	2	2	2	3	2
CO-3	1	1	2	1	2	2	3	2
CO-4	1	2	2	2	2	2	2	2
CO-5	1	1	1	2	3	2	2	2
CO-6	2	2	2	2	2	2	2	2

Module 1:

An Overview and Key Concepts of Project Management

Project Feasibility Studies: Project Identification, Market and Demand Analysis, Technical Analysis, Project Cost Estimate, Financial Appraisal of Single Projects, Financial Appraisal of Multiple Projects

Module 2:

Human Aspects in Project Management: Project Organisation, Project Leadership, Motivation in Project Management, Communication in the Project Environment, Conflict in Project Management , Project Scheduling with PERT/CPM ,Time-Cost Trade-Off and Crashing of Projects

Module 3:

Application of Project Management Software ,Contract Management ,Project Cost Control (PERT/Cost)

Module IV:

Resource Scheduling and Resource Levelling ,Risk Analysis in Project Management ,Project Audit and Project Termination ,Project Control

Case Studies on Project Management

Books:-Chandra, Prasanna – Projects (6th Edition); TMH

- Clements and Gido – Effective Project Management; Thomson Learning
- Clifford F. Gray and Erik W. Larson – Project Management (3rd edition); TMH

E-BUSINESS

TIU-PMG-T206

L-T-P: 2-0-0

Credit: 2

Course Outcome (COs)

CO1: Explain the fundamental concepts, models, and frameworks of e-business and its role in the digital economy
CO2: Analyze the technological infrastructure and platforms used in e-business, including the internet, web technologies, and mobile commerce.
CO3: Evaluate various e-business models such as B2B, B2C, C2C, and C2B, and their applicability in real-world scenario
CO4: Apply e-commerce strategies including digital marketing, customer relationship management (CRM), and supply chain integration
CO5: Assess legal, ethical, and security issues in the e-business environment, including data protection and cybersecurity.
CO6: Design a basic e-business plan or online business strategy incorporating key digital tools and practices.

	PROGRAM OUTCOMES (PO)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO-1	1	2	2	2	2	1	3	2
CO-2	1	2	2	2	2	1	3	2
CO-3	1	2	1	2	2	1	3	2
CO-4	1	2	2	2	2	1	3	2
CO-5	1	1	2	2	2	1	2	2
CO-6	2	2	2	2	2	1	2	2

Module 1:

- Introduction to E-Business
- e-Business Architecture
- Enabling Technologies

Module 2:

- e-Business Infrastructure
- e-Business Design, Capacity Planning, Performance Modelling
- e-Business Models

Module 3:

- e-Marketing, e-CRM
- e-Business Security/Payment Services
- e-SCM, e-Procurement

Module 4:

- Knowledge Management
- e-Business Backbone

Module 5:

- e-Business Strategy into Action
- Challenges of e-Business, e-Transition and Summary
- e-Business Plan Presentation and Demonstration

Books:-

- E-Commerce for the Digital Age By Bibhuti B Pradhan, Vrinda Publication
- E-Business and E-Commerce Management : Strategy, Implementation and Practice by Chaffey, Pearson India

MARKETINGELECTIVE – I
INTERNATIONAL MARKETING

TIU-PMG-E202

L-T-P: 2-0-0

Credit: 2

Course Outcome (COs)

CO1: Develop an understanding of and an appreciation for basic international marketing concepts, theories, principles, and terminology.
CO2: Be able to demonstrate an awareness and knowledge of the impact of environmental factors (cultural, economic, institutional, legal and political) on international marketing activities.
CO3: Be capable of identifying international customers through conducting marketing research and developing cross-border segmentation and positioning strategies.
CO4: Be capable of developing a global marketing strategy by applying the basic concepts of product, pricing, promotion, and channels of distribution in international settings.
CO5: Be able to apply an integrated understanding of the course material by conducting an analysis of international marketing issues in relevant case studies and current events identifying factors that contribute to the challenges faced by marketers internationally, and developing corresponding solution options based on multiple perspectives.

