



K.R. MANGALAM UNIVERSITY
THE COMPLETE WORLD OF EDUCATION


**SCHOOL OF MANAGEMENT & COMMERCE
(SOMC)**

Master for Business Administration (MBA)

**Programme Code- 57
2020-22**

(Approved in the 23rd Meeting of Academic Council held on 23 June 2020)




Registrar
K.R. Mangalam University
Sohna Road, Gurugram, (Haryana)



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1. Introduction

The K.R. Mangalam Group has made a name for itself in the field of education. Over a period of time, the various educational entities of the group have converged into a fully functional corporate academy. Resources at KRM have been continuously upgraded to optimize opportunities for the students. Our students are groomed in a truly interdisciplinary environment wherein they develop integrative skills through interaction with students from engineering, social sciences, management and other study streams.

The K.R. Mangalam story goes back to the chain of schools that offered an alternative option of world-class education, pitching itself against the established elite schools, which had enjoyed a position of monopoly till then. Having blazed a new trail in school education the focus of the group was aimed at higher education. With the mushrooming of institutions of Higher Education in the National Capital Region, the university considered it very important that students take informed decisions and pursue career objectives in an institution, where the concept of education has evolved as a natural process.

K.R. Mangalam University is established under the Haryana Private University Act 2006, received the approval of Haryana Legislature vide Amendment Act # 36 of 2013 and consent of the Hon'ble Governor of Haryana on 11th April 2013, which was published in the Gazette notification vide Leg. No.10/2013, dated 3rd May 2013.

KRM University is unique because of its

- Enduring legacy of providing quality education and thereby creating achievers who demonstrate leadership in diverse fields.
- Protecting and nurturing environment for teaching, research, creativity, scholarship, social and economic justice.

Objectives

- i. To impart undergraduate, post graduate and doctoral education in identified areas of higher education.
- ii. To undertake research programmes with industrial interface.
- iii. To integrate its growth with the global needs and expectations of the major stakeholders through teaching, research, exchange & collaborative programmes with Foreign, Indian Universities/Institutions and MNCs.
- iv. To act as a nodal center for transfer of technology to the industry. v. To provide job oriented professional education to the students.

2. About School of Management &Commerce

The School of Management & Commerce takes pride in its professional and highly-qualified faculty, modern infrastructure, technology and resources in the fields of General Management, Human Resource, Finance, Operations, Marketing, Information Technology, Economics and International Business. This step towards development of professionals who are committed for its excellence in their personal and professional endeavors and also

to match the industry practices through research, training and consultancy programmes. Hence, the school makes a meaningful contribution to the socio-economic development of its students and further to nation. The approach to pedagogy combines fieldwork, case studies and instrumented feedback with a strong emphasis on concepts and theory.

VISION

To create a School that is truly distinctive in its multidisciplinary and integrated approach, which harnesses talent, provides enabling environment for resources to be converted into competitive capabilities and one which “celebrates and rewards” both success and failure as it marches ahead in its relentless pursuit of providing an enriching educational platform connecting students and organization to deliver social and economic impact.

MISSION

SOMC is committed to:

M 1: Foster employability and entrepreneurship through futuristic curriculum and progressive pedagogy with cutting-edge technology.

M 2: Instill notion of lifelong learning through stimulating research, Outcomes-based education and innovative thinking.

M 3: Integrate global needs and expectations through collaborative programs with premier universities, research centers, industries and professional bodies.

M 4: Enhance leadership qualities among the youth having understanding of ethical values and environmental realities.

3. Programmes Offered

3.1 Master of Business Administration (MBA) Programme

This programme is designed to help students grow and succeed in the Managerial Field. Throughout the programme students gain valuable insights from the classroom, visitors and speakers who include Prominent Business Figures, Leading Academics and Global Commentators. The programme offers specialization in Finance, Marketing, Human Resource Management, International Business and IT.

The curriculum is based on choice-based credit system (CBCS) and learning outcome based transfer (LOCF).

Duration: 2 Years (4 Semesters)

Eligibility Criteria: He/ She should have passed Bachelor’s Degree or equivalent with at

least 50% Marks in aggregate.

International Summer School: Approx. 2 weeks of International summer school at prestigious universities outside India, to provide international exposure to the budding managers.

Course Outline: Management Process & Behavior/Business Communication/ Marketing Management/Legal Aspects of Business/Information Systems in Business/ Financial Accounting/ Managerial Economics/Quantitative Techniques/Human Resource Management/Financial Management/International Business Environment/ Intellectual Property Rights/ International Marketing/ Information Technology and System.

4. Career Options

Master of Business Administration (MBA) - Management of both for Profit and Non-profit organization, Real-world Projects from industry opening; Marketing, Finance, Project Management, Entrepreneurship and many other domains depending on one's specialization, PSUs and Civil Services.

5. Programme Duration

MBA, - 2 years (4 semesters)

6. Class Timings:

The classes will be held from Monday to Friday, from 9.10 am to 4.00 pm.

7. Syllabi:

The syllabi of all courses for all the two year for all the programmes offered by SOMC are given in the following pages. For each course, the first line contains; Course Code, Title and credits of the course. This is followed by the course objectives, syllabus (Unit I to IV), Text book and reference books.

Scheme of Studies as per Choice-Based Credit System and Learning Outcome-Based Curriculum Framework

Master of Business Administration (MBA)

SEMESTER I

| ODD SEMESTER | | | | | | | | |
|---------------------|--------------|--------------------------|--------------------|---|-----------|----------|----------|-----------|
| Year | S. N. | | Course Code | Proposed Titles | L | T | P | C |
| FIRST | 1 | CORE COURSE | SMMC73 1A | People's Behaviour in An Organisation | 2 | 1 | - | 3 |
| | 2 | CORE COURSE | SMMC70 9A | Economic Analysis for Business | 2 | 1 | - | 3 |
| | 3 | CORE COURSE | SMMC72 5A | Accounting for Management | 3 | 1 | 0 | 4 |
| | 4 | CORE COURSE | SMMA7 37A | Statistical Approach to Business Problems | 3 | 1 | 0 | 4 |
| | 5 | CORE COURSE | SMMC73 3A | Managing Marketing Operations | 3 | - | - | 3 |
| | 6 | CORE COURSE | SMCS77 5A | Information Technology in Business | - | - | 2 | 1 |
| | 7 | CORE COURSE | SMEL72 2A | Business Communication Skills | 2 | 1 | - | 3 |
| | 8 | CORE COURSE | SMAW7 37A | Legal Aspects of Business | 3 | - | - | 3 |
| | 9 | Skill Enhancement Course | | Foreign Language | 2 | - | - | 2 |
| | | | | | | | | |
| TOTAL | | | | | 20 | 5 | 2 | 26 |

SEMSTER II

| EVEN SEMESTER | | | | | | | |
|----------------------|---------------------------------------|--------------------|--|-----------|----------|----------|-----------|
| S.N. | | Course Code | Proposed Titles | L | T | P | C |
| 1 | CORE COURSE | SMMC724A | Financial Management Using Excel | 3 | 1 | – | 4 |
| 2 | CORE COURSE | SMMC729A | Challenges of Business Environment | 3 | – | – | 3 |
| 3 | CORE COURSE | SMMC728A | Research Methodology for Modern Business | 3 | 1 | – | 4 |
| 4 | CORE COURSE | SMMC736A | Creating and Retaining Motivated Work force | 3 | – | – | 3 |
| 5 | CORE COURSE | SMMC743A | Enhancing Productivity through Operations Management | 3 | – | – | 3 |
| 6 | CORE COURSE | SMCS829A | Utilising Information Systems for Competitive Edge | 2 | 1 | – | 3 |
| 7 | CORE COURSE | SMMA878A | Decision Science Applications in Business | 3 | 1 | – | 4 |
| 8 | CORE COURSE | SMMC742A | Global Business Operations | 3 | – | – | 3 |
| 9 | Skill Enhancement Course | | Foreign Language | 2 | – | – | 2 |
| 10 | Ability Enhancement Compulsory Course | SMMCMO52A | Introduction to Tally | | | 2 | 1 |
| TOTAL | | | | 25 | 4 | 0 | 30 |

SEMSTER III

| Year | S.N. | | Course Code | Proposed Titles | L | T | P | C |
|---------------|-------------|--------------------------|--------------------|-------------------------------------|-----------|----------|----------|-----------|
| SECOND | 1 | Skill Enhancement Course | SMMC925A | Summer Internship Project Report | - | - | - | 6 |
| | 2 | CORE COURSE | SMMC803A | Ethical Delima and Profitability | 3 | - | - | 3 |
| | 3 | CORE COURSE | SMMC805A | Creating An Entrepreneurial Mindset | 3 | - | - | 3 |
| | 4 | Discipline Specific DSE | | Specialisation I Elective I | 3 | - | - | 3 |
| | 5 | Discipline Specific DSE | | Specialisation I Elective II | 3 | - | - | 3 |
| | 6 | Discipline Specific DSE | | Specialisation I Elective III | 3 | - | - | 3 |
| | 7 | Discipline Specific DSE | | Specialisation I Elective IV | 3 | - | - | 3 |
| | 8 | Discipline Specific DSE | | Specialisation II Elective I | 3 | - | - | 3 |
| | 9 | Discipline Specific DSE | | Specialisation II Elective II | 3 | - | - | 3 |
| | 10 | Discipline Specific DSE | | Specialisation II Elective III | 3 | - | - | 3 |
| TOTAL | | | | | 27 | 0 | | 33 |

SEMESTER IV

| S.N. | | Course Code | Proposed Titles | L | T | P | C |
|--------------|--------------------------|-------------|---|----|---|---|-----------|
| 1 | Skill Enhancement Course | SMMC884A | Dissertation | - | - | - | 6 |
| 2 | CORE COURSE | SMMC802A | Contemporary Issues in Strategic Management | 3 | - | - | 3 |
| 3 | Discipline Specific DSE | | Specialisation I Elective V | 3 | - | - | 3 |
| 4 | Discipline Specific DSE | | Specialisation I Elective VI | 3 | - | - | 3 |
| 5 | Discipline Specific DSE | | Specialisation I Elective VII | 3 | - | - | 3 |
| 6 | Discipline Specific DSE | | Specialisation II Elective IV | 3 | - | - | 3 |
| 7 | Discipline Specific DSE | | Specialisation II Elective V | 3 | - | - | 3 |
| 8 | Discipline Specific DSE | | Specialisation II Elective VI | 3 | - | - | 3 |
| 9 | Discipline Specific DSE | | Specialisation II Elective VII | 3 | - | - | 3 |
| TOTAL | | | | 24 | - | - | 30 |

| S.NO. | Foreign Language | Course Title |
|-------|------------------|--------------|
| | French | |
| a | SMHA151 | French I |
| b | SMHA152 | French II |
| | Spanish | |
| a | SMHA161 | Spanish I |
| b | SMHA162 | Spanish II |
| | German | |
| a | SMHA171 | German I |
| b | SMHA172 | German II |

SEMESTER I

| | | |
|-----------------|--|----------|
| SMMC731A | PEOPLE'S BEHAVIOUR IN AN ORGANIZATION | C |
| | | 3 |

Overview:

Human behavior at work is the universal market, and to run the business effectively for a long term, it is critical for the organizations to shape their business with the current trends. For this, organizational behavior is an important factor to operate the business. The course sheds light on understanding the employees in a better way to maximize the profits which are only possible by satisfying customer's needs which are the ultimate target of an organization. It also considers factors that hamper or foster job satisfaction. The course focuses on how managers become effective leaders by addressing the human side of enterprise. This helps in examining teams, individuals, and networks in the context of job satisfaction, organization culture, leadership and conflict resolution, understanding employees better, establishing productive relationships with peers and seniors over whom the manager has no formal authority, managing the performance of individual subordinates, introduces a model for strategic career management.

The course will help the students examine the contemporary principles, techniques and research findings in management and organizational behaviour that are driving high performance and continuous improvement in business today. To understand human behaviour at work, its concepts associated with continuous improvement in individual and group processes will be discussed. The focus in the course structure is laid on human behaviour at work, diversity in organization, attitudes and job satisfaction, personality and values, perceptions and individual decision making, motivation concepts, foundations of group behaviour, communication, leadership, power and politics, conflict and negotiation etc.

The course will be taught with a combination of lectures and experiential learning techniques so that students learn the specifics of a particular subject matter and about their own strengths and weaknesses as a learner (i.e. learning how to learn from experience). Each topic will be presented as an educational intervention to facilitate each stage of the experience-based learning process. Personal Application assignments and simulations are designed to relate personal experiences. Observational methods and team project are added to facilitate the understanding of these experiences. Theories and models are introduced to form generalizations and mental models. And finally, the intervention is structured with the purpose that will encourage students to experiment with and test what they have learned in class as well as in other areas of their lives.

