DEPARTMENT OF BUSINESS MANAGEMENT, SCHOOL OF MANAGEMENT

H.N.B. GARHWAL UNIVERSITY, SRINAGAR GARHWAL, UTTRAKHAND

Bachelor of Business Administration (BBA)

(For Batch 2026-27 batch onwards)

Course Structure along with Credit Distribution

<table>
<tr><th rowspan="2">Course Category</th><th colspan="6">Semester-I</th></tr>
<tr><th colspan="2">Subject/Title</th><th>Name of paper</th><th>Course Code</th><th>No. of Paper</th><th>Credits</th></tr>
<tr><td rowspan="4">DSC (2 Subjects)</td><td colspan="2">DSC-I (Major)</td><td>Basics of Accounting</td><td>SOM/DBM/DSC-MJ-101</td><td>1</td><td>4</td></tr>
<tr><td rowspan="3">DSC-I (Minor) (Any 1 out of Minimum 3 Elective)</td><td>Finance</td><td>Financial Institutions</td><td>SOM/DBM/DSC-MNF-102</td><td rowspan="3">1</td><td rowspan="3">4</td></tr>
<tr><td>Marketing</td><td>Principles of Marketing</td><td>SOM/DBM/DSC-MNM-102</td></tr>
<tr><td>Human Resource</td><td>Basics of HRM</td><td>SOM/DBM/DSC-MNH-102</td></tr>
<tr><td>(MD/ID)</td><td colspan="2">MD/ID-I</td><td>Business Communication</td><td>SOM/DBM/MD-103</td><td>1</td><td>4</td></tr>
<tr><td>SEC</td><td colspan="2">SEC (MD-SEC-I)</td><td>Disaster Management</td><td>University Code</td><td>1</td><td>3</td></tr>
<tr><td>SEC/AEC</td><td colspan="2">SEC-AMSC/ AEC-Communication Skills</td><td>AMSC – Basic Yoga Practices</td><td>University Code</td><td>1</td><td>3</td></tr>
<tr><td>VAC</td><td colspan="2">Value added coerce (VAC)</td><td>Life Skills & Personality Development</td><td>University Code</td><td></td><td>2</td></tr>
<tr><td>Total</td><td colspan="2"></td><td></td><td></td><td>6</td><td>20</td></tr>
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<table>
<tr><td rowspan="2">Course Category</td><td colspan="6">Semester-II</td></tr>
<tr><td colspan="2">Subject/Title</td><td>Name of paper</td><td>Course Code</td><td>No. of Pape r</td><td>Credit s</td></tr>
<tr><td rowspan="4">DSC (2 Subjects)</td><td colspan="2">DSC-II (Major)</td><td>Micro Economics</td><td>SOM/DBM/DSC -MJ-201</td><td>1</td><td>4</td></tr>
<tr><td rowspan="3">DSC-II (Minor) (Any 1 out of Minimu m 3 Elective)</td><td>Finance</td><td>Management Accounting</td><td>SOM/DBM/DSC -MNF-202</td><td rowspan="3">1</td><td rowspan="3">4</td></tr>
<tr><td>Marketin g</td><td>Marketing Management</td><td>SOM/DBM/DSC -MNM-202</td></tr>
<tr><td>Human Resource</td><td>Human Resource Management</td><td>SOM/DBM/DSC -MNH-202</td></tr>
<tr><td>(MD/ID)</td><td colspan="2">MD/ID-II</td><td>Basics of Computer</td><td>SOM/DBM/MD-203</td><td>1</td><td>4</td></tr>
<tr><td>SEC</td><td colspan="2">SEC (MD-SEC-II)</td><td>Mental Health and Wellbeing</td><td>University Code</td><td>1</td><td>3</td></tr>
<tr><td>SEC/AE C</td><td colspan="2">AEC-Communication Skills/ SEC-AMSC</td><td>Communicatio n Skills (English/ Hindi/ Sanskrit)</td><td>University Code</td><td>1</td><td>3</td></tr>
<tr><td>VAC</td><td colspan="2">Value added coerce (VAC)</td><td>Understanding and Connecting with Environment</td><td>University Code</td><td></td><td>2</td></tr>
<tr><td>Total</td><td colspan="2"></td><td></td><td></td><td>6</td><td>20</td></tr>
<tr><td>NHEQF Level 4.5</td><td></td><td colspan="5">Student on exit after successfully completing first year (i.e., securing minimum required 40 credits + 4 Credits in one vocational course/skills-enhancement course of 4 credits) will be awarded “Undergraduate cirtificate” of one year, in related field/discipline/subject.</td></tr>
</table>

Course Category	**Semester-III**					
	Subject/Title		**Name of paper**	**Course Code**	**No. of Paper**	**Credits**
Major (I) (One Subject)	DSC (major)-III		Management and OB	SOM/DBM/DSC-MJ-301	1	5
Minor-I (One Subject) the students should continue same Minor chosen in 1st semester	DSC (minor) -III	Finance	Working Capital Management	SOM/DBM/DSC-MNF-302	1	4
		Marketing	Industrial Marketing	SOM/DBM/DSC-MNM-302		
		Human Resource	Industrial Psychology	SOM/DBM/DSC-MNH-302		
DSC (Major-Skill-based Course)	DSC-SEC (Major)-IV		India's Diversity and Business	SOM/DBM/DEC-MJ-303	1	3
(MD/ID)	MD/ID-III		Production and Operations Management	SOM/DBM/MD-304	1	4
AEC (Language based courses)	Indian, Modern, Regional Language-I		English/Sanskrit / Odia/Marathi	University Code	1	2

VAC/AEC	AEC	India knowledge system	University Code	1	2
Total				6	20

Course Category	**Semester-IV**					
	Subject/Title		**Name of paper**	**Course Code**	**No. of Paper**	**Credits**
Major (One)	DSC (Major)-IV		Ethics and corporate social responsibilities	SOM/DBM/DSC-MJ-401	1	5
Minor (One)	DSC (Minor) -IV	Finance	Management of Financial Services	SOM/DBM/DSC-MNF-402	1	4
		Marketing	Product Management	SOM/DBM/DSC-MNM-402		
		Human Resource	Compensation Management	SOM/DBM/DSC-MNH-402		
DSC (Major-Skill-based Course)	DSC-SEC Major-VI		Personality Development & Communication	SOM/DBM/DEC-MJ-403	1	3
(MD/ID)	MD/ID-IV		Operations Research for Business Applications	SOM/DBM/MD-404	1	4
AEC (Language based courses)	Indian, Modern, Regional Language-II		Hindi/Garhwali / Heritage of Indian languages/ Odia/Marathi	University Code	1	2
VAC/AEC	VAC		Culture, Traditions & Moral Values Or IKS	University Code	1	2

Total				**6**	**20**
NHEQF Level 5		**Student on exit after successfully completing Second year (i.e., securing minimum required 80 credits + 4 Credits in one vocational course/skills-enhancement course of 4 credits) will be awarded "Undergraduate Diploma" of two year, in related field/discipline/subject.**			

1. Programme Mission and Objectives

Mission

The Bachelor of Business Administration (BBA) programme is committed to offering accessible, flexible, and quality management education. It strives to meet the educational needs of learners from remote Himalayan areas, working professionals, and other disadvantaged groups by providing relevant, contemporary, and career-oriented business education. The programme aims to nurture skilled, ethical, and adaptable managers who can respond effectively to the evolving demands of the business environment and contribute to organizational and societal growth.