	PROGRAM OUTCOMES (PO)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO-1	1	1	2	2	2	2	2	2
CO-2	1	2	2	2	2	2	2	2
CO-3	2	2	1	2	2	2	2	1
CO-4	1	2	2	1	2	2	2	2
CO-5	2	1	2	2	2	2	2	2

Module 1:

Introduction to International Marketing

International Marketing Environment: Preparing for International Marketing Strategies,

Module 2:

International Marketing Mix: International Research and Segmentation, Developing Global Products and Pricing, International Promotion and Advertising, International Distribution Systems

Module 3:

The Indian Export Scenario; The Export Import Scene in India Import-Export Policy, Export Documentation, Export Procedure, International Technology Transfer and Counter Trade, The Trade Mark Regime

Module 4:

International Marketing Planning: Managing Systems for International Marketing, Reflection and Evaluation of the Endeavours

Books:-

- Black & Sundaram: International Marketing: PHI
- Doole, J. & Lowe, R.: International Marketing Strategy; Thomson
- Johansson, J.K., TMH
- Joshi: International Marketing: OUP
- Keegan: Global Marketing Management: Pearson
- Lee, K. & Carter, S., Global Marketing management, OUP
- Onkvisit & Shaw: International Marketing – Analysis & Strategy: Pearson
- Paul, J. & Kapoor, R., International Marketing, TMH

MARKETING ELECTIVE – II
SALES AND DISTRIBUTION MANAGEMENT

TIU-PMG-E204

L-T-P: 2-0-0

Credit: 2

Course Outcome (COs)

CO1: Recognize and demonstrate the significant responsibilities of sales person as key individual
CO2: Understand the basic concepts and techniques of selling and their applications to managerial decision makings in the field
CO3: Describe and formulate strategies to effectively manage company's sales operations
CO4: Evaluate the role of Sales manager and his/ her responsibilities in recruiting, motivating, managing and leading sales team

	PROGRAM OUTCOMES (PO)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO-1	1	2	2	1	2	2	2	1
CO-2	2	2	2	1	2	2	2	2
CO-3	1	2	2	2	2	2	1	2
CO-4	1	2	2	2	2	2	2	2

Module 1:

Role of Salesperson: Responsibility – Cross Functional Linkages – Lifetime Customer Concept – Management of Accounts Receivables

Selling Skills: Value Proposition – Customer Value Creation – Lifetime Customer Value Creation – Personal Selling a Promotion Mix Element – Buyer-Seller Dyads – Diversity of Personal Selling Situation – Theories of Selling – Prospecting – Sales Resistance – Closing Sales – Key Accounts Management.

Sales Organization: Setting up a Sales Organization – Basic types of Sales Organization Structures including Outsourced sales force – Inter-departmental Relations and Structures – Coordination of Personal Selling with Other Departments.

Module 2:

The Sales Effort: Sales Planning – Forecasting – Qualitative and Quantitative Methods – Overview of Linear Regression, Time Series Analysis, Moving Averages – Budgeting – Designing Territories – Territory Management – Routing – Setting Sales Quotas Profitability analysis of sales effort.

Sales Force Management: Estimation of Sales Force – Workload, Breakdown and Incremental Analysis Recruitment and Selection of Sales Personnel – Planning and Conduct of Sales Training Programs – Motivating and Compensating Sales Personnel – Compensation Systems – Incentive Plans – Disincentive – Benefits – Performances Appraisals – Evaluation – Criteria for evaluation.

Distribution: Introduction to Marketing Channels – Structure, Functions and Flows – Channel Participants – Type and Number of Intermediaries.

Module 3:

Management of Marketing Channels: Selecting a channel – Channel Design – Vertical and Horizontal Marketing Systems – Channel Evaluation – Channel Profitability Analysis – ROI – Channel Co-operation with Conflict and Competition. Marketing Channels.