Objective and Expected Outcome

The main objective of the course is to understand the human interactions in an organization, what is driving it and influence it for getting better results in attaining business goals. The organizations in which people work have an effect on their thoughts, feelings, and actions.

These thoughts, feelings, and actions, in turn, affect the organization itself.

This study aims to achieve the goals as it controls and develops human activity at work. The managers are responsible for the productivity. They need to make an impact on the employee behaviour, develop their skills, motivate them to work in a team collectively for better productivity and thus, ultimately achieve their targets.

The course will enable the students to list and define basic organizational behaviour principles, and analyse how these influence behaviour in the workplace. This will also help in analysing individual human behaviour in the workplace as influenced by personality, values, perceptions, and motivations. They would be able to outline the elements of group behaviour including group dynamics, communication, leadership, power & politics and conflict & negotiation and understand their own management style as it relates to influencing and managing behaviour in the organization systems. This course will enhance critical thinking and analysis skills through the use of management case studies, personal application papers and small group exercises.

COURSE CONTENT:

Unit I

Foundation and background of OB: concept, nature & scope of OB, Foundations of OB, challenges & opportunities, ethical issues in OB.

Unit II

Individual behavior and processes: individual differences–values and attitudes; Perception concept, process and applications; Personality–concept, determinants and theories applications; Learning and Reinforcement, Stress–symptoms, causes, consequences and management.

Unit III

Interpersonal and team processes: group behavior, group development, group dynamics, social loafing; developing teams–self-directed work teams, virtual teams; team building; Empowerment–concept, significance, Conflict–Concept, sources, types, management of conflict, Power–concept, sources, approaches; organizational politics

Unit IV

Organizational processes and structure: organizational structure and design, Work and job design; organizational learning; organizational culture; organizational change and development.

TEXT BOOKS:

1. Robbins, S.P. (2008) Organizational Behaviour, (7th Edition), New Delhi ND: Prentice Hall of India.

REFERENCE BOOKS

1. Pareek, Udai. (2012). Understanding Organisational Behaviour (3rd Edition). New Delhi ND: Oxford University Press.

2. Prasad, L.M. (2014).Organizational Behaviour (5th Revised Edition) Sultan Chand & Sons.
3. Aswathappa, K. (2007). Organizational Behavior, (7th Edition) New Delhi ND: Himalaya Publishing House.
4. VSP Rao, (2009) Organizational Behavior, (9th Edition) Excel Books.

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| SMMC709A | ECONOMIC ANALYSIS FOR BUSINESS | C |
| | | 3 |

Overview:

This unique and exciting course of ‘Economic Analysis for Business’ would encourage the action-oriented and value adding potential business learners who are passionate and excited with the thought of working in International behemoths and soon-to-be-Indian behemoths of today. Also, then they need to be aware of Business Economics jargons which is basically from various disciplines like Management Accounting, Economics, Basic Finance, and the like. As Business Economics / Managerial economics gives practical inside to solve business dilemmas by using tools from other disciplines.

Also, our business students need to have an advantage in uncertain and turbulent times, so business managers need to be conversant of micro economic tools and also techniques in the global context as forewarned is forearmed. They need to be aware of conceptual understanding of business economic tools in order to appreciate the relevant theories.

To make this course student-friendly, the learning would be circumstantial from the eyes of the instructor, including Managers and it will highlight their new roles in ever-growing and changing business ecosystem in this digital world and making them understand the dynamic principles of business economics at firm level.

Objective and Expected Outcome:

While going through this course, students would be exposed to business dilemmas as per the course boundaries which will be updated with new thinking and tools while delivering the course. Also, given the recent examples of contemporary merger, take overs and the like disruptive new models of business forms and its impact of new business ecosystem.

They will appreciate dynamic Managerial Economic principles in action. Moreover, given uncertain and dynamic environment around us, they need to have a global mind set with Indian ethos and values.

On completion of this unique and over-encompassing of these principles of Managerial Economics insightful will take future managers locally and globally acceptable. Most specifically, this course will make learners-

- To appreciate and understand what factors influence their choices and how their decisions affect the goods markets by affecting the price, the supply and demand?
- Overview of economic tools, theories and principles, the exciting concepts of Marginal Decisions and Incremental Decisions

- Understand the various types of elasticities as consumer shift from one market from to another as this will add insight profit maximization and cost minimization
- Understanding the dynamics of Cost Analysis & Price Output Decisions, and thereby leading to optimal costing decisions with the help of interesting curves.
- Understand the theory of production which includes insightful laws of production at the firm level.
- To appreciate the concept of market and its various forms and its impact on demand and price.

COURSE CONTENT:

Unit I

Introduction: Nature, Scope and Significance of Managerial Economics, its Relationship with other Disciplines, Role of Managerial Economics in Decision Making, Decision Making under Risk and Uncertainty.

Unit II

Consumer Behavior and Demand Analysis: Cardinal and Ordinal Approaches to Consumer Behavior; Demand Functions; Determinants of Demand; Elasticity of Demand; Derivation of Market Demand; Demand Estimation and Forecasting.

Unit III

Theory of Production and Cost: Managerial uses of Production Function, Short Run and Long Run Production Analysis, Isoquants, Optimal Combination of Inputs, Empirical Estimation of Production Functions; Traditional and Modern Theory of Cost in Short and Long Run, Economies of Scale and Economies of Scope, Empirical Estimation of Cost Function.

Unit IV

Theory and Behavior of Firm: Profit Maximization; Alternative Objectives of Business Firms; Price Output Decisions; under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly; Pricing Policies and Methods, Strategic Behavior of Firms; **Game Theory:** Nash Equilibrium, Prisoner's Dilemma Price & Non-Price Competition.

TEXT BOOK:

1. Salvatore, D. Managerial economics in a global economy. Irwin, McGraw-Hill.

REFERENCE BOOKS:

1. Geetika, Ghosh, P., & Choudhury, P.R. (2nd ed). Managerial economics. New Delhi: McGraw Hill Education.
2. Dwivedi, D. N. Managerial economics. New Delhi, ND: Vikas Publication House.
3. Christopher, R. Thomas, & S. Charles, Maurice. Managerial economics. New Delhi: Tata McGraw Hill.
4. Dholakia, R.H., & Oza, A.N. Micro economics for management students. New Delhi:

Oxford University Press.

5. Keating, Berry, & Wilson, J. H. An economic foundation for business decision. New Delhi: Biztantra Publication.
6. Gupta, G.S. Managerial economics: Micro economic. McGraw Hill.
7. Truett & Truett. Managerial economics. John Wiley & Sons Inc.
8. Petersen, H. Craig, & Cris, L W. Managerial economics. New Delhi: Pearson Education (Singapore) Ltd.

| | | |
|----------|---------------------------|---|
| SMMC725A | ACCOUNTING FOR MANAGEMENT | C |
| | | 4 |

Overview:

This course aims at enabling learners to develop the essential skill of managers in using the accounting information for decision making. With the progress of this accounting course, students will build the required level of understanding of accounting language and various key concepts. The students will learn to interpret the financial statements thereby interpreting the information available in Income statement, Balance sheet, Cash flow statement and Funds flow statement. This knowledge enables the students to take the strategic decisions impacting financials of the business. The next part of the course will enable students to understand the role of inventory and its management.

The course includes the budgeting and budgeting control system which is inevitable and key to control the costs in the firm. The make or buy decision and the like situations in the business is as crucial as making profits since it may negatively effects the profit line of the business if the right decision is not taken.

Objective and Expected Outcome:

1. To understand the accounting language, concepts, conventions & principles that forms the basis of financial statements.
2. Learn to interpret the four important financial statements; Income statement, Balance sheet, cash flow statement and funds flow statement.
3. To use accounting information for management decision making.
4. To develop budget and use it as a tool to planning and control.
5. Develop group work and communication skills.

The course will make the learners to interpret the numbers and their significance in the financial statements and make decision accordingly in the best interest of the organization.

COURSE CONTENT:

UNIT I

Nature of Accounting Information: Scope of Accounting, Accounting concepts, Principles & Standards, Journal, Ledger, Trial Balance, Depreciation Accounting (straight line and diminishing balance methods), Preparation of Final Accounts Trading Account, Profit and Loss Account; Balance Sheet (with adjustments)

UNIT II

Cost Accounting: Meaning, Objectives Importance, Methods, Classification of Cost, Preparation of Cost Sheet, Material Cost Accounting, Perpetual Inventory Control, Inventory Valuation, EOQ, ABC Analysis, Setting of Reorder Level, Maximum Level, Minimum Level.

UNIT III

Performance Evaluation Techniques: Introduction to Budgeting and Budgetary Control; Installation of Budgetary Control system; Classification of Budget; Fixed and Flexible Budgeting; Standard Costing and Variance Analysis (Labour and Materials); Balanced Scorecard; Responsibility Accounting.

UNIT IV

Decision Making Techniques: Marginal Costing; Absorption Costing; Contribution; Key factor; Cost-Volume-Profit Analysis; Decision making under decision involving alternative choice; Introduction to Activity Base Costing, Targeting Costing, Life Cycle Costing; Uniform Costing

Text Book:

Maheshwari, S.N. Accounting for Management. Vikas Publishing House. New Delhi:

REFERENCE BOOKS:

1. Shashi K Gupta, Sharma R.K. Management Accounting, Kalyani publications
2. Arora, M. N. (2015). Cost Accounting (12th ed). New Delhi: Vikas Publishing House.
3. Khan, M.Y., & Jain, P.K. (2015). Financial Management, Text, Problems & Cases (7th ed). New Delhi: Tata McGraw Hill Company.
4. Maheshwari, S.N. Financial and Cost Accounting. New Delhi: Sultan Chand & Sons.
5. Maheshwari, S.N. (2015). Advanced Accountancy -Vol. I & II (10th ed). New Delhi: Vikas Publishing House.
6. ICAI, Accounting Standards (Latest).
7. Bhattacharya, Ashish K. Financial Accounting for Business Managers. New Delhi: Prentice Hall of India.

| | | |
|----------|--|---|
| SMMA737A | STATISTICAL APPROACH TO BUSINESS PROBLEM | C |
| | | 4 |

Overview:

In this course the students will learn the principles and methods of statistical analysis, but will also put them into practice using a range of real-world data sets. The objective is to provide a basic understanding of data analysis using statistics and to use computational tools on problems of applied nature. This course is designed to prepare students to analyse and interpret business problems using Statistical methods. The quantitative evaluation of a problem is imperative to eliminate/minimize the subjectivity associated with the managerial decision-making process. This course is intended to help students “in making-sense-of” enormous amount of statistics to which they are exposed in their everyday life.

| | | | |
|---|-------|---|---|
| | | Conclusion about null hypothesis from statistical test | |
| | | Accept Null | Reject Null |
| Truth about null hypothesis in population | True | Correct | Type I error Observe difference when none exists |
| | False | Type II error Fail to observe difference when one exists | Correct |

Objectives and Expected Outcomes:

Objectives

- Summarize data graphically by displaying data using methods from descriptive statistics, interpreting data in tables graphically by using histograms, frequency distributions, box-and whisker (five-number summary); find measures of central tendency for data sets: mean, median, and mode; find measures of variation for data sets: standard deviation, variance, and range; relative positions of data, distinguish among scales of measurements and their implications; distinguish between populations and samples; also identify the standard method of obtaining data with advantages and disadvantages of each.
- Find simple probabilities and probabilities of compound events and compute probabilities using the complement, discrete probability distributions, apply concepts of sample space, the binomial probability distribution.
- Standardize a normally distributed random variable, use normal distribution tables to find probabilities for normally distributed random variables and the t-distribution, and use the Central Limit Theorem to find probabilities for sampling distributions.
- Construct and interpret confidence intervals for proportions and means.
- Identify the basics of hypothesis testing ; perform hypothesis testing for means, proportions, standard deviations from one population, difference of means and proportions from two populations, including finding and interpreting p-value with examining Type I and Type II error.

- Find linear least-squares regression equations for appropriate data sets, graph least-square regression equations on the scatter plot for the data sets, and find and apply the coefficient of correlation.
- Use the chi-square distribution to test independence and to test goodness of fit.
- Conduct a one-way Analysis of Variance (ANOVA) hypothesis test.
- Select an appropriate hypothesis test and interpret the result using p-value; use appropriate statistical technique to analyze and interpret applications based on data related to business, social sciences, psychology, life sciences, health sciences or education, and interpret results using technology-based statistical analysis.

Outcomes:

- To construct a histogram for a given set of data. This can be done by hand or with a graphing calculator.
- To construct a single-sample confidence interval, and draw an appropriate conclusion. This can be done by hand or with a graphing calculator.
- To state a single-sample hypothesis test based on a given claim, and draw an appropriate conclusion. This can be done by hand or with a graphing calculator.