Objectives

- To equip learners with comprehensive knowledge and practical understanding of key functional and emerging areas of Business Administration.
- To strengthen analytical abilities, critical reasoning, leadership qualities, problem-solving aptitude, and communication skills necessary for effective managerial performance.
- To prepare learners for enhanced career opportunities, professional progression, and successful entrepreneurial ventures.
- To instil values of ethical leadership, environmental sustainability, and social accountability in business and management practices.
- To facilitate a flexible, multidisciplinary, and learner-centred educational experience in line with the principles of the National Education Policy (NEP) 2020, supported by the effective use of technology.

Program Outcomes (POs)

PO1: Knowledge of Business and Management

Acquire a sound understanding of key concepts and practices in management, business operations, marketing, finance, human resource management, and entrepreneurship.

PO2: Analytical and Critical Thinking

Utilize critical thinking and analytical abilities to assess business situations, identify challenges, and develop appropriate solutions in changing organizational environments.

PO3: Communication Competence

Demonstrate proficiency in oral, written, and digital communication for effective business interaction, professional presentations, and collaborative work.

PO4: Leadership and Collaborative Skills

Develop leadership capabilities, interpersonal effectiveness, and teamwork skills required for coordinating and managing organizational functions.

PO5: Entrepreneurial and Innovative Ability

Recognize entrepreneurial opportunities and create innovative, sustainable, and value-driven business solutions that address local and global market demands.

PO6: Ethical Awareness and Social Responsibility

Practice ethical decision-making and exhibit sensitivity toward social, environmental, and sustainability issues in business and professional contexts.

PO7: Digital and Technological Skills

Apply information and communication technologies, digital tools, and data management techniques to support business operations, analysis, and decision-making.

PO8: Global and Cultural Understanding

Analyze the impact of globalization, international business practices, and cultural diversity on organizations and economic development.

PO9: Research and Innovation Capability

Employ fundamental research methods to conduct business investigations, market studies, and data analysis using both qualitative and quantitative approaches.

PO10: Lifelong Learning and Career Readiness

Foster a commitment to continuous learning, professional growth, and adaptability, while preparing for employment, entrepreneurship, or advanced studies in business-related disciplines.

First Year- Semester I

Subject: Basics of Accounting

Subject Code: SOM/DBM/DSC-MJ-101

Course Objective: To familiarize students with the mechanics of preparation of financial statements, understanding corporate financial statements, their analysis and interpretation.

Course Contents

Unit I

Introduction to Financial Accounting. Accounting as an Information System. Importance, Scope, and Limitations. Users of Accounting Information. Generally Accepted Accounting Principles. The Accounting Equation. Nature of Accounts and Rules of Debit and Credit. Recording Transactions in General Journal. Recording Transactions in three-column Cash Book. An overview of Subsidiary books – Purchase Book, Purchase Returns Book, Sales Book, and Sales Returns Book. Opening and Closing Entries. Preparation of Ledger Accounts.

Unit II

Introduction to International Financial Reporting Standards (IFRS). Understanding Accounting Standards issued by the ICAI related to Disclosure of Accounting Policies, Depreciation Accounting, and Revenue Recognition. Methods of charging Depreciation –Straight-line Method, and Written-down-value Method. Preparation of Trial Balance. Adjustment Entries. Post-adjusted Trial Balance. Bank Reconciliation Statement.

Unit III

Preparation of Financial Statements: Preparing Trading Account, Profit & Loss Account and Balance Sheet for a Sole Proprietor. Understanding contents of Financial Statements of a Joint Stock Company as per Companies Act 2013. Understanding the contents of a Corporate Annual Report. Preparation of Cash Flow Statement as per AS-3 (revised).

Unit IV

Analyzing Financial Statements: Objectives of Financial Statement Analysis; Sources of Information; Standards of Comparison; Techniques of Financial Statement Analysis - Horizontal Analysis, Vertical Analysis, and Ratio Analysis. Meaning and Usefulness of Financial Ratios; Analysis of Financial Ratios from the perspective of different Stakeholders like Investors, Lenders, and Short-term Creditors; Profitability Ratios, Solvency Ratios, Liquidity Ratios, and Turnover Ratios; Limitations of Ratio Analysis.

Readings:

1. S.N. Maheshwari, Suneel K. Maheshwari, and Sharad K. Maheshwari: An Introduction to Accountancy, Vikas Publishing House Pvt. Ltd.

2. R. Narayanaswamy, Financial Accounting: A Managerial Perspective, PHI Learning Pvt. Ltd.

3. Charles T. Horngren, Gart L. Sundem, John A. Elliott, and Donna R. Philbrick, Introduction to Financial Accounting, Pearson.

4. J.R. Monga, Financial Accounting: Concepts and Applications, Mayur Paperbacks.
5. T.P. Ghosh, Financial Accounting for Managers: Taxmann Allied Services Pvt. Ltd.

Financial Institutions and Financial Markets

Subject Code: SOM/DBM/DSC-MNF-102

Course Contents:

(i) Financial System

Introduction, Components, Structure, Features of Indian Financial System, Deficiencies and Recent Developments.

(ii) Major Indian Financial Institutions - IDBI, IFCI, ICICI, IRCI, SGC's and SIDC's – Management, Working, Operations and Performance and Recent Developments.

(iii) Investment Bankers - UTI, LIC, GIC and Mutual Funds and Their Role, Investment Policy, Performance and Recent Developments.

(iv) Non-Banking Financial Companies - Objectives, Functioning, Regulations, and Recent Developments.

(v) Role of Commercial Banks in Industrial Finance. Co-operative Banks and Regional Rural Banks.

(vi) Financial Markets - Concept, Nature, Features, Functions, Structure, Types, Role of Financial Markets in Economic Development.

(vii) New Issue Markets - Nature, Features, Functions, Methods of New Issues, Underwriting, Arrangements and Recent Developments, SEBI Guidelines.

Suggested Readings

1. Khan, M. Y. – *Indian Financial Theory and Practice*
2. Goldsmith, R. W. – *Financial Institutions*
3. Srivastava, R. M. – *Management of Indian Financial Institutions*
4. Harbert, Dougall E. and Jack E. Gaumnitz – *Capital Markets and Institutions*
5. Avadhani, V. A. – *Marketing of Financial Services*
6. Desai Vasant – *The Indian Financial System and Development*

Title: Principles of Marketing

Subject Code: SOM/DBM/DSC-MNM-102

Objective: This course aims tofamiliarize students withthe marketing functionin organizations. It will equip the students with understanding of the Marketing Mix elements and sensitize them to certain emerging issues in Marketing. The course will use and focus on Indian experiences, approaches and cases

Course Content:

Unit I: Introduction: Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Company orientation - Production concept, Product concept, Selling concept, Marketing concept, Holistic marketing concept. Marketing Environment: Demographic, economic, political, legal, socio cultural, technological environment (Indian context); Portfolio approach – Boston Consultative Group (BCG) matrix

Unit II: Segmentation, Targeting and Positioning: Levels of Market Segmentation, Basis for Segmenting Consumer Markets, Difference between Segmentation, Targeting and Positioning;

Unit III: Product & Pricing Decisions: Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging & Labelling, New Product Development. Pricing Decisions: Determinants of Price, Pricing Methods (Non-mathematical treatment), Adapting Price (Geographical Pricing, Promotional Pricing and Differential Pricing).