Wholesalers: Classifications – Functions – Key Tasks – Limitations – Distributors/ Dealers/ Stockists – Trends.

Rural Distribution: Introduction to Rural markets – Features (extend above concepts to rural markets)

Module 4:

Retailing: Nature and Importance – Types of Retailing – The Retail Organization – Commodities Retailing Vs. Brand Retailing – Non-Store Retailing & e-Retailing.

Market Logistics: Meaning and Scope – Outbound Logistics – Transportation including multi-model system – Warehousing – freights – CFAs – 3 PL and 4 PL providers – reverse logistics – Technology in logistics – recent trends.

Cases Studies

Books:-

- Berman, B & Evans, J.R.: Retail Management, Pearson
- Cundiff, Still & Govoni : Sales Management – Decision, Strategies & Cases; PHI./Pearson Education

MARKETINGELECTIVE – III

SERVICES MARKETING

TIU-PMG-E206

L-T-P: 2-0-0

Credit: 2

Course Outcome (COs)

CO1: Understand the Concept of Services and intangible products
CO2: Discuss the relevance of the services Industry to Industry
CO3: Examine the characteristics of the services industry and the modus operand
CO4: Analyse the role and relevance of Quality in Services
CO5: Visualise future changes in the Services Industry

	PROGRAM OUTCOMES (PO)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO-1	1	2	2	3	2	2	3	2
CO-2	2	2	1	2	2	2	2	2
CO-3	2	2	2	1	2	2	2	2
CO-4	2	2	2	2	2	2	2	1
CO-5	2	2	1	2	2	2	2	2

Module 1:

Introduction to Services Marketing: Definition – Characteristics – Classification – Present Marketing Environment.

Services Marketing Mix: Understanding the 7 P's Product, Price, Place, Promoter, People, Process& Physical Evidence.

Understanding the Customer: Services vis-à-vis goods, Consumer Behavior in Services – Customer Expectations of Services – Customer Perceptions of Services – Evaluation of services.

Module 2:

Strategies for Services Marketing: Positioning & Differentiation

Demand & Capacity: Yield management

Service Development Design & Standards: New Service Development Process – Basic service to potential service – Customer Defined Service Standards.

Module 3:

Delivering Services: Role of Employees and Customers in service delivery; Role of Intermediaries – Service process – Blue printing – Physical evidence.

Managing Service Promise: Role of Advertising, Personal Selling and other Communication.

Module 4:

Pricing of Services,

Evaluating Success of Service Offering: Service quality and measurement – SERVQUAL – Service recovery – Role of CRM.

Current Trends in Service Industries and Understanding Specific Service Industries: Financial, Hospitality, Health, Telecom, Consultancy, Logistics, Education, NGO, Public Utilities, ITCS, Travel & Tourism, e-Services and Professional Services.

Cases Studies

Books:-

- Apte, G.: Service Marketing; OUP
- Lovelock C-Service Marketing 7th edition- Pearson

FINANCE ELECTIVE – I
INTERNATIONAL FINANCE

TIU-PMG-E208

L-T-P: 2-0-0

Credit: 2

Course Outcome (COs)

CO1: Explain the concepts and scope of international finance, including the global financial environment and international monetary systems.
CO2: Analyze the functioning of foreign exchange markets and determine exchange rate mechanisms and parity conditions.
CO3: Evaluate the risks associated with international financial transactions such as exchange rate risk, political risk, and credit risk.
CO4: Apply techniques for hedging and managing foreign exchange exposure using forwards, futures, options, and swaps
CO5: Interpret the impact of international financial institutions and policies on global trade and capital flows
CO6: Formulate financing and investment decisions for multinational corporations considering global financial markets and cross-border regulations

	PROGRAM OUTCOMES (PO)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO-1	1	2	3	3	3	3	2	3
CO-2	2	1	3	3	2	3	3	3
CO-3	2	1	3	3	3	3	1	3
CO-4	1	2	3	2	2	3	1	3
CO-5	1	2	2	2	3	3	3	3
CO-6	1	1	3	2	2	2	2	2

Module 1:

The foreign exchange market : Structure and the participants – types of transactions – mechanics of currency dealing – exchange rate quotations – arbitrage – forward rates – evolution of exchange control and the foreign exchange market in India – Exchange rate computations.