Course Content:

UNIT I

Role of statistics: Application of statistics in managerial decision-making; Descriptive Measures: Measures of central tendency - mean, median, mode and their implications; Measures of Dispersion: range, mean deviation, standard deviation and their significance, Measures of Skewness

UNIT II

Correlation Analysis: Meaning and uses; Types of correlation, Methods of calculation of coefficients – Karl Pearson and Rank correlation, Analysis and interpretation; Regression Analysis: Introduction, Difference between correlation and regression, Linear regression equation, Standard error of the estimate, Coefficient of determination

UNIT III

Probability: Concept of probability and its uses in business decision-making; Addition and multiplication theorem of probability; Bayesian analysis and its application; Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions

UNIT IV

Sampling and Hypothesis Testing: Sampling theory; Formulation of hypotheses; Application of Z-test, t-test and χ^2 (Chi) square-test in testing of the hypothesis

TEXT BOOK:

1. Lenin Rubin- Statistics for Management, Pearson (2000), 7th Ed., New Delhi

REFERENCE BOOKS:

1. Beri- Statistics for Management (Tata McGraw-Hill)
2. Chandran J S- Statistics for Business and Economics (Vikas), 1998.
3. Render and Stair Jr- Quantitative Analysis for Management (Prentice-Hall, 7th edition)
4. Sharma J K - Business Statistics (Pearson Education)
5. Gupta C B- An Introduction to Statistical Methods (Vikas), 1995, 9th ed.
6. Earshot L- Essential Quantitative Methods for Business Management and Finance (Palgrave, 2001)
7. Ken Black- Business Statistics for Contemporary Decision Making – (John Wiley), 4th ed.

| | | |
|----------|-------------------------------|---|
| SMMC733A | MANAGING MARKETING OPERATIONS | C |
| | | 3 |

Overview:

Marketing, in its core is a practice. The theory aspect of the course is derived from the practice itself. One can say that the practice is independent factor however theory contents are based on this independent factor only. The innovative practice only has the capability to enrich the course contents in true sense.

Here the basic theory is to manage the marketing operations in cheapest way for the growth and development of all the stakeholders of the firm. Marketing operations includes analyzing the market, assessing firm's feasibility to match the requirement, planning the marketing contents, tracking budget and other key metrics for achieving firm's vision and mission.

Objective and Expected Outcome:

Marketing operations aims at delivering proper planning of marketing activities in very effective and efficient manner, without compromising with the quality of the product. To plan and to ensure the proper implementation and functioning of the plan is the core theme of the course.

The main outcome would be in building of a successful marketing manager, who can plan, enact and control the whole process successfully through satisfaction of the market. The learner would be able to analyze the critical situations and strategic conditions to implement and hence getting the competitive edge in the target market segment.

Course Content:

UNIT I

Introduction to Marketing: Meaning, core concepts, nature and scope of marketing; marketing philosophies; concept of marketing myopia & marketing mix; understanding marketing environment; models of consumer and organizational behaviour, buying decision process; market segmentation, targeting and positioning.

UNIT II

Product: Product concept; new product development process; product levels; product classifications; introduction of product mix, major product decisions; branding, packaging and labeling; product differentiation; product life cycle.

Price: Concept of price and pricing, applications of pricing; determinants of price; pricing

process, important pricing strategies and policies.

UNIT III

Place (distribution): Nature, functions, and types of distribution channels; channel functions and flows; channel levels; channel-design decisions; channel conflict, coordination and competition.

Promotion (communication): Developing effective communications; characteristics of the marketing communications mix; factors in setting the marketing communications mix; elements of promotion mix-advertising, personal selling, publicity and sales promotion.

UNIT IV

Marketing organization and control: Emerging trends and issues in marketing-consumerism, wholesaling and retailing; rural marketing, social marketing; direct and interactive marketing; green marketing.

TEXT BOOK:

Kotler, P., Keller, K., Koshy, L., &Jha, M. (2016).*Marketing management* (16thed.). New Delhi: Pearson.

REFERENCES BOOKS:

1. Kurtz, D. L., & Boone, L. E.(2013), *Principles of contemporary marketing* (16th ed.). New Delhi: Cengage Learning India.
2. Douglas, I. D. & Leonard J. P., *Marketing management: text and cases* (7thed.). U.S.A.: John Wiley and Sons.
3. Pride, W. M. and Ferrel, O. C. (2004), *Marketing: concepts and strategies* (12th ed.). New Delhi: iztantra/Wiley India Pvt. Ltd..
4. Etzel, M. J., Bruce, J., W., Stanton, W. J., &Pandit, A. (2010). *Marketing* (14thed.). New Delhi: Tata McGraw-Hill.
5. Kumar, S. R.(2012). *Case studies in marketing management*. New Delhi: Pearson.

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| SMCS775A | INFORMATION TECHNOLOGY IN BUSINESS | C |
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Overview:

This course introduces students to the steps necessary to analyze a problem in information technology and identify and define the computing requirements appropriate to its solution, with a focus on how to design, implement, and evaluate a computer-based system, process, component, or program to meet desired needs. Students learn to analyze the local and global impact of computing on individuals, organizations, and society. This course leads students to recognize the need for continuing professional development and imparts an understanding of professional, ethical, legal, security and social issues, and responsibilities in information technology.

Objectives and Learning Outcomes

The rationale for this course is to teach students the theoretical approach to information technology and management information systems within a business/computer science environment. Practical business computer applications will emphasize word processing, spreadsheets, databases, presentation software, and electronic commerce of the Internet. The student at the end of course will be able to:

1. Gain familiarity with the concepts and terminology used in the development, implementation and operation of business computer applications.
2. Explore various methods where Information Technology can be used to support existing businesses and strategies.
3. Achieve hands-on experience with productivity/application software to enhance business activities.
4. Accomplish projects utilizing business theories, teamwork, Internet resources and computer technology.
5. Work with simple design and development tasks for the main types of business systems.
6. Demonstrate the application of online collaboration and website development tools to support productivity and communication in business contexts

UNIT I

Computer Fundamentals and Number System: Block Structure of a Computer System, Characteristics of Computers, Generations of Computers, Classification of Computers, Computer Memory and Mass Storage Devices. Logic Gates, Computer Memory, Computer Hierarchy, Input Technologies, Output, Technologies. Number System: Binary, Octal and Hexadecimal Number System.

UNIT II

Computer Software Application and System Software: Programming

Languages and their Classification, Assemblers, Compilers and Interpreters. **Operating Systems:** Functions of Operating Systems, Types of Operating Systems (Batch Processing, Multitasking, Multiprogramming and Real time Systems), **DBMS:** Traditional File Environment, Database Management Systems Concepts, Data Models, ER Modeling, Constraints, Introduction to SQL queries.

UNIT III

Telecommunication and Networks: Types of Telecommunication Networks, Telecommunications Media, Network Topologies, Network Architectures-The OSI Model. The Internet, Intranet and Extranets: Operation of the Internet, Services provided by Internet.

UNIT IV

Functional and Enterprise Systems: Management Information Systems, Transaction Processing Information Systems, Accounting and Finance Systems, Marketing and Sales Systems, Production and Operation Management Systems, Human Resources Management Systems.

TEXT BOOK:

Turban, Rainer and Potter. Introduction to information technology. John Wiley & Sons.

REFERENCE BOOKS:

1. Norton, P. Introduction to computers. TMH
2. Rajaraman, V. Introduction to Information Technology. PHI.
3. Ram, B. Computer Fundamentals. New Age Publications
4. Sinha, P.K., Priti Sinha. Foundation of computing. BPB Publications.
5. James, A. O'Brien. Introduction to Information Systems. TMH

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| SMEL722A | BUSINESS COMMUNICATION SKILLS | C |
| | | 3 |

Overview:

Effective communication is a vital tool for success of every business. Getting success at your point can be the difference between sealing a deal and missing out on a potential opportunity. One should be able to clearly explain company policies to customers and clients and answer their questions about their products or services. It is crucial to communicate effectively in negotiations to ensure that goals are achieved.

Communication is also important within the business. Effective communication can help to foster a good working relationship between employer and employee, which can in turn improve morale and efficiency.

This course will explain the key aspects of both verbal and non-verbal communication, how to listen and understand others and how to make the best possible first impression on the people one encounters in and around the business.

Success in any conversation is likely to be achieved through both parties listening to and understanding each other.

Key communication skills

Useful communication skills for building positive interpersonal relationships include:

- active listening
- understanding non-verbal signals
- maintaining eye contact
- assertiveness
- being mindful of people's individual space
- using positive body language
- dealing with different points of view.

Personal awareness skills that help with communication include:

- understanding the benefits of a positive attitude
- awareness of how others perceive you
- self-confidence
- presentation - dressing appropriately for different occasions.

Objective and Expected Outcome:

The primary objective of communication is to exchange ideas, opinions, thoughts, beliefs and information. In the fields of business, the main objective of communication is to help managers in performing all managerial functions smoothly. This course makes the students capable of:

1. Perform all managerial functions and to achieve predetermined goals
2. Exchange of information
3. Formulation and execution of plans

4. Increasing efficiency of the business and its employee
5. Directing the subordinates
6. Create consciousness
7. Coordination and cooperation
8. Persuasion
9. Facilitating joint effort
10. Education and training of employees
11. Develop labor-management relations
12. Creating relationship with external parties
13. Monitoring and controlling the activities
14. Solving problem
15. Initiate to change
16. Decision making
17. Making aware of future change
18. Building image

Communications is involved in every career. Special emphasis is put on communications when dealing in marketing, advertising or public relations. These careers require daily business communication not only within the company but to communicate with clients, audiences and prospects as well. Studying business communication in conjunction with any of these areas can allow for higher promotions within a company because of a wider knowledge base.

COURSE CONTENTS

Unit 1

Basic Principles of Communication: Introduction, Understanding Communication, the Communication Process, Barriers to Communication, the Importance of Communication in the Workplace, Types of Communication & Communication Channels; Stress Management

Unit 2

The Nature of Business Communication: Introduction, Types of Business Communication, Communication Network in Organizations, Types of Meetings, Guidelines for Meetings, What is a Report? Types of Business Reports, Format for Business Reports, Steps in Report Preparation, Advantages of Oral Communication, Business Presentations

Unit 3

Internal and External Business -Communication – The Importance of Listening in the Workplace: Barriers to Listening, Strategies for Effective Listening, Listening in a Business Context; Principles of Business Writing, Writing Memos, Circulars and Notices; Electronic Media and Shareholder Communication, What is an Intranet?

Unit 4

Employment Communication – *Resumes and Cover Letters*, Group Discussions and Interviews, Principles of Business Letter Writing, Types of Business Letters, Format for Business Letters; Communication with Media through News Releases, Communication about the Organization through Advertising

Assignments:-

1. Power point presentation
2. Report
3. Group Discussion
4. Advertisement
5. Mock Interview

TEXT BOOK:

Banerjee Sudershan, Tan Crispian et.al. Effective Business Communication, CEGR, Delhi, 2016.

REFERENCE BOOKS:

- Adair, J. *Effective Communication*. Pan McMillan.
- Thill, J. V. & Bovee, G. L. *Excellence in Business Communication*. McGraw Hill, New York.
- Bowman, J.P. & Branchaw, P.P. *Business Communications: From Process to Product*. Dry den Press, Chicago.
- Mitra, Barun K. *Personality Development and Soft Skills*, OUP, Delhi, 2012.
- <http://allnotes4mba.blogspot.in/2012/01/business-communication.html>
- <http://management.ind.in/forum/mba-notes-business-communication-328105.html>
- <https://rkmycbba.wordpress.com/2011/04/23/business-communication-notes-from-semester-exam-point-of-view/>

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| SMAW737A | LEGAL ASPECTS OF BUSINESS | C |
| | | 3 |

Overview:

The objective of this course is to provide the students with practical legal knowledge of general business law issues and topics to help become more informed, sensitive and effective business leaders. As the business managers are called upon to create value, marshal resources and manage risk, it is imperative that they should understand fundamental legal issues pertaining to business world to enhance their ability to lead and delegate. A sound knowledge of the law is a strategic asset which if timely and properly applied will provide the prospective managers and their organizations, immediate and long-term benefits and the ability to avoid costly mistakes.



“Ethics knows the difference between what you have a right to do and what is right to do.”
by Potter Stewart

Objectives and Expected Outcomes:

Objectives

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

- Explain the meaning, essentials and classification of contracts.