Unit IV: Promotion Mix: Factors determining promotion mix, Promotional Tools – basics of Advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling; Place (Marketing Channels): Channel functions, Channel Levels, Types of Intermediaries: Types of Retailers, Types of Wholesalers. Marketing of Services - Unique Characteristics of Services, Marketing strategies for service firms – 7Ps.

Readings:

1. Kotler, P. & Keller, K. L.: Marketing Management, Pearson.

2. Kotler, P., Armstrong, G., Agnihotri, P. Y., & Ul Haq, E.: Principles of Marketing: A South Asian Perspective, Pearson.

3. Ramaswamy, V.S. & Namakumari, S.: Marketing Management: Global Perspective-Indian Context, Macmillan Publishers India Limited.

4. Zikmund, W.G. & D' Amico, M.: Marketing, Ohio: South-Western College Publishing

Subject: BASICS OF HRM

Subject Code: SOM/DBM/DSC-MNH-102

Course Objective: The objective of this course is to help the students to develop an understanding of the concept & techniques of essential functions of human resource management. The course will use and focus on Indian experiences, approaches and cases

Course Contents

Unit I

Human Resource Management: Concept, Functions, roles, skills & competencies, HRD-definition, goals and challenges. The changing environment of HRM – globalization, cultural environment, technological advances, workforce diversity, corporate downsizing, changing skill requirement, HRM support for improvement programs Work life balance, HR role in strategy formulation & gaining competitive advantage. HRM issues in Indian Organisations.

Unit II

Human Resource Planning: Process, Forecasting demand & supply, Skill inventories Human Resource Information System (HRIS) succession planning, Job analysis – Uses, methods, Job description & Job specifications. HR accounting and Human Resource Development (HRD) audit concept. Recruitment, Selection & Orientation: internal & external sources, e-recruitment, selection process, orientation process.

Unit III

Training: Concept, Needs, Systematic approach to training , Methods of training. Management development: Concept & Methods. Performance management system: concept, uses of performance appraisal, performance management methods, factors that distort appraisal, appraisal interview .Career planning: career anchors, career life stages.

UNIT IV

Compensation: Steps of determining compensation, job evaluation, components of pay structure, factors influencing compensation levels, wage differentials & incentives, profit sharing, gain sharing, employees' stock option plans. Brief introduction of social security, health, retirement & other benefits.

Unit V

Industrial Relations: Introduction to Industrial Relations, Trade unions role, types, functions, problems, industrial dispute- concept, causes & machinery for settlement of disputes-grievance, concepts, causes & grievance redressal machinery, discipline-concept, aspect of discipline & disciplinary procedure, Collective bargaining- concept, types, process, problems, essentials of effective collective bargaining .

Readings:

1. De Cenzo, D.A. & Robbins: Fundamentals of Human Resource Management, New York: John Wiley & Sons.
2. Dessler, G: Human Resource Management, Pearson.
3. Monappa & Saiyaddin: Personnel Management,Tata McGraw Hill.
4. Rao, V.S.P.: Human Resource Management- Text and Cases, Excel Books.
5. R. Wayne Mondy & Rober M. Noe: Human Resource Management, Pearson.

BUSINESS COMMUNICATION

Subject Code: SOM/DBM/MD-103

(i) Business Communication-Meaning, Features and functions, Model of communication, Channels of communication-Formal vs. Informal, grapevine and its effective use.

(ii) Process of Communication. Barriers in Business Communication, Dimensions of communication, Communication and customer care.

(iii) Business Correspondence-Essentials of effective correspondence, Planning the letter, Different types of letters, Sale letters, goodwill letters, notices, circulars and orders, Applications for employment, Modern Office Communication Techniques. Internet and its uses, E-commerce.

(iv) Oral Communication- Public Speaking, Body Language, Presentation and Interviews, Presentation of Reports, Sales Plans, Leading and Participation in Meetings and Conferences.

(v) Comprehensive and precis Writing – Grammer and its usage in Business Communication, Qualities of effective correspondence,

(vi) Report Writings-Business Reports- Structure, Techniques and Styles of Report Writing, Proposal writing, Types of proposal, Periodical publications for internal circulation, objectives of internal publication.

Suggested Readings

(1) Sharma -Business Correspondence and Report Writing

(2) Monipally - The Craft of Business Communication

(3) Herta and Murthy -Effective Business Communication

(4) Lesikar and Pettit - -Business Communication

(5) Bovee -Business Communication Today

(6) Treece -Successful Business Communication

(7) Rue -Managerial Skills and Applications

DISASTER MANAGEMENT

Subject Code: To be provided by university

Course Contents: To be provided by university

AMSC – BASIC YOGA PRACTICE –

Subject Code: To be provided by university

Course Contents: To be provided by university

LIFE SKILLS AND PERSONALITY DEVELOPMENT

Subject Code: To be provided by university

Course Contents: To be provided by university

SEMESTER – II

Course: MICRO ECONOMICS

SubjectCode: SOM/DBM/DSC-MJ-201

COURSE OBJECTIVES

1. The course objective is to make a student learn basic principles of Micro Economics which will help him/her to utilise them for understanding the economic behaviour of individual agents (Consumers and Producers) and firms.

2. The course will help the learners to apply the economic concepts for a better understanding of the micro economy.

UNIT-I- Basic Introduction:-

Problem of scarcity and choice: scarcity, choice and opportunity cost; **Micro** and Macro Economics: Concept, scope, and nature; Static and Dynamic Economics; Production Possibility Frontier.

Demand and supply: law of demand and its exceptions, determinants of demand, shifts of demand versus movements along a demand curve, market demand, law of supply, determinants of supply, shifts of supply versus movements along a supply curve, market supply, market equilibrium; Consumer Surplus and Producer Surplus.

Elasticity: price elasticity of demand, calculating elasticity, determinants of price elasticity; Income and Cross Elasticity.

UNIT-II- Consumer Theory:-

Concept of utility, Diamond-water paradox, Law of Diminishing Marginal Utility and Equi-marginal utility; Indifference Curve: Consumer Equilibrium, Price Effect; Derivation of the demand curve from indifference curve.

UNIT-III- Production, Costs and Revenue analysis

Production: Concept and factors of production; Production function; Law of variable proportions; Return to scale; Producer equilibrium.