The links between the forex market and the money market : Covered interest arbitrage – covered interest parity theorem – swap margins and interest rate differentials – option forwards – cancellation of forward contracts – forward – forward swaps – short dated and broken date contracts.

Nature and Measurement of Exposure and Risk : Macroeconomic risks and corporate performance – defining foreign exchange exposure – measuring foreign exchange exposure – conceptual approach – classification of foreign exchange exposure – transactions exposure – translation exposure – operating exposure – exposure and risk, risk as variability of cash flows.

Module 2:

Managing Transactions Exposure : The hedging decision – automatic vs discretionary hedging – cost of forward hedge – choice of currency of invoicing – internal hedging strategies : leads – lags – netting – offsetting – external hedging : Forwards – money market hedge – hedging contingent exposures and exposures with uncertain timing.

Operating Exposure : Operating exposure – purchasing power parity and real exchange rates – determinants of operating exposure – operating exposure for exporters and importers – assessing coping with operating exposure.

Short term financial management in a multinational context : Short term funding and investment – centralized vs. decentralized cash management – netting – pooling – exposure management – offshore invoicing centers.

Module 3:

International Equity Investment : Comparing domestic versus foreign equity investment – gains from Cross-border diversification – international CAPM – The depository receipts mechanism.

Long term borrowing in international capital markets : The costs and risks of foreign currency borrowing – syndicated loans – bond issues – MTNs – NIFS and related instruments – project finance – country risk assessment.

International Project Appraisal : Difficulties in appraising a foreign project – issues in cost of capital – the adjusted present value approach – the APV approach for a foreign project – choice of discount rates.

Module 4:

EXIM Policy : Historical perspective – objectives – highlights of current policy – imports – classification – import licences – exports – export promotion capital goods scheme (EPCG) – other guidelines.

Letters of Credit : Types of L / Cs – mechanics of an L/C – import letters of credit – requirements for opening an import letter of credit – operational features of an import L/C – documentation formalities – bill of lading – scrutiny of documents required under an import L/C – other relevant guidelines – role of customs / C&F agents – reporting system.

Uniform customs and practice for documentary credits 1993 revision – rules : Introduction to international chamber of commerce – introduction to UCPDC – description of articles – applications of articles.

Module 5:

ICC uniform rules for collection : Collection rules – role of drawer – connecting banker – paying banker.

Export finance and exchange relations : Incentives available to exporters – preshipment finance – post shipment finance – rediscounting of export bills abroad – preshipment credit in foreign currency (PCFC) – other exchange control regulations – declaration forms – GR / PP procedure – export letters of credit – documents to be presented under an export letter of credit – guidelines for scrutiny of documents presented under letter of credit – reporting system – role of ECGC and its functions.

Import regulations : Classification – imports under foreign credits / loans – postal imports – other exchange control regulations – merchant trade – FEMA – forward exchange contracts for imports.

Current Developments

Books:-

International Finance by Prakas J Apte, McGraw Hill Education (India) Private

FINANCE ELECTIVE – II
MANAGEMENT OF FINANCIAL DERIVATIVES

TIU-PMG-E210

L-T-P: 2-0-0

Credit: 2

Course Outcome (COs)

CO1: Understand the fundamental concepts of financial derivatives including forwards, futures, options, and swaps. .
CO2: Evaluate the pricing mechanisms and valuation models for different types of derivatives. .
CO3: Apply hedging strategies using derivatives to manage various types of financial risks.
CO4: Analyze real-world derivative contracts and their use in speculative and arbitrage opportunities.
CO5: Interpret and assess the implications of regulatory and ethical issues in the derivatives market.