- Describe the eligibility for capacity to contract, provide free consent and legality of object and consideration.
- Know the criteria for performance and discharge of contracts.
- Assess the remedial actions for breach of contract.
- They will also understand the various types of special contracts like Indemnity, Guarantee and Agency.
- Understanding of Law of Sale of Good Act.
- Understanding of Negotiable Instruments Complexity and Company formation issues
- Understanding of Company Secretary work in case of Formation from MOA to Dissolutions

Outcomes

On successful completion of the syllabi, the learner will be able to:

1. Discuss the importance of law to the operation of business in India
2. Identify, discuss and apply the sources of law, including where relevant Indian Law
3. Explain the nature and structure of the Irish legal system
4. Explain the essential aspects of the law of contract and recognize the essential features of the law of negligence
5. Explain the basic concepts of insurance and negotiable instruments
6. Discuss the legal structure of business
7. Describe the duties and responsibilities of the various officers of the business and define the rights and responsibilities of shareholders
8. Apply the core principles of employment law in a practical manner

UNIT I

The Indian Contract Act: Essentials of a valid contract, void agreements, performance of contracts, breach of contract and its remedies, Quasi-Contracts

UNIT II

The Sale of Goods Act: Contract of sale of goods, conditions and warranties, transfer of property, rights of an unpaid seller; the negotiable instruments act: nature and types; negotiation and assignment; holder-in-due course, dishonour and discharge of a negotiable instrument, arbitration

UNIT III

The Companies Act, 1956: Nature and types of companies; formation; memorandum and articles of association; prospectus, shares and share capital, allotment of shares

UNIT IV

Membership; borrowing powers; management and meetings; accounts and audit; compromise arrangements and reconstruction; prevention of oppression and mismanagement; winding up; Consumer Protection Act and Cyber Law; RTI Act 2005 : Purpose, Right to Information and Obligation of Public Authorities, Exemption from disclosure of information.

TEXT BOOK:

1. Tulisian P.C., Business Law, TMH, New Delhi

SUGGESTED READINGS:

1. Kuchhal, M.C. and Deepa Parkash, Business Legislation Management, Vikas Publishing House Pvt. Ltd.
2. Khergamwala, J.S., The Negotiable Instrument Acts, N.M. Tripathi, Bombay, 1980
3. Ramaiyam, A., Guide to the Companies Act, Wadhwa, Nagpur, 1992
4. Shah, S.M., Business Law for Managers, Sultan Chand, New Delhi, 1998.

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| SMHA151A/SLHA131A | FRENCH-I | C |
| | | 2 |

Overview:

With the world turning into a global village and different foreign firms entering the Indian markets, there are a large number of job opportunities that are being created to tackle the demand from these investment firms. This course aims to build knowledge in linguistic skills in French and develop the intercultural competence of the learners.

Students are guided to develop their literacy skills through the communicative acts of reading, writing and creating discourse around texts of all types.

We guide our students to develop a competency level in comprehending and producing the target language, spoken and written, as well as socio-cultural competency in communicating with people who speak the target language. The main focus of classes is on communication.

French language programs are intended to contribute to the development of the knowledge, skills and attitudes further enabling students to:

- Communicate effectively in French using the listening, speaking, viewing, reading and writing modes (communication).
- Demonstrate a better understanding of their own and others.
- Demonstrate preparedness for further learning, particularly where French is the language of instruction (personal development).
- Work and learn purposefully, both independently and in groups (personal development)
- Solve problems individually and collaboratively (problem solving)
- Express their ideas and feelings using various art forms (expression)

Objective and Expected Outcome:

The objective is to provide an integrated knowledge of the subject which means that the various aspects that make up the language-learning experience are not separated or isolated but will be treated as complementary to one another. In one single activity, students will learn some facts, procedures, practice certain grammatical structures and communicative strategies.

Students are expected to learn:

- Communication skills like presenting, producing written technical, and explaining data.
- Comprehension of text
- Translation of sentences
- Essay on different topics - general as well as specific
- Functional and advanced grammar
- Expression of opinion
- Discussion on general and common interests

This course gradually builds French knowledge and skills in writing, reading, speaking French and to develop the intercultural competence of the learners. This study allows the students to interact in French and acquire familiarity with the culture.

Unit I

Introduction to Language, Basic Vocabulary, General questions, French greetings, Audio activities, Role-play

Unit II

Basic Grammar (articles, nouns, adjectives, pronouns, prepositions, colors, opposites), Grammar exercises

Unit III

French Numbers, days of the week, months of the year, Vocabulary activities

Unit IV

Verbs (all groups), Negative sentence formation, Descriptive and creative writing exercises with related grammar and vocabulary, Grammar exercises, Activities based on vocabulary and grammar, Reading exercises

Text Book

1. Text Book JUMELAGE 1
2. Work Book JUMELAGE 1

Reference Book

1. Grammaire Francaise

SEMESTER II

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| SMMC724A | FINANCIAL MANAGEMENT USING EXCEL | C |
| | | 4 |

Overview:

The course builds a conceptual and analytical framework focused on financial analysis and the creation of shareholder value. The fundamental time value of money building blocks are developed and refined into models that are applied to the valuation of 1.) financial securities, 2.) the expected impact of strategic decisions and investments, and ultimately 3.) the firm itself. Spread sheet assignments provide the foundation for an extended case study featuring a detailed financial analysis of a firm's revenues, profits, performance metrics and capital requirements.

The practical implementation of the theories and models also facilitates the complete understanding of them. Additionally the students will be benefitted by having created throughout the course a collection of templates that can be readily used later on in practice. Probably the most widely used tool by financial practitioners is Excel. During the course students will learn how to use this powerful program to apply a series of financial models which the students will likely have encountered in their previous courses. For each concept applied the course will provide a brief overview of the relevant theory or model but focus

Objectives and Expected Outcome:

The course is aimed at building an understanding of concepts, vital tools and techniques applicable for financial decision making by a business firm.

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

Describe, discuss and think critically about the conceptual foundations of shareholder value creation.

Display proficiency with basic time value of money calculations and integrated multi-level time value of money problems.

Display a conceptual and technical understanding of bond price and yield relationships.

Display accounting ratios and how they are used in financial statement analysis, background issues, calculations and assumptions related to these models

Display a conceptual and technical understanding of the metrics used to identify new corporate investments and the value-creation potential of these investments (capital budgeting).

Create and analyze a capital budget.

Display a conceptual and technical understanding of how risk is measured in finance and the models used to relate risk to the concept of expected return.

Display the ability to calculate a firm's weighted average cost of capital (WACC) and a conceptual understanding of the WACC inputs and the WACC's role in capital budgeting and general valuation models

Display a conceptual and technical understanding of value creation metrics such as MVA, EVA, FCF, NOPAT and ROIC Display a conceptual and technical understanding of forecasting financial statements and how to adjust historical ratios to generate plausible forecasts.

Display a conceptual and technical understanding of how to integrate accounting ratio analysis and finance-based valuation metrics in a comprehensive spreadsheet model of a firm's financial performance and valuation.

The student having successfully completed this course will be able not only to apply the various finance models and theories taught throughout their studies but also understand the applicability of these theories in light of the working assumptions required for those theories to be useful in practice. Students develop significant expertise in applying finance principles to the analysis of complex business problems and situations using Excel.

COURSE CONTENT:

Unit I

Introduction: Nature, scope and objectives of financial management. Financial decision making and types of financial decisions. Agency problem. Stock price maximization and agency costs. Funds Flow Analysis; Cash Flow Statement and its Interpretation (AS-3), Ratio Analysis

Unit II

Capital Structure: Planning for Sources of Finance (Domestic and International); Capital Structure; Leverages; Cost of Capital; Net Income Approach; Net Operating Income Approach; Traditional Approach and MM Approach;

Unit III

Capital Budgeting: Nature, significance and kinds of capital budgeting decisions, Time Value of Money, Capital budgeting techniques- ARR, Payback period, Discounted payback period, NPV, Equivalent annual NPV, IRR, and Modified IRR. Capital budgeting decision under inflation. Capital budgeting decision under uncertainty.

Unit IV

Dividend Policy: Retained Earnings Vs. Dividend Decision; Gordon Model; Walter Model; MM Approach; Planning of Development of Funds Through Management of Assets - Fixed and Current: Working Capital Management; Management of Cash (Various Theoretical Models); Operating Cycle.

TEXT BOOKS:

Maheshwari, S. N. Financial Management - Principles & Practice. Sultan Chand & Sons.

REFERENCE BOOKS:

1. Pandey I M, Financial Management. Vikas Publication .
2. Prasanna Chandra, Financial Management: Theory and Practice. Tata McGraw Hill.

3. Narayana Swamy, Financial Accounting a Managerial Perspective. PHI.
4. Khan, M. Y. and Jain P. K. Financial Management, Text, Problems & Cases. Tata McGraw Hill Company, New Delhi.
5. Shashi K Gupta, Sharma R.K. Management Accounting, Kalyani publications

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| SMMC729A | CHALLENGES OF BUSINESS ENVIRONMENT | C |
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Overview:

Understanding the environment within which the business has to operate is very important for running a business unit successfully at any place. Because, the environmental factors influence almost every aspect of business, be it its nature, its location, the prices of products, the distribution system, or the personnel policies. Hence it is important to learn about the various components of the business environment, which consists of the economic aspect, the socio-cultural aspects, the political framework, the legal aspects and the technological aspects etc. In this chapter, we shall learn about the concept of business environment, its nature and significance and the various components of the environment. In addition, we shall also acquaint ourselves with the concept of social responsibility of business and business ethics.

Objective and Expected Outcome:

The learners would be able to explain the meaning of business environment; identify the features of business environment; describe the importance and types of business environment; describe the recent developments in Indian Economy that have greatly influenced the working of business units in India; explain the concept of social responsibility of business; state the social responsibility of business towards different interest groups; and explain the concept of business ethics.

The business environment are those factors that influences the individual's business organization historical factors, psychological factors, government attitude and regard to foreign good, international factors and marketing approaches. The relationship between business and its environment is mutual, that is, the environment exerts pressure on business, while business, in turn influences various aspects of its environment. Business also depends on its environment for the supply of all its inputs and at the same time to absorb its output. The influence of the environment boils down to two essential forces which the organization must respond to – information gathering and scarce material and financial resources. These forces create uncertainty i.e. lack of information to anticipate external changes and resources availability.

There are two categories of environmental forces that influenced business performance. These are internal environmental forces and external environmental forces. The internal environmental forces or influence are those that affect the enterprise as separate entity. They consist of function structure and relationship in the enterprise. The forces that affect a business unit as well as other enterprises operating within the same environmental are known as external environment. They are external to the enterprise and cannot be effectively controlled by managers. They are relevant for the success of the organization. The internal problems that affect the small scale enterprise and other enterprises in general include among others; wrong choice of business, lack of export, lack of business connections, management incompetence, lack of adequate attention, marketing problem, unethical, location problem, absence of production improvement technique, etc.

COURSE CONTENT

UNIT I

Introduction: Nature and structure of business environment; macro and micro indicators; assessing risk in business environment; emerging sectors of Indian economy; relative size and growth of public and private sectors.

UNIT II

Design and strategy of economic reforms; current state of growth and investment; interest rate structure and present monetary policy; fiscal environment; current inflationary position and its impact on business sector; competitive environment; legislation for anti-competitive and unfair trade practices; consumer and investor protection.

UNIT III

Current industrialization trends and industrial policy; environment for the SME sector; infrastructure development and policy; public sector reforms and performance; public-private partnership; intellectual property regime and the R&D environment; trends in service sector growth; banking reforms and challenges; business opportunities in the rural sector.

UNIT IV

Globalization trends and challenges; balance of payments trends; environment for foreign trade and investment; exchange rate movements and their impact; India's competitiveness in the world economy; external influences on India's business environment

Text Book:

1. Cherunilam, Francis. Business environment. (3rd e d.). New Delhi: Himalaya Publishing House.

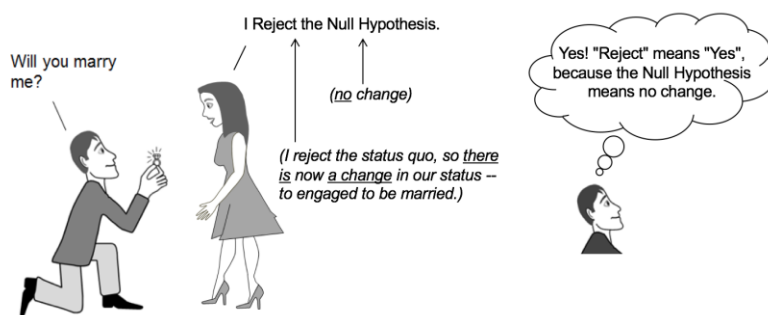
REFERENCE BOOKS:

1. Saleem Shaikh, Business environment. New Delhi: Pearson Publication. India
2. Paul, Justin. Business environment: Text & cases (3ed.) New Delhi: McGraw Hill Education (India) Pvt. Ltd.
3. Mishra, S. K., & Puri, V. K. Economic environment for business. New Delhi: Himalaya Publishing House.
4. Fernando, A. C. Business environment. New Delhi: Pearson Publication. India
5. Economic Survey. Govt. of India.
6. Monthly Bulletin. Reserve Bank of India. Mumbai.