Costs: costs in the short run and long run, revenue and profit maximizations, minimizing losses, short run industry supply curve, economies and diseconomies of scale, long run adjustments.

UNIT-IV- Perfect Competition

Assumptions: theory of a firm under perfect competition, demand and revenue; Equilibrium of the firm in the short run and long run; Long run industry supply curve: increasing, decreasing and constant cost industries.

Welfare: allocative efficiency under perfect competition.

SUGGESTED BOOKS

1. Ahuja, H. L. (2016). *Advanced Economic Theory: Microeconomic Analysis* (20th Edition). S. Chand and Company Ltd., New Delhi.
2. Case, Karl E., Fair, Ray C., and Oster, Sharon E. (2013). *Principles of Economics* (11th Edition). Prentice Hall of India, New Delhi.
3. Koutsoyiannis, A. (1990). *Modern Microeconomics*. Macmillan Press Ltd., London.
4. Layard, P. R. G., and Walters, A. W. (1978). *Microeconomic Theory*. McGraw-Hill, New York.
5. Lipsey, R. G., and Chrystal, K. A. (2004). *Principles of Economics* (9th Edition). Oxford University Press, New Delhi.
6. Perloff, Jeffrey M. (2001). *Micro Economics*. Addison Wesley Longman Pvt. Ltd., New Delhi.
7. Sen, A. (1999). *Microeconomics: Theory and Applications*. Oxford University Press, New Delhi.
8. Stigler, G. (1996). *Theory of Price* (4th Edition). Prentice Hall of India, New Delhi.
9. Varian, H. (2000). *Microeconomic Analysis*. W. W. Norton, New York.

Title: Management Accounting

Subject Code: SOM/DBM/DSC-MNF-202

Objective: To acquaint students with role of Management Accounting in planning, control and decision-making.

Course Content

Unit I Nature, Scope of Management Accounting: Meaning, definition, nature and scope of Management Accounting; Comparison of Management Accounting with Cost Accounting and Financial Accounting. Cost concepts: Meaning, Scope, Objectives, and Importance of Cost Accounting; Cost, Costing, Cost Control, and Cost Reduction; Elements of Cost, Components of total Cost, Cost Sheet. Classification of Costs: Fixed, Variable, Semi variable, and Step Costs; Product, and Period Costs; Direct, and Indirect Costs; Relevant, and Irrelevant Costs; Shut-down, and Sunk Costs; Controllable, and Uncontrollable Costs; Avoidable, and Unavoidable Costs; Imputed / Hypothetical Costs; Out-of-pocket Costs; Opportunity Costs; Expired, and Unexpired Costs; Conversion Cost. Cost Ascertainment: Cost Unit and Cost Center. Introduction to Overhead allocation, Overhead apportionment, and Overhead absorption.

Unit II Cost-Volume-Profit Analysis: Contribution, Profit-Volume Ratio, Margin of safety, Cost Break-even Point, Composite Break-even Point, Cash Break-even Point, Key Factor, Break-even Analysis. Relevant Costs and Decision Making: Pricing, Product Profitability, Make or Buy, Exploring new markets, Export Order, Sell or Process Further, Shut down vs. Continue.

Unit III Budgets and Budgetary Control: Meaning, Types of Budgets, Steps in Budgetary Control, Fixed and Flexible Budgeting, Cash Budget. Responsibility Accounting: Concept, Significance, Different responsibility centers, Divisional performance – Financial measures, Transfer pricing.

Unit IV Standard Costing and Variance Analysis: Meaning of Standard Cost and Standard Costing, Advantages, Limitations and Applications; Material, Labor, Overhead and Sales variances. Introduction to Target Costing, Life Cycle Costing, Quality Costing, and Activity based Costing.

Readings:

1. C.T. Horngren, Gary L. Sundem, Jeff O. Schatzberg, and Dave Burgstahler: Introduction to Management Accounting, Pearson

2. M.N. Arora: A Textbook of Cost and Management Accounting, Vikas Publishing House Pvt. Ltd.

3. M.Y. Khan, and P.K. Jain, Management Accounting: Text Problems and Cases, McGraw Hill Education (India) Pvt. Ltd.

4. S.N. Maheshwari, and S.N. Mittal, Cost Accounting: Theory and Problems, Shree Mahavir Book Depot (Publishers)

Subject: Marketing Management

Subject Code: SOM/DBM/DSC-MNM-202

Subject Objective

Marketing Management is designed to provide students with a comprehensive understanding of marketing concepts, strategies, and practices in contemporary business environments. The Subject focuses on identifying customer needs, creating value, and building long-term customer relationships through effective marketing decisions. It covers key areas such as market analysis, consumer behaviour, market segmentation, targeting and positioning, product and brand management, pricing strategies, distribution channels, and integrated marketing communications. The Subject also examines the impact of digital technologies, globalization, and emerging market trends on marketing practices. Through case studies, projects, and real-world applications, students develop the analytical and managerial skills required to formulate and implement effective marketing strategies.

Course Contents:

1. Concept, Nature, Significance of Marketing Management. Concepts of Marketing, Functions of Marketing, Strategic Marketing Planning, Marketing Mix. Marketing Organization, Designing Appropriate Structure and Influencing Factors, Marketing Environment, Micro and Macro Environment.
2. Market Segmentation, Basis for Market Segmentation and Purpose, Selection of Target Market and Positioning Strategies. Niche Market.
3. Consumer Behavior, Nature and factors influencing Consumer Behavior, Decision Making Process, Organizational Buying Behavior.
4. Product Management, Concept of Product, Classification of Products, Product Life Cycle, Marketing strategies at various stages of PLC, New Product Development, Product Positioning, Product Line and Product Line decisions, Product Mix, Branding Decisions, Packaging, Labeling.
5. Pricing-Factors Affecting Price Determination, Price Policies and Strategies, Pricing Methods. Promotional Mix-Elements of Promotional Mix, advertising, Personal Selling, Publicity and Public Relations, Sales Promotion. Direct marketing. Distribution Channels, Role and Type of Channels, Factors Influencing Channel Decisions. Forward and Backward integration, VMS, Rural Marketing.

Suggested Readings:

1. Kotler, Philip -Marketing Management: Analysis Planning & Control
2. Stanton, W.J. -Fundamentals of Marketing
3. Cunduff, Still -Fundamentals of Marketing & Goiani Cundiff
4. Rusenberg, L.J. -Marketing
5. Pillai, R.S.N., Bagvathi-Modern Marketing Principles & Practices

Subject: Human Resource Management

Subject Code: SOM/DBM/DSC-MNH-202

Subject objective

Human Resource Management (HRM) is a vital function that focuses on the effective management of people in organizations to achieve individual and organizational goals. The Subject provides a comprehensive understanding of personnel management, human resource planning, recruitment and selection, training and development, performance appraisal, compensation management, industrial relations, and group dynamics. It highlights the strategic importance of human resources in modern organizations and equips students with the knowledge and skills required to manage workforce challenges in a dynamic business environment.

Course Contents:

(i) Personnel Management-Concept, Nature, Scope and Importance of Human Factor in Managing Modern Organizations; Evolution and Growth of Personnel Function in Management; Philosophy of Management of HRM, Present Status and Future of HRM in India.