	PROGRAM OUTCOMES (PO)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO-1	1	2	3	3	3	2	2	3
CO-2	2	1	3	3	3	3	1	3
CO-3	1	2	3	2	2	2	2	2
CO-4	2	2	3	2	2	2	3	2
CO-5	2	1	3	3	2	3	1	2

Module 1:

Introduction to derivatives : Historical perspective, exchanges the mechanics of derivative markets, the role of clearinghouses, market players and trading techniques.

Module 2:

Futures : The fundamentals of futures contract, overview, types of futures, mechanics of future trading, major characteristics, exchange organization, trading process, price quotations, hedging and speculation with commodity futures, interest rate futures, currency futures and stock index futures. Optimal hedge ratio, pricing of index futures contracts, stock index arbitrage, applications of index futures and beta management.

Module 3:

Options : Overview, generic options, factors affecting option prices, types of options, interest rate options, currency options and trading strategies, option pricing models, options on futures contracts and exotic options, elementary inventory strategies, complex investment strategies, covered call writing, protective put, straddles and strangles, spreads, evaluation of option based investment strategies, risk associated with options, options sensitivities.

Module 4:

Swaps : Evolution of swap market, swap terminology and structures of standard coupon and currency swaps, motivations underlying swaps, types of swaps, mechanics of swap transactions, valuation and application of swaps.

Credit Derivatives : Evolution, need for credit derivatives, types – credit default based, repackaged notes, total return swaps, and risks involved.

Weather Derivatives : Concept, application in real life and recent developments.

Module 5:

Value at risk : Concept and applications, JP Morgan's Risk Metrics Methodology for measuring market risk, computing value at risk for forex common shares / stocks / fixed income securities etc. – estimating value at risk in ALM.

Current Developments: investment strategies involving options, financial evaluation of projects, interest Rate Futures cases

Books:-

Management of Financial Derivatives by John C Hall, Pearsons

FINANCE ELECTIVE – III
MANAGEMENT OF FINANCIAL SERVICES

TIU-PMG-E212

L-T-P: 2-0-0

Credit: 2

Course Outcome (COs)

CO1: Describe the structure and components of the financial services industry, including regulatory and institutional frameworks..
CO2: Explain the nature and operations of key financial services such as mutual funds, insurance, leasing, factoring, and credit rating..
CO3: Analyze the functioning and challenges of banking and non-banking financial institutions in the Indian and global context.
CO4: Evaluate the marketing, risk management, and customer service strategies adopted by financial service providers. .
CO5: Design a comprehensive strategy for launching or managing a financial service product, considering market trends and compliance..

	PROGRAM OUTCOMES (PO)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO-1	1	2	3	2	3	2	3	3
CO-2	2	1	3	3	3	2	3	3
CO-3	1	2	3	2	2	2	3	2
CO-4	2	2	2	2	3	2	3	2
CO-5	1	1	2	2	2	1	2	3

Module I

Capital Markets : Government securities market, primary & secondary market for G.Sec, call money market : money market treasury bill market, commercial paper and certificate of deposits, discount and finance house of India, corporate Debit market recent developments.

Merchant Banking : Nature and scope of merchant banking – regulation of merchant bank activity – overview of current India Merchant banking scene – structure of merchant banking industry – primary markets in India and abroad – professional ethics and code of conduct – current development.

Procedural aspects of primary issues – pre-issues decision making – SEBI guidelines for public issues – pricing and timing of public issues – pre-issue management – advertising and marketing. Post Issue management – rights issue.

Module 2:

Introduction to equipment leasing : introduction – history and development of leasing – concept and classification – types of leases – advantages of leasing – disadvantages of leasing – evolution of Indian Leasing Industry – leasing and the commercial banking sector – product profile.

Legal Aspects of leasing : present legislative framework – process of lease documentation – contents of lease agreement.