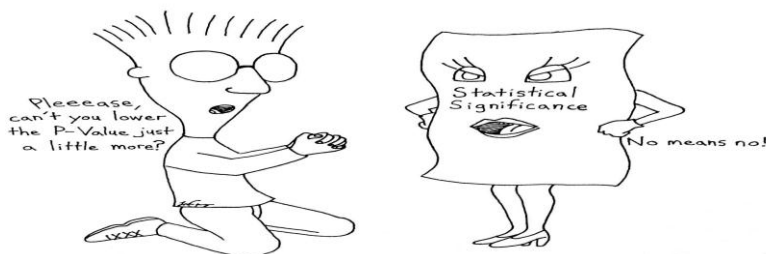
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| SMMC728A | RESEARCH METHODOLOGY FOR MODERN BUSINESS | C |
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Overview:

This course is designed to introduce students to the logic of social inquiry. It focus on the very basic issues of social research, such as identifying puzzles through formulating hypothesis followed by research questions and review the literature to understand the background story of problem in previous studies. Understanding the very phenomenal issues and use of qualitative as well as quantitative data.



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From the book *Statistics from A to Z - Confusing Concepts Clarified*.



Objectives and Expected Outcomes

Objectives

- Understand research terminology
- Be aware of the ethical principles of research, ethical challenges and approval processes in research area
- Describe quantitative, qualitative and mixed methods of approaches to research
- Identify the components of a literature review process
- Critically analyze published research

Learning Outcomes:

Upon completing the course, student will be able to:

- demonstrate knowledge of research processes (reading, evaluating, and developing);
- perform literature reviews using print and online databases;

- employ American Psychological Association (APA) formats for citations of print and electronic materials;
- identify, explain, compare, and prepare the key elements of a research proposal/report;
- define and develop a possible Social Science research interest area using specific research designs;
- compare and contrast quantitative and qualitative research paradigms, and explain the use of each in Social Science research;
- describe, compare, and contrast descriptive and inferential statistics, and provide examples of their use in Social Science research;
- describe sampling methods, measurement scales and instruments, and appropriate uses of each;
- explain the rationale for research ethics, and the importance of and local processes for Institutional Review Board (IRB) review; and
- demonstrate how educational research contributes to the objectives of your doctoral program and to your specific career aspirations in Social Science.

COURSE CONTENT

Unit I

Introduction to Business Research: Definition; Nature and Scope of Business Research; The Research Process; Problem Identification and Definition; Determination of Information Needs; Hypothesis Formulation; Developing Research Proposal; Ethical issues in Research; Marketing Research.

Unit II

Research Design and Data Collection: Types of Research Design; Secondary and Primary Data; Primary Data Collection Instruments -Questionnaire Designing and Testing; Schedule; Observation Methods; Qualitative Research; Scaling Techniques and Attitude Measurement; Online Data Sources and Research.

Unit III

Sample Design: Defining the Universe and Sampling Unit; Sampling Frame; Probability and Non-probability Sampling Methods; Sample Size Determination, Data Collection and Survey Errors.

Unit IV

Data Analysis, Interpretation and Report Preparation: Data Editing and Coding; Tabulation; Hypothesis Testing; Analysis of Variance; Advanced Data Analysis Techniques-Factor Analysis, Cluster Analysis, Discriminant Analysis; Conjoint Analysis; Multi-Dimensional Scaling; use of SPSS/Mini-Tab in data analysis, Report Preparation and Presentation.

TEXT BOOK:

1. Business Research Methods – Zikmund- Thomson
2. Donald, R. Cooper and Parmela, S.Schindler .Business Research Methods.TataMcGraw Hill.

REFERENCE BOOKS:

1. Research Methodology - R.Panneerselvam- PHI
2. Research Methods for Business Students- Saunders- Pearson
3. Business Research- Collis J & Hussey R- Palgrave
4. Business Research Methods – Donald R. Coopers and Schindler.
5. MLA handbook for researchers

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| SMMC736A | CREATING AND RETAINING MOTIVATED WORK FORCE | C |
| | | 3 |

Overview

The course is designed for individuals interested in changing how people are managed-to dispel flawed assumptions about human resource strategies and develop new techniques. In the past, human resource practices rarely served as a source of innovation in organizations. Rather, when establishing guidelines, policies, and rules, most companies chose to follow the norm, which often was unsatisfying and frustrating for their employees. These same firms chose not to focus on their human resource practices as a source of competitive advantage that could be used to hire the best talent, perform at the highest level, and weather the most difficult times. More recently, new ideas about the optimal approach to managing the firm's most important asset-its human capital-have flourished. As a result, a debate has surfaced in the corporate world about the best ways to get work done-from the allocation of job tasks to the structure of financial incentives. We tackle many of these fundamental questions in this course-what is the best way to hire people, to give performance feedback, to foster collaboration-but we look at these problems through a new lens, one informed more by evidence and analysis than by tradition and intuition.

Objective and Expected Outcome:

After taking the course, student will be able to: (1) identify misconceptions that undermine the effectiveness of human resource strategies; (2) learn new insights about human motivation in the workplace and (3) design new tools that can improve the working lives of employees. In each session important topic will be discussed from three distinct points of views, first describing what is currently done, then identifying alternative approaches in other firms, and finally considering what a bold and creative approach might look like.

COURSE CONTENT:

Unit I

Introduction to HRM: Nature scope Characteristics, objectives, functions, evolution, role of HR Manager, strategic HRM, HR Policies, challenges to HR professionals;

Unit II

Talent acquisition: HRP, Job analysis, Recruitment and Selection, Placement, Induction, Socialization, training and development; executive development; career planning and management, succession planning; HRD; Employee empowerment

Unit III

Managing performance Appraisal: Performance appraisal; Wage and Salary administration; Incentive Compensation; **Maintaining and Retaining HR:** Job changes,

Employee Health and Safety, employee welfare, social security, Discipline and Grievances.

Unit IV

Integrating HR: Industrial Relations and Disputes, Collective bargaining, QWL, trade Unions. **HR in knowledge era:** HR in virtual organizations, HR in mergers and acquisitions, outplacement, outsourcing, employee leasing, HR audit, international HRM, HRIS

TEXT BOOK:

1. Dessler, G. (2012). Human Resource Management, (2nd Edition). Pearson Education.

REFERENCE BOOKS:

1. Aswathappa, K., (2013). Human Resource Management, (7th Edition). McGraw Hill Education.
2. Rao V.S.P.(2013). Human Resource Management, (3rd Edition). Excel Books.
3. C.B. Gupta (2015). Human Resource Management (16th edition), Sultan Chand & Sons.
4. Aswathappa, K. (2015). Human Resource Management: Text and Cases, (7th Edition) McGrawhill.
5. Werner J. M. (2012). Human Resource Management, (5th Edition) Delhi, Cengage Laming.

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| SMMC743A | ENHANCING PRODUCTIVITY THROUGH OPERATION MANAGEMENT | C |
| | | 3 |

Overview:

Production and Operation Management is a multi-disciplinary field that focuses on handling all aspects of an organization’s operations to deliver products and services. Operations managers smear ideas and technologies to increase productivity and lessen costs, improve flexibility to meet promptly changing customer needs, augment product quality, and improve customer service. The trepidations of this course range from strategic to tactical and operational levels, which implicate designing, planning and managing the system. This is concerned with the efficient production and distribution of products and services and is a significant component of any business. Making sure operations run smoothly is an extremely complex undertaking involving the coordination of employees, resources, equipment, and information across many different organizational levels.

The field of Production and Operations management is dynamic in nature. The course epitomizes the blend of concepts and includes activities such as forecasting, choosing a location for an office or plant, allocating resources, quality.

The course intends to provide students with the broad framework for the management of the operations functions of organizations, and how this is used in planning, coordinating, and executing all the necessary activities that create goods and services.

Objectives and Expected Outcomes:

The course intends to provide students with the broad framework for the management of the operations functions of organizations, and how this is used in planning, coordinating, and executing all the necessary activities that create goods and services.

The course is designed to train students to manage and succeed in all aspects of business, which includes operations management, supply chain management, project management, financial management, etc. This helps to develop students to make business decisions; embraces learning to smear quantitative approaches and to use computer programs and systems in bringing speed to business decision making. It adds value to a process from a customer’s perspective and what degrades the value of a product or a service which in turn helps the student take effective decisions. Operations management offers tools to measure performance, improve production, determine throughput, optimize capacity and cut operations cost.

Some of the particular skills that students may gain include the ability to coordinate service and product delivery processes, evaluate a company's asset capacity and create corporate investment strategies.

Course Contents;**UNIT I**

Nature, Evolution and scope of Production and Operations management, Operations as a competitive strategy, Product and service design: Factors and issues, Facility location: planning and analysis,

UNIT II

Flow strategies and process design. Lean processing and operations, Cellular manufacturing, (Re-) design of work systems, work measurement, aggregate production planning, scheduling: Flow shop and job shop, Management of quality,

UNIT III

Statistical process control, process capability analysis and six sigma approach, Concept and Framework of a TQM System, Elements and objectives of Supply Chain Management, Inventory Management: Models and Applications.

UNIT IV

Introduction to contemporary productivity improvement techniques/systems like TPM, MRP, JIT etc.; Environment, Safety and other considerations in Production & Operations Management.

TEXT BOOK:

1. Chary, S. N. (2012). Production and operations management (5th ed.). New Delhi: Tata McGraw Hill.

SUGGESTED READINGS

1. Chunawalla, S. A., & Patel, D. R. (2016). Production and operations management (9th ed.). Mumbai, Maharashtra : Himalaya Publishing House.
2. Aswathappa, K., & Bhat, K.S. (2015). Production and operations management (2nd ed.). Mumbai, Maharashtra : Himalaya Publishing House.
3. Muhlemann, A., Oakland, J., Lockyer K., Sudhir, B., & Katyayani, J. (2013). Production and operations management lectures guide (6th ed.). New Delhi: Pearson Education.

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|----------|--|---|
| SMCS829A | UTILIZING INFORMATION SYSTEMS FOR COMPETITIVE EDGE | C |
| | | 3 |

Overview:

Management Information System (MIS) is a combination of principles, theories and practices of management, which play an important role in business organization in the planning and decision-making process. It provides information for the personnel at various levels of management for performing their respective jobs. The management information system can be compared with information technology (IT). IT can be considered as a sub-system of MIS. MIS is the field of management where timely and reliable information plays a very important role. This information is obtained through a logical and well-structured method of collecting information and processing of the collected information, which helps the decision-makers in carrying out the decisions. MIS is very significant these days because the term information is considered equally important to the three M have related to the business industry namely money, materials, men and machines.

The significance of a planned, analyzed, designed and maintained MIS is as follows:

- Helps in progress and growth of the business and management infrastructure in increasing business complexities by providing timely, useful and reliable information. This information is provided to the management for taking quick, rational and speedy decisions.
- Helps in globalization and liberalization of the organizations that need to compete not only locally but globally too.

MIS assists decision-makers in organizations by providing Management Information (MI) at various stages of decision-making. Whereas MIS if in case is not maintained properly may provide inaccurate or irrelevant information that may prove costly to the organization.

Objectives and Expected Outcomes:

The aim of the course is to enable students to assess the opportunities and problems that managers in a wide range of organisations face as they attempt to use these IT applications to add value to their businesses. It also aims to help students understand transformational changes within and across industries. These changes have strategic implications for many businesses.

After successfully completing this course, the students will be able to:

- Identify managerial challenges and opportunities for organizational advancement that may be resolved by the application of current new technologies.
- Identify opportunities for and successfully apply various information technologies to gain competitive advantage.
- Define and recognize key enabling technologies that may advance organizations now and in the future.

- Explain applications as groupware, the Internet, executive information systems, telecommunications, and other organizational support technologies and relate them to solving organization problems.
- Make required personal and organizational changes to implement the new technologies in established and in new organizations.
- Identify new opportunities and champion the introduction and application of advancing technologies in an organization.

COURSE CONTENT:

UNIT I

Foundation of information systems: a framework for business users - Roles of information systems - System concept - Organization as a system - components of Information systems - IS Activities - Types of IS, IS for operations and decision making: Marketing IS, Manufacturing IS, Human Resource IS, Accounting IS and Financial IS - Transaction processing systems Information Reporting system - Information for Strategic Advantage.

UNIT II

DSS and AI: DSS models and software: The decision making process - Structured, semi structured and Unstructured problems; What if analysis, sensitivity analysis, Goal seeking Analysis and Optimizing Analysis. Overview of AI, Neural networks Fuzzy logic Systems, Genetic Algorithms - Expert systems.