(ii)Personnel Department-Organization and Functions; Personnel Manager Qualities and Qualification; Professionalization of Personnel Management in India.

(iii)Procurement- Job Analysis, Planning for Human Resources, Recruitment, Selection, Placement and Induction, Methods of Manpower Search.

Development-Need, Objectives and Methods of Training; Procedure of Training and its Efficacy, Development of Managers-Principles, Methods, Transfer and Promotion; Performance Appraisal. (Case Studies)

(iv)Wage and Salary Administration; Wage Policy-Concept, Role and Importance; Job Evaluation; Fringe Benefits, Incentive Compensation-Prerequisites and Problems in Indian Context, Personnel Audit and Research. (Case Studies)

(v)Group-Group Dynamics, Morale in work Groups, Discipline and Employee Turnover. Industrial Relations-Concept and Significance of Industrial Relations, Human Resource System-Concept, Scope and mechanism.

Suggested Readings:

(1)Flippo, E B - Principles of Personnel Management

(2)Yoder Dale - Personnel Management and Industrial Relations

(3)Strauss, G and Sayles L R - personnel- The Human problem in Management

(4)Singh, Chhabra and Taneja - Personnel Management and Industrial Relations

(5)Aswathappa, A - Human Resources and Personnel Management

(6)Rao T.V. - Human Resource Management

Subject: BASICS OF COMPUTER

Subject Code: SOM/DBM/MD-203

Course Objective: To equip students with the basics of computers.

Course contents :

Unit I: Concept of Computers- Brief History of Computers, Generation and Its Evolution, Characteristics of Computers, (Hardware, Software,) Criteria for Using the Computers, Organizations and Functions of Computers, Advantages, Disadvantages of Computers, Main Areas of Computers and their Applications.

Unit II: Types of Computers – Analog, Digital, Hybrid, General Purpose and Special Purpose Computers, Micro Computers, Mini-Computers, Main-frame Computers, and Super Computers.

Unit III: Operating System and Office Automation: Booting Concept, MS DOS, MS Windows, MS Office, and Introduction to System Management. Overview of Languages, Compliers, Interpreters, Assemblers, LAN, MAN, WAN, Communication Channels.

Unit IV: Information Technology: Fundamentals, Perspectives, Applications and Scope, Introduction to Internet, Browsers, Applications and scope.

Unit V: Computer Application in different fields-Basic Information, Data Base Management System: Creating, Modification of Data base files, Commands Study, Expression and Functions, Set Commands, Sorting, Indexing.

Suggested Readings

(1) Computer Fundamentals, P.K.Sinha
(2) Introduction to Computer Science, Rajaraman. V
(3) MIS Tools and Design, Bocchino William. A
(4) Principles of MIS, Scot, George. M
(5) Management Information and Control System, Kanter

Subject: MENTAL HEALTH AND WELLBEING

Code: To be provided by university

Content: To be provided by university

Subject: COMMUNICATION SKILLS

Code: To be provided by university

Content: To be provided by university

Subject: UNDERSTANDING AND CONNECTING WITH ENVIRONMENT

Code: To be provided by university

Content: To be provided by university

SEMESTER – III

Subject: Management & Organization Behaviour

Subject Code: SOM/DBM/DSC-MJ-301

Course Objective: To acquaint the students with the fundamentals of managing business and to understand individual and group behavior at work place so as to improve the effectiveness of an organization. The course will use and focus on Indian experiences, approaches and cases

Course contents:

Unit I

Basic forms of Business Ownership; Special forms of ownership: Franchising, Licensing, Leasing; Choosing a form of Business ownership; Corporate Expansion: mergers and acquisitions, diversification, forward and backward integration, joint ventures, Strategic alliance.

Evolution of Management Theory. Managerial functions and Roles. Insights from Indian practices and ethos.

Unit II

Overview of Planning: Types of Plans & The planning process; Decision making: Process, Types and Techniques. Control: Function, Process and types of Control; Principles of organizing: Common organisational structures; Delegation & Decentralization: Factors affecting the extent of decentralization, Process and Principles of delegation.

Unit III

Importance of organizational Behaviour. Perception and Attribution: Concept, Nature, Process, Personality: Personality: Learning: Concept and Theories of Learning, reinforcement, ,. Motivation: Concepts and their application, Need, Content & Process theories, Contemporary Leadership issues: Charismatic, Transformational Leadership. Emotional Intelligence

Unit IV

Groups and Teams: Definition, Difference between Groups and teams; Stages of Group Development, Group Cohesiveness, Types of teams. Analysis of Interpersonal Relationship: Transactional Analysis, Johari Window

Organisational Power and Politics: Nature of organisational politics. Conflict: Concept, Sources, Types, Stages of conflict, Management of conflict, Organisational Change:

Concept, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change. Managing Stress: Insights from Indian ethos

Readings:

1. Gilbert: Principles of Management, McGraw Hill.
2. Greenberg Jerald and Baron Robert A.: Behaviour in Organisations: Understanding and Managing The Human Side of Work, Prentice Hall of India.
3. Kaul Vijay Kumar, Business Organisation & Management - Text and Cases, Pearson.
4. Kaul, Vijay Kumar, Management- Text & Cases, Vikas Publication.

5. Kavita Singh: Organisational Behaviour, Vikas Publication.
6. Koontz & Heinz Weihrich: Essential of Management, McGraw Hill.
7. Luthans Fred: Organisational Behaviour, Tata McGraw Hill.
8. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. - Organisational Behaviour; Tata McGraw Hill.
9. Newstrom John W.: Organisational Behaviour, Tata McGraw Hill.
10. Richard L. Daft: Principles of Management, Cengage Learning India.
11. Robbins Stephen P: Organisational Behaviour, Pearson.
12. Stephen P. Robbins & Mary Coulter: Management, Pearson.
13. Stoner & Wankel: Management, Prentice Hall of India.
14. Y.K. Bhushan: Fundamentals of Business Organisation & Management, Sultan Chand & Sons.
15. Navin Mathur, Management Gurus , National Publishing House, New Delhi

Title: Working Capital Management

Subject Code: SOM/DBM/DSC-MNF-302

Unit-I

Working Capital Decisions: Meaning, Concepts, components Importance & Kinds of working Capital. Working Capital Management: Meaning, objectives, Principles, Importance of adequate working capital & consequences of inadequate working capital, Dangers of excessive working capital determinants of working capital operating cycle. Estimation of working capital requirements (problems) important working capital ratios.

Unit-II

Sources of Working Capital: Financing of long term working capital & short term working capital. Factoring –Meaning mechanism, Functions, types, -merits & demerits.

Unit-III

Liquidity Management: Cash: meaning, nature and motives for holding cash factors determining cash needs, cash management: meaning, objectives and functions. Optimum level of cash balance- Baumol model and miller model. Management of cash inflows & outflows management marketable securities. Cash-Budget (Problems).