Tax aspects of leasing : Income tax aspects, depreciation allowance on leased assets – rental income from lease – leasing tax planning – sales tax aspects – sales tax on inter-state purchase of equipment – sales tax on lease rentals. Current position.

Module 3:

Lease evaluation : The lessee's angle : financial evaluation : alternative approaches for lease evaluation – framework for lease evaluation – concept and application of break even lease rental – lease vis-à-vis buy – lease evaluation in practice – evaluation of lessor.

Lease evaluation : the lessor's angle : break even rental for the lessor – negotiating lease rentals – concepts of gross yield and add-on yield – lease pricing techniques – assessment of lease related risks – impact of tax / regulatory changes on lease evaluation – the appraisal process – the lease approval process – monitoring receivables – recovery mechanism.

Lease accounting and reporting : current accounting and reporting practices : IAS-17 : guidelines for lease accounting – ICAI : Guidelines for lease accounting.

Module 4:

Hire Purchase : Concept and characteristics of hire purchase – mathematics of hire purchase : Calculation of effective interest rate – legal aspects of hire purchase – tax implications of HP – income tax – sales – interest and VAT – Accounting aspects – framework for financial evaluation : the hirer's angle – the finance company's angle – the hire purchase act, 1972.

Consumer finance : Role of consumer credit in the financial system – features of consumer credit transactions – mathematics of consumer credit, legal – framework – consumer credit

portfolio management – credit evaluation – credit screening methods – innovative structuring of consumer credit transactions.

Factoring : Concept of factoring – forms of factoring – factoring vis-à-vis bills discounting – factoring vis-à-vis credit insurance – factoring vis-à-vis forfeiting – evaluation of factor legal aspects of factoring – evaluation of factoring – factoring in India Current Developments.

Module 5:

Housing Financing : Housing Finance companies, refinance schemes for HFCs, regulatory guidelines for HFCs.

Credit Cards : Concept – billing and payment – settlement procedure – sharing of commission – defaults – handling and implications – add-on facility – corporate credit cards – business cards – debit card – uses of credit cards – member establishments – member affiliates and their benefits – the concept of visa net.

Credit Rating : concept of credit rating – types of credit rating – advantages and disadvantages of credit rating – credit rating agencies and their methodology – emerging avenues of rating services – international credit rating practices.

Module 6:

Regulatory environment of financial services : Review of recommendations of various committees – prudential norms for income recognition – provisioning for bad and doubtful debts – capital adequacy and concentration of credit / investments – RBI guidelines for finance companies – directions and rules on advertising – fixed deposits and credit rating. Management of Financial Derivatives

Securitization / Mortgages : Securitization – mortgages and mortgage instruments – concept, securitization as a funding mechanism – securitization as a funding mechanism – securitization of residential real estate – whole loans – mortgages – graduated – payment mortgages (GPMs) – pledged – account mortgages (PAMS) – buy down loans – adjustable – rate mortgages (ARMs). Share Appreciation Mortgages (SAMs).

Mortgages Pass-through securities – mortgages – backed bonds centralized mortgage obligations (CMOs)

Books:-

Management of Financial Services by M Y Khan, TMH

HUMAN RESOURCE MANAGEMENT ELECTIVES -I
STRATEGIC HRM
TIU-PMG-E214

L-T-P: 2-0-0

Credit: 2

Course Outcome (COs)

CO1: Identify the key HRM functions and operations;
CO2: Define, explain, illustrate and reason with the key human resource management concepts;
CO3: Identify the linkages between HRM functions and operations and organizational strategies, structures and culture;
CO4: Reflect and comment in a way that demonstrates awareness of the different contexts that impact on the operation of HRM;
CO5: Exhibit behavior and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, critical thinking, problem-solving, planning and team work.