UNIT III

Managing Information Technology: Managing Information Resources and technologies IS architecture and management - Centralized, Decentralized and Distributed - EDI supply chain management-CRM-ERP.

UNIT IV

Security and Ethical Challenges: IS controls - facility control and procedural control - Risks to online operations - Denial of service, spoofing - Ethics for IS professional - social challenges of Information technology.

TEXT BOOK:

1. Laudon and Laudon, Management Information System, 11th edition, Pearson Education.
2. Sadagopan, S., Management Information Systems, Prentice Hall of India.

REFERENCE BOOKS:

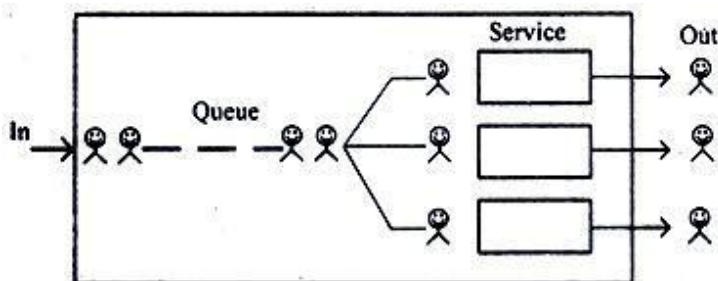
1. LM Prasad, Management Information System, Sultan Chand.
2. Arora, Ashok and Akshaya Bhatia, Information Systems for Managers, Excel Books, New Delhi.
3. McLeod, Raymond, Management Information System, Pearson Education.
4. Goyal, D.P., Management Information Systems-Managerial Perspectives, 2nd Edition, Macmillan, New Delhi.

Overview:

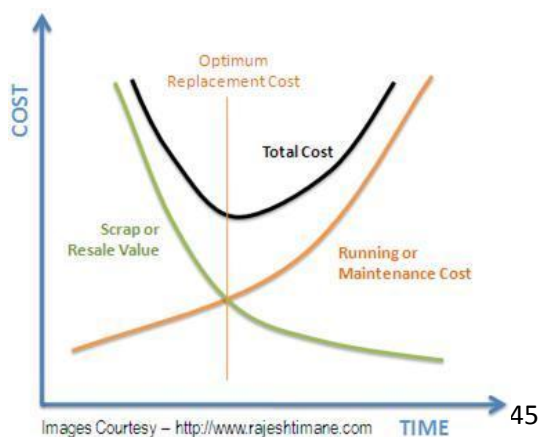
This course gives the learner an insight into the conceptual understanding of the role of quantitative methods play in the decision-making process.

In the business world, and in fact, in practically every aspect of daily living, quantitative techniques are used to assist in decision making. Why? Unlike the classroom, in the “real world” there is often not enough information available to be guaranteed of making a correct decision. For instance, if advertisers would like to know how many households in the United States with televisions are tuned to a particular television show, at a particular date and time, it would be impossible to determine without the complete cooperation of every household and an astonishing amount of time and money. If a consumer protection agency wants to determine the true proportion of prescription drug users who also use herbal non-regulated over-the-counter supplements, this information would most likely not be available. As a result of the inability to determine characteristics of interest, the application of statistics and other quantitative techniques has developed.

For example, we generally face a long queue in bank/post office/metro/vending machine and many more. Have you ever think, if system fail to deliver services within the arrival time of customer, will result in long queue with no end, hence result in loss of sales/customer with bad word of mouth.



Similarly, we generally encounter with many machines from home to office like mobile, laptop, washing machine to heavy machines of factory. Each machine has an optimum life apart from how long you can stretch its use, existing items have out-lived, or it may not be economical anymore to continue with them, or the items might have been destroyed either by accident or otherwise. So the right time to replace a machine/equipment is necessary to minimize the running cost and replacement cost.



Objective and Expected Outcomes

The central objective of operations research is optimization, i.e., "to do things best under the given circumstances." This general concept has many applications, for instance, in agricultural planning, biotechnology, data analysis, distribution of goods and resources, emergency and rescue operations, engineering systems design, environmental management, financial planning, health care management, inventory control, manpower and resource allocation, manufacturing of goods, military operations, production process control, risk management, sequencing and scheduling of tasks, telecommunications, and traffic control.

From student point of view the objective is to understand the problem of day-to-day business situation and how it can overcome by limited key factor like material, labor, machine hour etc. The best part of this course structure is the in-depth content of operation research which touch day to day life and student will enjoy the concept in more of game manner

The course will create opportunity to solve real-world problem from both descriptive and analytical way. After successful completion of the course, the student can use these operational research skills across manufacturing and service industry which make you more diverse person on field of operations.

Course Content:

UNIT I

Linear programming: general structure of LP model, assumptions, formulation of product mix problems. Linear programming solution: graphical solutions, simplex algorithm application for maximising and minimising solutions, duality, sensitivity analysis

UNIT II

Transportation models: statement of problem, minimisation algorithm, methods for finding initial solution: north-west corner rule, Vogel's approximation method (VAM), testing for optimality: stepping stone method, modified-distribution method (MODI method), unbalanced supply and demand, degeneracy and its resolution, alternative optimal solutions, prohibited routes, maximisation of problem

Assignment models: Mathematical statements of problem, minimisation using Hungarian algorithm, resolve unbalancing, multiple optimal solution, and restrictions on assignments, maximisation case

UNIT III

Queuing theory: Essential operating features of a queuing system, performance measures of a queuing system, classification of queuing models, single-server queuing models

Sequencing problem: Introduction, problem of sequencing, processing of n jobs through two machines and three machines.

Project Management: Rules for drawing the network diagram, Applications of CPM and PERT techniques in project Planning and Control.

UNIT IV

Game Theory: introduction, two-person zero-sum and constant sum games, saddle point, mixed or randomised strategy, domination, graphical solution

Decision analysis: Decision-making process, types of decision making environments: under certainty, under risk, under uncertainty, criteria of decision-making under uncertainty, criteria of decision-making under risk, decision tree approach

Introduction to optimization software: Excel solver, Management scientist, Tora

TEXT BOOK:

1. Anderson, sweeney, and william: An Introduction to Management Sciences: South-Western 2012
2. Vohra, ND, “Quantitative techniques of Management and Business” : Taxmann Publication 2014

REFERENCE BOOKS:

1. Ackoff R L and Sasieni M W- Fundamentals of Operations Research (Wiley, 1968)
2. Budnick F S et al – Principles of Operations Research for Management (Irwin, 1977)
3. Churchman C W et al – Introduction to Operations Research (Wiley, 1957)
4. Hillier F S – Introduction to Operations Research (Holden-Day, 1987)
5. Mitchell G H – Operations Research Techniques and Examples (The English University Press, 1972)
6. Thierauf R J and Klekamp R L – Decision Making Through Operations Research (Wiley, 1970)
7. Thomas R – Quantitative Methods for Business Studies (Prentice Hall, 1997)
8. Wagner M H – Principles of Operations Research (Prentice Hall, 1982)
9. Wisniewski M – Quantitative Methods for Decision Makers (Macmillan, 1996)

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| SMMC742A | Global Business Operations | C |
| | | 3 |

Overview:

This unique and exciting course in Global Business Operations which covers international marketing and finance, would encourage the action-oriented and value adding potential business learners who are passionate and excited with the thought of working in International behemoths and soon-to-be-Indian behemoths of today, -also in IT, print & media, FMCGs and the like. Also, then they need to be abreast of international marketing jargons, frameworks to conceptualize marketing strategies and pricing strategies.

Also, our business students need to have an edge in our VUCA (volatility, uncertainty, complexity and ambiguity) times and as chaos and disruption is order of the day, the marketing managers need to be abreast of new financial tools & techniques in the global context as forewarned are forearmed. They need to be aware of financial engineering and exciting hedging tools and financial jargon.

To make this course student-friendly, the learning would be anecdotal, personal examples from the eyes of the instructor and including amazing CFOs and it will highlight their new roles in ever-growing and changing financial ecosystem in this digital world & sensitizing them of Corporate Governance issues.

Objective and Expected Outcome:

While going through this course, students would be exposed to business dilemmas as per the course boundaries which will be updated with new thinking and tools while delivering the course. Also, given the recent Brexit from EU, etc. & its implications on foreign trade & TNCs.

They will appreciate pros and cons of globalization, CACs and FCACs, international flows, financial derivatives and the like so they truly get into mindset today's global manager and surely make India INC. proud in the global and competitive era. And at the same time it will be emphasized that business has values which are most significant than valuations.

On completion of this insightful course, learners, as future managers and leaders of MNCs or their own businesses, will be able to:

- To appreciate and understand international marketing & pricing strategies in this connected business ecosystem.
- Overview of financial derivatives to contain risk in this volatile time.
- To appreciate euro currency market, euro bond market and placement of bonds.

- Understanding the advantages of cash management-netting, currency diversification, pooling and financial efficiency.
- Understand the concept of optimal portfolio and CAPM and understand the benefits of international diversification.
- Understand the techniques to measure country risk and explain how the assessment of country risk is used by MNC when making financial decisions. Also to appreciate GDRs, ADRs and IDRs.
- Understand the types of tax-havens.
- Understand the concept of double taxation and ways to avoid it.

COURSE CONTENT:

UNIT I

Overview Need, Scope, Tasks, Contrast in domestic and international marketing, EPRG Framework, Socio cultural environment – culture defined, elements of culture, culture analysis, Political & Legal Environment – Embargoes & sanctions, Political risk, legal factors, legal differences hofstede model.

UNIT II

International Business Entry & Development Strategic effects of going international, Strategies employed by Indian companies to sustain globally, Global Market Entry Strategies – Export/Import, International Intermediaries – EMC's, Trading Companies, Licensing, Franchising, FDI, Local presence – Inter firm co-operation, MNC's and Globalization, Mergers and Acquisitions

Pricing for International Market Key factors in global pricing & methods, International branding perspectives

UNIT III

Finance function in a multinational firm; structure of international financial markets; cost and availability of international financial flows; international financial instruments, Exposures in international finance and how to contain them.

UNIT IV

International Portfolio investment, International cash management, Financial engineering: Currency derivatives, strategic considerations in euro -equity issues, Global depository receipts (GDRs) and American Depository receipts (ADRs), International bond financing,

Text Book:

1. Levi Maurice D., International Finance, McGraw-Hill, New York
2. Varshney & Bhattacharya, International Marketing Management

Reference Books:

1. Daniels & Lee, International Business Keegan, Global Marketing
2. Harvard Business Review, Global Business Review (Sage Publications), Global Forum – ITC Geneva

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| SMHA152A/SLHA132A | FRENCH-II | C |
| | | 2 |

Overview:

This course will provide experiential opportunities for students in their individual areas of interest. While specific expectations will vary from student to student and by their co-disciplines, the French course seeks to regularly gather and report concrete evidence on what students can do based on their program of study. Learning outcomes are focused on all four modalities of the language: speaking, listening, reading and writing as well as knowledge of Francophone cultures and the skills of collaboration and critical thinking.

LANGUAGE PROFICIENCY

- **SPEAKING**
 - Students can fulfill requirement of everyday situations.
 - Students can handle tasks such as elaborating, complaining and apologizing.
 - Students can narrate and describe in past, present and future time.
 - Students can use communication strategies.
 - Students can support opinions and hypothesize.
 - Students can interact comfortably with each other.
- **LISTENING**
 - Students can understand and memorize audio texts.
 - Students show an emerging ability to understand complex discourse.
- **READING**
 - Students are able to demonstrate good comprehension of written discourse in areas of special interests.
 - Students can understand the main idea and some detailed aspects of given texts.
 - Students show emerging awareness of language and literary style.
 - Students recognize the role of cultural knowledge in understanding written texts.
- **WRITING**
 - Students can write on a variety of topics with significant precision and in detail.
 - Students can narrate and describe in past, present and future time.
 - Students can state their opinions and provide some support for their ideas.
 - Students can demonstrate ability to do basic analysis and research.

Objective and Expected Outcome:

This course gradually builds French knowledge and skills in writing, reading, speaking French and to develop the intercultural competence of the learners. In this course, candidates learn essential knowledge of literary forms, moments and trends in interdisciplinary extensions.

This study allows students to interact in French and acquire familiarity with the culture. This study will be the fundamental study to provide knowledge and instruction to students while

also helping them develop their personalities and skills.

The objective is to provide an integrated knowledge of the subject which means that the various aspects that make up the language-learning experience are not separated or isolated but will be treated as complementary to one another. In one single activity, students may learn some facts, procedures, practice certain grammatical structures and practice communicative strategies.