Unit-IV

Receivable Management: Definition, Objectives, cost and benefits of receivable. Credit policy & its variables. Types of Credit policy & their merits & demerits, Factors influencing the size of investment in receivables. Control of receivables. Framing optimum credit policy & average collection period (Problems)

Unit-V

Inventory Management: Inventory Meaning, components and motives for holding inventory management: meaning and objectives. Cost and benefits of holding inventory. Tools & Techniques of inventory management, stock level, E.O.Q perpetual inventory system ABC analysis & other techniques.

Readings:

1. Financial-Management-11-I-M-Pandey
2. Gary B. Gorton. Working Capital Management
3. James Sagner; Working capital Management, Willey

INDUSTRIAL MARKETING

Subject Code: SOM/DBM/DSC-MNM-302

Course Contents:

UNIT I

Basics of Industrial Marketing: Introduction to Industrial Marketing; Industrial versus Consumer Marketing; Industrial Marketing Landscape; Economics of Industrial Demand; Classification of Industrial Customers. Buying Behaviour: Unique Characteristics of Organizational Procurement; Purchasing in Government Units; Industrial Buying Behaviour in Indian context; Conceptualization of Buying Behaviour; Stages in Buying.

UNIT II

Strategic Planning: and implementation: Process of Strategic Planning; Macro and Micro Variables Used to Segment Industrial Marketing; Industrial Marketing Strategy in India; Managing the Development of Strategic Planning and McKinsey's 7-s Framework. Strategy Implementation: Understanding Strategy Formulation and Strategy Implementation; Industrial Marketing Strategy Components; Industrial Marketing Strategy in India; Industrial Marketing Research for New Product Development.

UNIT III

Channel Optimization, Logistics and Marketing Control: Channel Participants; Channel Functions and Dual Channels; Choosing the Right Distributor; Distribution and Manufacturers' Representatives. Logistics and Marketing Control: Purchasing Practices of Industrial Customers in Indian Context; Marketing Logistics: Physical Distribution and Customer Services; Marketing Control.

UNIT IV

Inputs to Industrial Marketing and Sales Force Planning: Uncertainty Management in Industrial Marketing; Purchasing Agents in Industrial Buying; Negotiation in Industrial Marketing. Sales Force Planning: Development of Industrial Sales Force; Motivation of Sales Force; Effective Use of Sales Compensation.

UNIT V

Pricing Price: A Crucial Element in Product Strategy; The nature of Derived Demand; Industrial Product Pricing in India; Segregation of New Product Cost; Pricing in Industrial Marketing. **Suggested Readings:**

1. E. Rayon Coray – *Industrial Marketing: Cases and Concepts*
2. Robert W. Hass – *Industrial Marketing Management*
3. Ralph and Gross – *Industrial Marketing*
4. Websterm – *Industrial Marketing*
5. V. Kasturi Rangan – *Business Marketing Strategy*

INDUSTRIAL PSYCHOLOGY

Subject Code: SOM/DBM/DSC-MNH-302

Course Contents:

(i) Industrial Psychology - Introduction, Scope, and Historical Development. Testing—Characteristics of Psychological Tests, Test Norms, Types of Tests, Tests vs Other Selection Devices, Pros and Cons of Testing.

(ii) Interview and Other Selection Devices - Interview, Interview Considerations, Applications and References, and Recommendations.

(iii) Attitude Measurement and Motivation - Attitude and Social Phenomena, Methods of Measuring Attitudes, Attitude Surveys and their Application, The Attitudes of Employees vs Attitudes of Employers, The Motivation Complexity of Motivation, Motivation and Frustration, Motivational Forces, Kinds of Incentives.

(iv) Job Satisfaction and Morale - Factors Measured in Job Satisfaction, Relative Importance of Different Aspects and Job Satisfaction, Job Satisfaction and Job Behaviour, Theories of Job Satisfaction, Morale and Determinants of Morale, Methods of Enhancing Industrial Morale, Measurement of Morale. Job Analysis Methods, Evaluation of Job Evaluation, Psychological Contributions to Job Analysis and Evaluation, Clustering of Grouping Occupation.

(v) Work Environment and Safety - Music in Industry, the Arousal Hypothesis, Noise, Illumination, Colour, Vibration, Miscellaneous Factors, Accident Prone Principle, Accident Reduction, Predicting Accident, Fatigue, Unproductive Working Time, Rest Pauses, Absenteeism, the Ultimate Work Week.

(vi) Human Performance - Time and Motion Study Methodology, Potential Factors of Time and Motion Studies, Resistance to Time and Motion Studies, Men in Motion, Need for Allowances in Time and Motion Study at Home, Human Engineering, Principle of Human Performance, Perceptual Motor Skills, Information Processing Behaviour, Monitoring Behaviour.

Suggested Readings

1. Keith Davis – *Human Behaviour at Work*
2. Chatterjee, N. R. – *Industrial Psychology*
3. Gilmer, B. V. H. and E. L. Dec – *Industrial Psychology*
4. P. K. Ghosh and M. P. Ghoshpade – *Industrial Psychology*

Title: India's Diversity and Business

Subject Code: SOM/DBM/DEC-MJ-303

Objective : The objective of the paper is to understand the bases of India's diversity and its linkages with the people, livelihood, occupational diversity and socio-economic challenges. Further, it aims at understanding the diversity and its implications for the business.

Unit I Recognizing, Accommodating and valuing diversity • Challenges and dilemmas posed by diversity and drive for homogenization; Sources of dilemma and tension—immigration, competition for limited resources; • Regional bases of India's diversity: regional approach to understanding diversity in terms of India's topography, drainage, soil, climate, natural vegetation, rural and urban settlements • Social diversity in India: Peopling , demography, languages, castes, ethnicity, religions, sects, family, kinship and social institutions; socio-cultural regions

Unit 2 People, Livelihood and Occupational Diversity • Traditional livelihoods and their nature - agriculture, crafts, industry and services; • Region, occupation and employment

Unit 3 Linkages between Diversity and India's Socio-economic challenges • Regional variations in terms of geographic and socio-economic factors- trends and emerging options; •

Food insecurity, economic inequalities and poverty, environmental degradation and sustainable development;

Unit 4 Diversity and Business Indian Consumers and marketing; Rural and Urban context Diversity, manufacturing, industry and services; Diversity and Innovation; Workforce diversity and management

References:

1. Bhatt, B. L(1980)-“ India and Indian Regions: A Critical Overview” in David E. Sopher ‘An Exploration of India- Geographical Perspectives on Society and Culture’. Cornell. Pages- 35-61 for Socio cultural regions.

2. Bill Aitken, Seven sacred rivers, Penguin Books, 1992

3. Bose NK (1969) Unity in Indian Diversity in Desai AR (1969) Rural Sociology in India, reprinted 2009, Popular Prakashan, (for diversity as strength Part II chap 3 pp 134-136)

4. Chakravarti AK (2004) Regional Preferences for Food: Some Aspects of Food Habit Patterns In India in Grover N and KN Singh (eds) 2004,Cultural Geography: Form and Process , Concept Publishers, Delhi (for regional specificity of food -Chap 23 pp 355 to 375)

5. Fernando Mart ın-Alcazar• Pedro M. Romero-Fernandez• Gonzalo Sanchez Gardey, Transforming Human Resource Management Systems to Cope with Diversity, Journal of Business Ethics, 2012, 107:511-531 6. Gadgil and Guha Ecology and Equity: The use and abuse of nature in contemporary India. Penguin 1995 7. Gail Robinson and Kathleen Dechant, Building a business case for diversity, Academy of Management Executive 1997, Vol 11, No. 3.