	PROGRAM OUTCOMES (PO)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO-1	2	3	2	1	3	2	2	3
CO-2	2	2	1	2	3	2	2	3
CO-3	1	2	2	2	2	1	3	3
CO-4	2	2	3	2	3	2	2	3
CO-5	2	2	1	2	2	2	3	1

Module 1:

Understanding Strategic HRM : Traditional Vs. Strategic HR, Typology of HR activities, 'Best Fit' approach Vs. 'Best Practice' approach, HR strategy and the role of national context, sectoral context and organizational context on HR strategy and organizational context on HR Strategy and practices, investment perspective of human resources.

Aligning HR Systems with business strategy : Sustained competitive advantage – how HR adds value to the firm – HR as scarce resource – inimitable resource – non-substitutable resource, linking HRM practices to organizational outcomes – assessing and reducing costs – behavioral impact of HR practices – marginal utility models – auditing HR practices and departments, linking strategy to HRM practices – corporate HR philosophy and company wide HR standards – HRM leading strategy formulation, alternative HR systems – universalistic – contingency – configurational, congruence and integrated HR systems, designing congruent HR systems.

Module 2:

HR strategy formulation : Brief overview of strategic planning and planning in SBU's HR strategy and HR planning, HR strategy in multinational, global and transnational companies, HR contributions to strategy – competitive intelligence – resource reallocation decisions.

HR Strategy in workforce utilization : Efficient utilization of Human Resource – cross – training and flexible work assignment – work teams – non-unionisation, strategies for employee shortages, strategies for employee surpluses.

Strategies for performance and development : Strategic dimensions of performance management, balanced scorecard, EVA etc.

Module 3:

HR strategy for training and development : Benefits, planning and strategizing training, integrated learning with performance management system and compensation.

HR Strategy in Global Economy : Strategy and structure of divisionalised company, HR implications of divisionalisation – forms of control – HRM in corporate office, HR implications of mergers and acquisitions – employee expectations – consequences of acquisitions on HR practices.

High Performance Work Practices : Individual high performance practices, limitations of individual HPWP, systems of HPWP – skill system – motivating system, individual practices vs. systems of practices, universal practices vs. contingency perspectives

Module 4:

Evaluating HR function : Overview of evaluation – scope – strategic impact – level of analysis – criteria – level of constituents – ethical dimensions, approaches to evaluation – audit approach

– analytical approach – quantitative and qualitative measures – outcome and process criteria, balanced scorecard perspective, benchmarking, accounting for HRM – purpose of measuring cost and benefits of HRM – approaches to HRM performance – employee wastage and turnover rates – cost of absenteeism – measuring human recourse cost.

HR Scorecard : HR as a strategic partner and measurement channel, 7 step model for implementing HR's strategic role, creating an HR scorecard, measuring HR alignment – 2 dimensions of alignment – assessing internal and external alignment – systems alignment Map.

Module 5:

Strategic HRM in emerging HR issues : HR strategy in workforce diversity – virtual teams – flexitime and telecommuting – HR outsourcing – contingent and temporary workers – global sourcing of labour, expatriation and repatriation management in global HRM, gender discrimination and glass ceiling effect, employee engagement strategies, talent management and retention.

Cases Studies

Books:-

- Agarwala T. - Strategic Human Resource Management, OUP
- Aswathappa, K. - Human Resource Management, Tata McGraw Hill
- Jyothi P. & Venkatesh, D.N. - Human Resource Management, OUP
- Pattanayek, B. - Human Resource Management, PHI

HUMAN RESOURCE MANAGEMENT ELECTIVES -II
ORGANIZATION THEORY & DESIGN

TIU-PMG-E216

L-T-P: 2-0-0

Credit: 2

Course Outcome (COs)

CO1	Differentiate organizational behavior through the model of Organizational behavior and design
CO2	Differentiate individual characteristics in employees and how these individual processes can impact organizational behaviors.
CO3	Identify and compare leadership and motivation theories
CO4	Capable of interpreting to the conflict and management of conflict at different levels of organization.
CO5	Develop teamwork skills and participate in teams.
CO6	Capable to analyze the key components of the organization design process and assess how to deal with resistance, diagnosis, problem solving at different levels in organization.