COURSE CONTENT:

Unit I

1. Basic Grammar (rules and exercises)
2. Vocabulary activities
3. Audio activities
4. Role-play
5. Descriptive and creative writing exercises with related grammar and vocabulary
6. Reading exercises

Unit II

1. Grammar topics and respective exercises (articles contractés, articles partitifs, adjectifs possessifs, adjectifs démonstratifs)
2. Translation exercises

Unit III

1. Pronominal verbs (grammar rules and exercises)
2. More verbs of all 3 groups
3. Time
4. Daily routine
5. Grammar exercises

Unit IV

1. Passé récent
2. Futur proche
3. Creative writing exercises
4. Activities based on grammar and vocabulary
5. Comprehension passages
6. Reading exercises

TEXT BOOKS:

1. JUMELAGE 1 (Méthode de français)- Author: Manjiri Khandekar, Roopa Luktuke;
Publication :Langers

REFERENCE BOOKS:

1. JUMELAGE 1 (Cahier de français)- Author: Manjiri Khandekar, Roopa Luktuke;
Publication :Langers
2. GRAMMAIRE FRANÇAISE PAR ÉTAPES- Author :Sanjay Kumar Publication
:Langers

SEMESTER III

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|----------|---------------------------|---|
| SMMC925A | SUMMER INTERNSHIP PROJECT | C |
| | | 6 |

Summer Internship Project (SIP) is an integral part of the academic curriculum of Master of Business Administration (MBA). For the successful completion of the Master of Business Administration (MBA) program the students are required to complete the SIP. After completion of the 1st year of the program, i.e., after the 2nd semester and before the commencement of the second year of the program, the students are required to work with an organization for hands on experience.

The duration of the SIP is six to eight weeks. In some cases this period may be a little longer, but in no case the duration should be more than 10 weeks. SIP aims at widening the student's perspective by providing an exposure to real life organizational and environmental situations. This will enable the students to explore an industry/organization, build a relationship with a prospective employer.

During the internship, the student has the chance to put whatever he/she learned in the 1st year of Master of Business Administration (MBA) into practice while working on a business plan or trying out a new industry, job function or organization. The organization, in turn, benefits from the objective and unbiased perspective the student provides based on concepts and skills imbibed in the first year at the Master of Business Administration (MBA) institute. The summer interns also serve as unofficial spokespersons of the organization and help in image building on campus.

The SIP process involves working under the mentorship of an executive of the concerned organization and also with a faculty member of the institute where the student is studying, if required. The student is expected to concentrate on the specific topic of study, its objectives, its rationale, and adopt a methodology and identify a suitable analysis procedure for the completion of the study. Thereafter, the student should prepare a report and submit one copy to the organization and one copy each to the institute and the university. The student should also obtain a certificate from the organization/s where the SIP was done and attach the same with the copy submitted to the institute.

The university will arrange for evaluation of the SIP reports submitted by the students. For the purpose, the university will nominate one faculty from outside the institute and one faculty member from the institute who will be the examiners. The student/s is/are expected to make a 10 minute presentation before the examiners regarding the SIP project work undertaken, which will be followed by questions by the examiners.

The Summer Training Project report evaluation will be based on the content of the report and its validity in the current business scenario. The report has to be in the prescribed as laid down by the university. The student will submit written report and make an oral presentation before a panel of internal examiner (Dean of School or his nominee) and external examiner

(to be appointed by Dean of School from a panel proposed by him and approved by the Vice - Chancellor of the University). The assessment of the report and its presentation will be jointly done by the internal and external examiner.

The total marks for the SIP project will be 100 and it carries 6 credits. The marks will be awarded for the following aspects:

1. Introduction: Clear understanding of the topic/subject; understanding of the organization/unit//field.
2. Literature Review: Published studies, review of similar studies
3. Details about the study: Objectives, formulation of the problem, scope, and rationale of the study.
4. Methods/methodology adopted for the study: Analytical, Survey, Field Work or any other method with appropriate justification and reasoning.
5. Analysis and conclusions: The logic of analysis, source of data, whether the conclusions are in line with the objectives, etc.
6. Contribution and learning from the project: Details of the contribution of the study, the benefits to the organization, the learning from the study for the student, etc.
7. Acknowledgements: References/Citations and Bibliography and help, if any, received from other individuals/organizations.
8. Presentation of the report, format of the report, flow of the report, style, language, etc.
9. Presentation of the report to the examiners: Substance and treatment of the topic, style of presentation, and performance in the question answer session time management, language, etc.
10. Overall impression.

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| SMMC803A | ETHICAL DELIMA AND PROFITABILITY | C |
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Overview:

There is growing recognition that good ethics can have a positive economic impact on the performance of firms. Many statistics support the premise that ethics, values, integrity and responsibility are required in the modern workplace. It is not just only achieving high levels of economic performance, but also to conduct one of business’s most important social challenges, ethically. Ethics in business is nothing but the do’s and don’ts by the business users in business.

The concept of Corporate Governance has emerged as a result of shifting of objective of the corporate from profit maximization to value maximization through transparent, fair, efficient and effective policies of the organization. The buzz word in the corporate circles since many decade is the term ‘Governance’ which has made many a corporation hold their breath to comply their rules.

The focus in this course structure is laid on business ethics, various ethical issues, business ethics in global economy and Corporate Governance. The course will be taught with a Dialectical method of teaching it will be best for making this paper meaningful, in which all the answers will be taken out from the head and heart of the students by simply a skilful questioning session and also through an open discussion in class which will surely be the best way for teaching this paper, along with this, combination of lectures and experiential learning techniques so that students will learn the specifics of a particular subject matter and about their own strengths and weaknesses as a learner (i.e. learning how to learn from experience).Observational methods and team project are added to facilitate the understanding of these concepts. Theories and models are introduced to form generalizations and mental models.

Objectives and Expected Outcome:

This course suggests, as a starting point, general suppositions as to why businesses are ethical and proceeds with a review of the semantics of business ethics and a foundational presentation of the definitions of business ethics/morality and corporate governance (CG). The course seeks to bridge the gap between the ethical behaviour of the individual and the challenges posed by organized business activity in the global marketplace. It further seeks to educate participants about legal, social and ethical matters in business, and make them sensitive to the consequences of their decisions. The course does not provide solutions to ethical dilemmas, but encourages critical ethical thinking and decision making. The students will also be exposed to ethical problems and issues in various situations.

After completing this course the students will be able to understand the core concept of ethics, corporate governance in the current scenario; it will also help the students to go under deep self- introspection and will also get a chance to have a self- reflection like- (what do they understand by ethics, what is their opinion about value in management, and what is CG in their opinion and much more). The organizations in which people work have an effect on

their thoughts, feelings, and actions.

This course aids to achieve the goals as it makes students believe that everyone in an organization is responsible for the ethical and value based working environment which will be one of the major reasons for achieving the organizational vision and mission. This will help analyze individual human behavior in the workplace as influenced by personality, values, perceptions, and motivations. This course will enhance critical and rational thinking along with a deep self- reflection skill through the understanding of ethics and value in the context of management perspective.

Course Content:

UNIT I

Ethics and Business: Meaning, Evolution, Ethical Issues, Classification of Ethics, Ethical Decision Making, Concept, Evolution, Characteristics and Principles of Business Ethics, Advantages of Business Ethics, Approaches of Business Ethics, Relationship between Ethics and Business Ethics.

UNIT II

Ethical Issues: Ethics in Human Resources, Ethics in Marketing, Ethics in Information Technology, Ethics in Finance, and Theories of Ethics: Teleological (Utilitarianism), Deontology (Kantianism), Virtue Ethics.

UNIT III

Business Ethics in Global Economy: Ethical Perception and International Business, Global Values, Various Ethical Issues around the Globe, Cross Cultural Issues, Cross Religion and cross Racial Issues

UNIT IV

Corporate Governance: Definition of Corporate Governance, Need for Corporate Governance, Principles and Importance of Corporate Governance, Important Issues in Corporate Governance, Corporate Governance in India Past, Present and Future, Current Scenario of Corporate Governance in India, Clause 49, Corporate Social Responsibility for Business.

TEXT BOOKS:

1. Ghosh, B.N. (2015). "Business Ethics and Corporate Governance" New Delhi; McGraw Hill.
2. Murthy. (2015). "Business Ethics and Corporate Governance" Mumbai; Himalaya Publishing House.

REFERENCE BOOKS:

1. Manuel G. Velasquez. (2012). "Business Ethics" New Delhi; Pearson Education Inc.
2. S.S. Khanka. (2014). "Business Ethics and Corporate Governance" New Delhi; S. Chand Publication.

3. Nirmala, Reddy, Rani. (2015). "Business Ethics and Corporate Governance" Mumbai; Himalaya Publishing House.
4. Badi Ravindernath V. (2014). "Business Ethics" New Delhi; Vrinda Publication.
5. Hartman, Lauro (2014). "Perspective in Business Ethics" New Delhi; McGraw Hill.
6. Fernando A. C. (2015). "Business Ethics: An Indian Perspective" Noida; Pearson Edu. Inc.

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|----------|-------------------------------------|---|
| SMMC805A | CREATING AN ENTREPRENEURIAL MINDSET | C |
| | | 3 |

Overview:

The Entrepreneurial managers transform opportunities into companies and institutions that make a difference in the world. In their successful “pursuit of opportunity without regard to resources currently controlled,” they make decisions under conditions of profound uncertainty and do so while balancing great risks against potentially attractive rewards. Moreover, they operate without the benefit of well-defined processes for making such choices and with few resources. As a consequence, entrepreneurial companies offer an ideal platform for understanding the challenges facing a general manager.

Building the foundation today's Entrepreneurs , Creating An Entrepreneurial Mind set (CEM) will provide students with an understanding of issues facing entrepreneurs and an exposure to the skills involved in addressing them. We will explore how executives should approach making critical decisions during the different phases of an entrepreneurial company's life. Starting from the vantage point of the individual , we will put ourselves in the shoes of decision makers ranging from technology entrepreneurs to venture capitalists, from real estate developers to inventors. CEM will give students the opportunity to hone their skills in identifying and testing business opportunities, decomposing complex business problems, determining what decisions the responsible business executive must make, and establishing a ‘burden of proof’ standard for making those decisions. We will also introduce a range of specific tools—including business model design, lean testing, and customer and channel analytics—that are particularly relevant to entrepreneurs, as well as introduce students to the fundamentals of entrepreneurial finance and governance. The course will provide insight as to how the interests of other important constituencies— employees, potential and actual investors, business partners, suppliers, and distribution channels—constrain and contribute to an entrepreneur’s ability to create value.

The Entrepreneurial Manager will examine how individuals convert knowledge, aspiration, and insight into action.

Objectives and Expected Outcome:

At the end of the course, students should be able to:

1. Explore and experience the joy of creating unique solutions to market opportunities
2. Create and exploit innovative business ideas and market opportunities
3. Turn market opportunities into a business plan
4. Build a mindset focusing on developing novel and unique approaches to market opportunities
5. Demonstrate and present successful work, collaboration and division of tasks in a multidisciplinary and multicultural team

6. Demonstrate understanding and application of the tools necessary to create sustainable and viable businesses

COURSE CONTENT:

UNIT I

Entrepreneurship: Concept, knowledge and skills requirement; characteristics of successful entrepreneurs; role of entrepreneurship in economic development; entrepreneurship process; factors impacting emergence of entrepreneurship; managerial vs. entrepreneurial approach and emergence of entrepreneurship

UNIT II

Starting the venture: generating business idea –sources of new ideas, methods of generating ideas, creative problem solving, opportunity recognition; environmental scanning, competitor and industry analysis; feasibility study –market feasibility, technical/operational feasibility, financial feasibility: drawing business plan; preparing project report; presenting business plan to investors

UNIT III

Functional plans: marketing plan –marketing research for the new venture, steps in preparing marketing plan, contingency planning; organizational plan –form of ownership, designing organization structure, job design, manpower planning; Financial plan – cash budget, working capital, proforma income statement, proforma cash flow, proforma balance sheet, break even analysis

UNIT IV

Sources of finance: debt or equity financing, commercial banks, venture capital; financial institutions supporting entrepreneurs; legal issues –intellectual property rights patents, trademarks, copy rights, trade secrets, licensing; franchising. Role of Central and State Governments in promoting entrepreneurship – Start-up India, Standup India, PM Yuva Yojna, NITI Aayog.