Title: Production and Operations Management

Subject Code: SOM/DBM/MD-304

Course Objectives: To understand the production and operation function and familiarize students with the technique for planning and control.

Course contents:

Unit I

Introduction to Production & Operations Management: Definition, need, responsibilities, key decisions of OM, goods vs. services. Operations as a key functional area in an organisation.

Operation Strategies-Definition, relevance, strategy formulation process, order qualifying and order winning attribute

Maintenance Management: Need of maintenance management, equipment life cycle (Bathtub curve), measures for maintenance performance (MTBF, MTTR and availability).

Lean production: Definition of lean production, lean Demand Pull logic, waste in operations, elements that address elimination of waste, 2 card kanban Production Control system.

Unit II

Forecasting-Definition, types, qualitative (grass roots, market research and delphi method) and quantitative approach (simple moving average method, weighted moving average and single exponential smoothing method), forecast error, MAD.

Scheduling: Operation scheduling, goals of short term scheduling, job sequencing (FCFS, SPT, EDD, LPT, CR) & Johnson's rule on two machines, Gantt charts.

Unit III

Process Selection: Definition, Characteristics that influence the choice of alternative processes (volume and variety), type of processes- job shop, batch, mass and continuous, product-process design Matrix and Services design matrix, technology issues in process design, flexible manufacturing systems (FMS), computer integrated manufacturing (CIM).

Layout Decision: Layout planning – Benefits of good layout, importance, different types of layouts (Process, Product, Group technology and Fixed position layout). Assembly line balancing by using LOT rule; Location Decisions & Models: Facility Location –Objective, factors that influence location decision, location evaluation methods- factor rating method.

Capacity Planning: Definition, measures of capacity (input and output), types of planning over time horizon. Decision trees analysis

Unit IV

Aggregate Planning: Definition, nature, strategies of aggregate planning, methods of aggregate planning (level plan, chase plan and mixed plan, keeping in mind demand, workforce and average inventory), Statistical Quality control: Variations in process (common & assignable causes), Control charts: Variable measures (mean and range chart), Attribute measures (proportion of defects and no. of defects) using control tables. Elementary Queuing Theory: Poisson- Exponential Single Server Model with Infinite Population.(question based on M/M/1.

<u>Readings</u>:

- Mahadevan B, Operations Management Theory & Practice, Pearson Education
- Heizer Jay and Render Barry , Production & Operations Management, Pearson Education
- Chase R B, Aquilano N J , Jacobs F R and Agarwal N, Production & Operations Management Manufacturing and Services, Tata McGraw Hill
- S.P. Gupta , Statistical methods, Sultan Chand & Sons .
- Adam,E.E and Ebert, Production & operations Management, Prentice Hall of India, New Delhi
- S.N. Chary, Production & operations management – Tata McGraw Hill, New Delhi
- Buffa E S, &Sarin R K, Modern Production / Operations Management (8th edition) John Wiley, 1994

- Gaither and Frazier, Operations Management, Thomson South-Western
- Operations Research, P. K. Gupta, Man Mohan, KantiSwarup, Sultan Chand
- Operations Research, V. K. Kapoor. Sultan Chand & Sons

Subject: AEC LANGUAGE BASED COURSE –

Code: To be provided by university

Content: To be provided by university

Subject: AEC -INDIA KNOWLEDGE SYSTEM

Code: To be provided by university

Content: To be provided by university

SEMESTER – IV

Title: Ethics and Corporate Social Responsibility

Subject Code: SOM/DBM/DSC-MJ-401

Objective: The objective of this paper is to make the students more clear about the importance of ethics in business and practices of good corporate governance. It also talks about the corporate social responsibility.

Course contents:

Unit I

Business ethics: Meaning of ethics, why ethical problems occur in business. Ethical principles in business: Utilitarianism: weighing social cost and benefits, Rights and duties, Justice and fairness, ethics of care, Integrating utility, rights, justice and caring, An alternative to moral principles: virtue ethics, Moral issues in business: Worker's and employee's rights and responsibilities, Profit maximization vs. social responsibility.

Unit II

ETHICAL THEORIES: Metaethics, Normative ethics and Applied ethics, Normative ethical theories- Consequentialist and Non consequentialist theory, Normative Business Ethics theories- Stockholders theory, Stakeholders theory, Social contract theory. Ethical Decision making: Ethical dilemma, sources of ethical problem, ethical decisions making process, considerations in ethical decision-making process, levels of decision making.

UNIT III

Corporate governance: concept, Need to improve corporate governance standards, Features of good governance, Role played by regulators to improve corporate governance, accounting standards and corporate governance, corporate disclosure, insider trading.

The Board –Quality, Composition and role of Board, Outside Directors on the board (independent, nominee), Executive and Non-Executive directors, SEBI clause 49, directors and financial institutions in enhancing corporate governance, critical issues in governance of board directors, CEO Duality.

Unit IV

Role of auditors in enhancing corporate governance, duties and responsibilities of auditors, corporate governance and internal auditors, Whistle blowing: Kinds of whistle blowing, precluding the need for whistle blowing. Discrimination, affirmative action, and reverse discrimination: Equal employment opportunity, Affirmative action, Preferential hiring,

Unit -V

Corporate social responsibility: Meaning, Evolution of corporate social responsibility, common indicators for measuring business social performance, reporting social responsibility measures in annual report.

Readings:

1. Manuel G Velasquez : Business ethics- concepts and cases Pearson.
2. Luthans Hodgetts and Thompson: Social issues in business, Macmillan USA
3. A.C. Fernando: Business Ethics Pearson Education.
4. A.C. Fernando: Corporate Governance Pearson Education.
5. Adrian Davies: Strategic approach to corporate governance Gower Pub Co.
6. N. Gopalswamy: Corporate governance a new paradigm A H Wheeler Publishing Co Ltd.
7. Marianne M Jennings: Cases in Business Ethics Indian South-Western College Publishing
8. Kevin Gibson: Ethics and Business, An Introduction, Cambridge Applied Ethics Cambridge University Press
9. Bhanu Murthy K V: Ethics and Social Responsibility of Business, Pearson Education India

Management of Financial Services

Subject Code: SOM/DBM/DSC-MNF-402

Course Contents:

UNIT I

FINANCIAL SERVICES: AN INTRODUCTION

Introduction, Meaning and Concept, Characteristics of Financial Services, Evolution of Financial Services in India, Significance of Financial Services, Recent Development, Planning and Exercising Control over Financial Services.