	PROGRAM OUTCOMES (PO)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO-1	2	2	2	2	3	2	2	3
CO-2	2	2	2	2	2	2	3	3
CO-3	2	3	1	2	3	2	3	2
CO-4	2	3	2	1	3	2	3	2
CO-5	2	2	2	1	3	2	3	2
CO-6	2	2	2	2	3	2	3	3

Module 1:

Introduction ,Determinants of Organisational Design, Parameters of Organisational Design, Organisation and Environment

Module 2:

Organisational Strategy, Organisation and Technology, Types of Organisational Structures, Power and Conflicts in Organisations

Module 3:

Organisational Decision-Making and strategy-Formulation, Organisational Culture, Organisational Failure and Pathology, Organisational Learning and Transformation

Module 4:

Do “Organisations” Have a Future?Organisational Learning: A Capabilities-Based View
Measuring Learning: The Intellectual Capital, Architechting a Learning Organisation

Books:-

- French, W. L. & Bell, C. H. : Organisation Development, Prentice Hall of India./Pearson Education
- French, W. L. & Bell , C. H. : Organisation Development and Transformation, Tata McGraw Hill
- Gummings,T.G.& Worley, C.G. : Organization Development and Change, Thomson
- Pareek, Udai : Understanding OrganisationalBehaviour, OUP
- Robbins, S. P. : OrganisationalBehaviour, Prentice Hall of India./Pearson Education

HUMAN RESOURCE MANAGEMENT ELECTIVES -III
ORGANIZATIONAL CHANGE & DEVELOPMENT

TIU-PMG-E218

L-T-P: 2-0-0

Credit: 2

Course Outcome (COs)

CO1	Understand and explain the fundamental concepts, theories, and models related to organizational change and development.
CO2	Analyze the internal and external factors driving change in organizations and evaluate their impact on organizational effectiveness.
CO3	Diagnose organizational issues and apply appropriate change management strategies and interventions
CO4	Design and recommend development programs that foster positive organizational change and enhance employee performance.
CO5	Demonstrate leadership and communication skills essential for managing resistance to change and guiding teams through transformation.
CO6	Critically assess the role of organizational culture, structure, and leadership in facilitating or hindering change initiatives..

	PROGRAM OUTCOMES (PO)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO-1	2	2	2	3	3	3	3	3
CO-2	2	2	2	2	3	2	3	2
CO-3	2	2	2	2	3	2	3	2
CO-4	2	2	2	2	3	2	3	2
CO-5	2	2	2	2	2	2	3	1
CO-6	2	2	2	2	3	2	3	2

Module 1:

- Types of Organizational Change Initiatives: revolutionary and evolutionary organizational change, ongoing organizational learning and when each type of change is appropriate;
- Strategies for Organizational Change: key roles and levers for change, overcoming resistance and setbacks to accomplishing change.

Module 2:

- Managing Change Conundrums, Organizational change classifications, History and organizational change.
- The role of paradigms and perspectives.
- External and Internal change contexts.

Module 3:

- Organizational design and change, strategic level change, Group and team level change, and Individual level change.
- Organizational Structure.
- Organizational Culture and Management of Change.

Module 4:

- The leadership of Change, Change communication, resistance to change, Organizational learning, power, politics and Organizational change. Ethics and Managing Change, Change Agents and Agency.
- Case: Funding crisis at Musicians in the community

Module 5:

- HR and Managing Change: Recruitment & Selection & The Management of Change, Performance
- Management & Management of Change, Reward Managements & The Management of Change, Technological Change.

Module 6:

- Employee Relations, Involvement Strategies, Management of Change, Downsizing and the Management of Change, Evaluating and Promoting change

Books:-

Kavita Singh- Organizational Change and Design. Excel Books`