UNIT II

FINANCIAL INSTRUMENTS AND FINANCIAL MARKETS

Financial Instruments, Money Market Instruments, Capital Market Instruments; Introduction to Financial Markets, Classification of Financial Markets, Stock Exchanges, Debts Instruments

UNIT III

FINANCIAL SERVICES TYPES

Introduction, Types of Financial Services, Mutual funds, Hiring capital, Venture capital, Leasing, Insurance, Factoring, Underwriting, Merchant Banking: Nature and functions of merchant banking, Regulation of merchant banking, present state of merchant banking in India. Leasing and Hire Purchasing: Legal aspects of hiring and leasing, Types of leasing, Rights of Hirer and hire purchase, Accounting treatment of leasing, difference between leasing and hire purchase. Factoring: Introduction of factoring , types of factoring, process and evaluation. Mutual Funds: Types of mutual funds; regulation of Mutual funds. Credit Rating: Credit rating system-growth factors, rating agencies, credit rating process. **Commercial Paper Market in India** – Growth and Prospects.

UNIT IV

Over the Counter Exchange of India. Role of SEBI in Regulating Financial Services. New Innovations in Financial Services.

UNIT V

MARKETING OF FINANCIAL SERVICES

Introduction, Users of Financial Services, Regulatory Framework of Financial Services in India, Advertising and Promotion of Financial Services,

Suggested Readings

1. Kohn – *Financial Institutions and Markets*
2. Bhole – *Financial Institutions and Market*
3. Capor – *Marketing of Financial Services*

Product Management

Subject Code: SOM/DBM/DSC-MNM-402

Course Contents:

(i) Basic Concepts

Meaning and Various Concept of Product Value, Types of Product, Role of a Product Management, Product Market Strategies.

(ii) New Product Development

Various Stages, Product Idea-Generating Ideas, Creativity for Ideas, Creativity Development Techniques, Screening Procedure, Concept Development and Testing.

(iii) Strategic Product Development

Strategies Analysis, Analysis of Consumer Needs, Motives for Buying, Identifying Unsatisfied Consumer Needs, Analysis of Competitive Products and Brands, Business Analysis of New Product Concepts, Physical Development, Designing and Testing the Prototype, Deciding Product Size, Shape, Colour, Packaging and Naming the Brand, Economic Analysis.

(iv) Market Testing and Commercialization

Product Line Management, Decision of Product Portfolio, Product Diversification, Dropping the Introducing the Product Decisions, Problem Products, Product Decisions.

(v) Product Life Cycle

Various Cycles and their Identification, Product Revamping, Elimination Decision.

(vi) Brand Management

Concept of Brand, Brand Value, Brand Building, Market Segmentation, Product Positioning and Mapping, Positioning Strategy.

Suggested Readings

1. M. Chaturvedi – *New Product Development*
2. Mascarenhas – *New Product Development*
3. Urban and Hower – *Design and Marketing of New Product*
4. Booz, Allen and Hamilton – *Management of New Product*

Compensation Management

Subject Code: SOM/DBM/DSC-MNH-402

Course Contents:

(i) Types and Characteristics of Labour Market and their effect on Employment and Compensation, Conceptual and Theoretical Understanding of Economics Theory related to Reward Management. Competitive Imperatives: Productivity, Quality, Service, Speed, Learning.

(ii) Planning for Improved Competitiveness, Diagnosis and Benchmarking, Obtaining Commitment, Determination of Inter and Intra-Industry Compensation Differentials, Internal and External Equity in Compensation Systems. Understanding Tools Used in Designing, Improving and Implementing Compensation Packages.

(iii) Compensation Designs for Specific Type of Human Resources like Compensation of Chief Executives, Senior Managers, Research and Development Staff, and Other White-Collar Executives.

(iv) Understanding Different Components of Compensation Packages like Fringe Benefits, Incentives and Retirement Plans, Social Welfare Packages, Production and Productivity Bonus, Management of Compensation System.

(v) Compensation Practices of Multinational Corporations, Practices in Indian Companies, Strategic Compensation System, Statutory Provisions Governing Different Components of Reward Systems, Working of Different Institutions Related to Reward System like Wage Boards, Pay Commissions, etc.

Suggested Readings

1. Armstrong, Michel and Murlis - *Reward Management: A Handbook of Salary Administration.*
2. Bergess, Lenard R. - *Wage and Salary Administration.* London: Charles Merrill.
3. Suri, G. K. - *Wage Incentives.*
4. Singh Chhabara and Taneja - *Personnel Management and Industrial Relations.*

Title: Personality Development and Communication Skills

Subject Code: SOM/DBM/DEC-MJ-403

Objective: The objective of the course is bring about personality development with regard to the different behavioural dimensions that have far reaching significance in the direction of organisational effectiveness.

Course Content:

Unit I

Personality- The Introduction : Personality meaning, determinants- physical, intellectual, emotional, cultural Traits of personality, importance of personality development. Techniques in Personality development a) Self confidence b) Mnemonics c) Goal setting d) Time Management and effective planning

Unit II

Personality Development AND Self Analysis: Grooming, dress code, do's and don'ts, Social etiquettes, self confidence.

SWOT analysis, Creative thinking, Goal Setting, time management, prioritizing work

Unit III

Communication and its Importance Definition, process, and different types of communication Resume Writing, letter writing, report writing, article writing, memorandum, notice, email, and Creative writing.

Unit IV

Communication skills and Personality Development a) Intra personal communication and Body Language b) Inter personal Communication and Relationships c) Leadership Skills d) Team Building and public speaking.

Operations Research for Business Applications

Subject Code: SOM/DBM/MD-404

(i) Introduction & Evolution of operation Research ,Growth of Operation Research in Different Sector, Characteristics of Operation Research , Some Special Function and their Applications.

(ii) Transportation Problem, Introduction and General structure of the Transportation Problem. Methods For Finding Initial Solution, Northwest Corner Method, Least Cost Method, Vogel"s Approximation Method (VAM), Unbalanced Transportation Problem ,

(iii) Assignment Problem, Introduction Maximization in Assignment Problem, Unbalanced Assignment Problem.

(iv) Theory of Games, Basic Definition and Terminology ,Pure Strategy Games ,Principle of dominance ,Algebraic Method ,Graphical Method, Cramer Method ,Limitations and significance of Game theory .

(v) PERT and CPM, Introduction & Basic Concepts of the Network Analysis ,Critical Path Method, Estimate Critical path Analysis, Programme Evaluation & Review Technique, Distinction between PERT and CPM ,

(vi) Simulation-Introduction, Methodology for Simulation, Management Application, Stochastic Simulation and Problem Numbers. Markov Analysis and its application

Suggested Readings

(1). N.D. Vohra - Quantitative Techniques in Managerial Decisions

(2) V.K. Kapoor - Operation Research Technique For management

(3) Renders Stain - Quantitative Analysis for Management

(4) Hiller - Introduction to Operation Research

AEC (Language based courses) Indian, Modern, Regional Language-II

Code: To be provided by university

Content: To be provided by university

VAC/AEC- Culture Traditions and Moral Values

Code: To be provided by university

Content: To be provided by university