TEXT BOOK:

1. Hisrich, Robert D., Michael Peters and Dean Shepherd. Entrepreneurship. New Delhi: Tata McGraw Hill.

REFERENCE BOOKS:

1. Barringer, Brace R., and R. Duane Ireland, Entrepreneurship. New Jersey (USA): Pearson Prentice Hall.
2. Lall, Madhurima., and Shikha Sahai. Entrepreneurship. New Delhi : Excel Books.
3. Charantimath, Poornima. Entrepreneurship development and small business enterprises. New Delhi: Pearson Education

SEMESTER IV

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| SMMC884A | DISSERTATION | C |
| | | 6 |

Student of Master of Commerce/Management is required to undertake a major individual piece of research work - **Dissertation**. The aim of the Dissertation is to give the opportunity to learn independently and show that one can identify, define and analyses problems and issues and integrate knowledge in a business context. It is an important part of the programme that tests one's ability to understand and apply the theory, the concepts and the tools of analysis to a specific problem situation.

The only precise rule on what constitutes an acceptable Dissertation is that it should be an ordered critical exposition, which affords evidence of reasoning power and knowledge of the relevant literature in an approved field falling within the subject matter of the programme - Management. The emphasis should be on applied research and the investigation of some practical problem or issue related to the situation in which an organization or system operates.

Students must ensure that they maintain regular contact and attendance with their supervisor and also they should provide the draft of their work to their supervisor at regular intervals.

DEFINITIONS AND OVERIEW OF DISSERTATION

The Dissertation is a practical, in-depth study of a problem, issue, opportunity, technique or procedure – or some combination of these aspects of business. Typically, you will be required to define an area of investigation, carve out research design, assemble relevant data, analyze the data, draw conclusions and make recommendations. Your Dissertation should demonstrate organizational, analytical and evaluative skills, and, where appropriate, an ability to design a suitable implementation and review procedure.

GUIDELINES AND REQUIREMENTS FOR THE DISSERTATION

The university will arrange for evaluation of the dissertation submitted by the students. For the purpose, the university will nominate one faculty from outside the institute and one faculty member from the institute who will be the examiners. The student/s is/are expected to make a 10 minute presentation before the examiners regarding the dissertation work undertaken, which will be followed by questions by the examiners.

The Dissertation evaluation will be based on the content of the report and its validity in the current business scenario. The report has to be in the prescribed as laid down by the university. The student will submit written report and make an oral presentation before a panel of internal examiner (Dean of School or his nominee) and external examiner (to be appointed by Dean of School from a panel proposed by him and approved by the Vice - Chancellor of the University). The assessment of the report and its presentation will be jointly done by the internal and external examiner.

The total marks for the dissertation will be 100 and it carries 6 credits. The marks will be awarded for the following aspects:

- 11.** Introduction: Clear understanding of the topic/subject; understanding of the organization/unit/field.
- 12.** Literature Review: Published studies, review of similar studies
- 13.** Details about the study: Objectives, formulation of the problem, scope, and rationale of the study.
- 14.** Methods/methodology adopted for the study: Analytical, Survey, Field Work or any other method with appropriate justification and reasoning.
- 15.** Analysis and conclusions: The logic of analysis, source of data, whether the conclusions are in line with the objectives, etc.
- 16.** Contribution and learning from the dissertation: Details of the contribution of the study, the benefits to the organization, the learning from the study for the student, etc.
- 17.** Acknowledgements: References/Citations and Bibliography and help, if any, received from other individuals/organizations.
- 18.** Presentation of the report, format of the report, flow of the report, style, language, etc.
- 19.** Presentation of the report to the examiners: Substance and treatment of the topic, style of presentation, and performance in the question answer session time management, language, etc.
- 20.** Overall impression.

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| SMMC802A | CONTEMPORARY ISSUES IN STRATEGIC MANAGEMENT | C |
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Overview:

There is a Japanese saying that goes, “When you’re dying of thirst, it is too late to think about digging a well.” This saying exalts the importance of strategic management to success in any endeavor. Planning is something that has become a habit for many, in one or more areas of our lives weather we are making a big move in our career or presenting an idea, or anything else for that matter; planning is a part of nearly everything we do and many of the steps we take in life require an enormous amount of planning. Contemporary Issues in Strategic Management is the most important key for solving strategic tasks; it is the process of developing, controlling and maintaining a strategic balance between organizational goals and resources available in the external environment.

There is numerous benefit of strategic management like; it allows organizations to be *proactive* rather than reactive, it sets up a sense of direction, it increases operational efficiency, it helps to increase market share and profitability, and it can make a business more durable etc.

Objectives and Expected Outcome:

This course intends to acquaint the learners to the concept of Strategic Management and how it can be used as a significant course of action to gain competitive advantage. Learners would appreciate elements like; Six Sigma, MBO and TQM, BCG matrix, GE matrix and TOWS matrix.

On completion of this Strategic Management course, learners, as future managers and leaders of MNCs or their own businesses, will be able to:

- 1) Understand the urge of strategic management for the successful execution of organizational tasks at national and international level.
- 2) Understand the complexities of external environment by imposing the techniques of environmental scanning.
- 3) Comprehend organizational dynamics and structuring organizational appraisal
- 4) Figure out the strategy formulation and Implementation
- 3) Appreciate the techniques of strategic evaluation and control.
- 5) Recognize opportunities and threats creating cut throat competition the world market.

COURSE CONTENT:

UNIT I

Introduction to strategic management: Defining strategy, basic concept of strategic management, mission, vision, objectives, strategic business unit, process of strategic management, strategic decision making, environmental scanning, SWOT analysis, industry analysis, competitive intelligence.

UNIT II

Organization appraisal and strategy formulation: organizational dynamics and structuring organizational appraisal, strategy formulation: corporate level strategies and business strategies, strategy analysis and choice—the process, BCG matrix, GE matrix and TOWS matrix.

UNIT III

Strategy implementation: aspects and structures; behavioral implementation—leadership, culture, value and ethics; overview of Six Sigma, MBO and TQM.

UNIT IV

Strategic evaluation and control: an overview of strategic evaluation and control, techniques of strategic evaluation and control: Mc Kinsey's 7S model, organization life cycle, activity based costing, strategic information system.

TEXT BOOK:

1. Kazmi, A., & Kazmi, A., (2016), Strategic Management (4th ed.). New Delhi: Tata McGraw Hill Publishing Company Ltd.

SUGGESTED READINGS:

1. David, F. R., (2011), Strategic Management— a competitive advantage approach (14th ed.). Delhi: Pearson Education.
2. Hitt, M.A., Ireland R. D. and Hoskisson R. D. (2013), Strategic management competitiveness and globalization (11th ed.). New Delhi: Thomson Asia Pvt. Ltd.
3. Pearce, J. A., II, and R. B. Robinson, Jr. (2015), Strategic management: planning for domestic and global competition (14th ed.). Chicago, IL: R. D. Irwin, Inc.
4. focuses on experiential learning. It is meant to be more collaborative, process oriented, and self-directed. That is because the class is designed to be a microcosm of how systems organizations operate in the professional world. It will require students to be more proactive than in a theory oriented lecture class. completing the assignments The students will be able to: Cycle(SDLC), Life cycle models (Waterfall model, Prototyping model, Incremental model, Spiral model, RAD model), Feasibility Analysis, Design, Implementation, Testing & Evaluation. **Business Process Re-engineering:** Concepts, Process involved; Case study. Methodology(SDM). Database Design Output Design Input Design User Interface Design, PERT, CPM and Gantt chart. object oriented approach, Object Representation methods, Object Status, State Diagram, Modeling behaviour in object Modeling - use cases, Object oriented Analysis, Object oriented Design, Modeling & Design using UML, Activity Diagram & Swim lane Diagram, Sequence & Collaboration Diagram. OO Testing strategies & techniques. memory , process, peripherals, Benchmarking, Vendor selection, Software selection – operating system, languages, Language Processes, performance & acceptance criteria., Pankaj: An Integrated approach to Software Engineering, Narosa.

FOREIGN LANGUAGE

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|---------|----------|---|---|---|---|
| SMHA151 | FRENCH I | L | T | P | C |
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Course Objectives: The aim of the course is to make the student learn French language from the basics to advance levels.

Unit I

Introduction to Language, Basic Vocabulary, General questions, French greetings, Audio activities, Role-play

Unit II

Basic Grammar (articles, nouns, adjectives, pronouns, prepositions, colors, opposites), Grammar exercises

Unit III

French Numbers, days of the week, months of the year, Vocabulary activities

Unit IV

Verbs (all groups), Negative sentence formation, Descriptive and creative writing exercises with related grammar and vocabulary, Grammar exercises, Activities based on vocabulary and grammar, Reading exercises

Text Book

1. Text Book JUMELAGE 1
2. Work Book JUMELAGE 1

Reference Book

1. Grammaire Francaise

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| SMHA152 | FRENCH II | L | T | P | C |
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Course Objectives: The aim of the course is to make the student learn French language from the basics to advance levels.

Unit I

1. Grammar topics and respective exercises (articles contracts, articles partitifs, adjectifs possessifs, adjectifs démonstratifs), Translation exercises

Unit II

Pronominal verbs(grammar rules and exercises), More verbs of all 3 groups, Time, Daily routine,

Unit III

Grammar exercises, Activities based on grammar and vocabulary

Unit IV

Passé composé (past tense), Creative writing exercises, Comprehension passages, Reading exercises

Text Book

1. Text Book JUMELAGE 1
2. Work Book JUMELAGE 1

Reference Book

1. Grammaire Française

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|---------|------------|----------|----------|----------|----------|
| SMHA251 | FRENCH III | L | T | P | C |
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Course Objectives: The aim of the course is to make the student learn French language from the basics to advance levels.

Unit I

Cultural information on France Important days, events, festivals, people of France, Value based questions, Subjective, objective and descriptive exercises on French culture and civilization

Unit II

Comprehension passages (translation and related questions), Picture description

Unit III

Audio exercises on French Language

Unit IV

Tenses (Present, Past, Simple Future, Imperative, Past continuous), Exercises on verbs and tenses, Creative writing exercises based on tenses.

Text Book

1. Text Book JUMELAGE 1
2. Work Book JUMELAGE 1

Reference Book

1. Grammaire Francaise

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| SMHA252 | FRENCH IV | L | T | P | C |
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Course Objectives: The aim of the course is to make the student learn French language from the basics to advance levels.

Unit I

Comprehension passages with translation, short answer questions, MCQ and vocabulary search, Paragraph writing with related grammar and vocabulary

Unit II

Revision of all verbs and tenses and Exercises on all articles, adjectives, prepositions, verbs, tenses, negative, numbers, time, opposites, synonyms, nouns, translation of French text to English, translation of English text to French, vocabulary exercises like complete the text and picture description, editing and omission of texts, jumbled sentences, interrogation (3 forms)

Unit III

Dictation and audio exercises on French Language

Unit IV

Cultural information, Value based questions, Dialogue writing, Put dialogue in order, General objective and descriptive questions, Pronouns personnel's (rules and exercises), Comprehensive grammar and reading exercises, Trouvez la question (with adjectifs interrogatifs), Tenses(Recent past and near future), Mixed exercises on all tenses

Text Book

1. Text Book JUMELAGE 1
2. Work Book JUMELAGE 1

Reference Book

1. Grammaire Francaise

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| SMHA161 | SPANISH I | L | T | P | C |
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Course Objectives: The aim of the course is to make the student learn Spanish language from the basics to advance levels.

Unit I

Introduction to language

Basic vocabulary

Unit II

Greetings

Basic Grammar with reference to English grammar

Unit III

Descriptive and creative writing exercises with related grammar and vocabulary

Oral expression

Unit IV

Understanding self for effectiveness

Spanish culture and civilization

Text Book

1. Complete Spanish Book by Juan Kattan-Ibarra

Reference Book

1. Spanish Basic Workbook By Berlitz
2. Modern Spanish Grammar Workbook by Juan Kattán-Ibarra & Irene Wilkie

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| SMHA162 | SPANISH II | L | T | P | C |
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Course Objectives: The aim of the course is to make the student learn Spanish language from the basics to advance levels.

Unit I

Translation exercises

Activities based on grammar and vocabulary

Unit II

Comprehension passages

Reading exercises

Unit III

Grammar topics with related exercises (articles, adjectives, pronouns, verbs)

Creative writing exercises like description of your daily routine, people around you, places you visit, events that you witness.

Unit IV

Spanish culture and civilization

Personal Introduction

Text Book

1. Complete Spanish Book by Juan Kattan-Ibarra

Reference Book

1. Spanish Basic Workbook By Berlitz
2. Modern Spanish Grammar Workbook by Juan Kattán-Ibarra & Irene Wilkie

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| SMHA261 | SPANISH III | L | T | P | C |
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Course Objectives: The aim of the course is to make the student learn Spanish language from the basics to advance levels.

Unit I

Cultural information on Spain
Creative thinking activities

Unit II

Understanding things around us
Important days, events, festivals, People of Germany

Unit III

Value based questions
Subjective, objective and descriptive exercises on German grammar and literature
Picture description, audio exercises and comprehension passages(translation and related questions)

Unit IV

Verbs, Exercises on verbs and tenses
Creative writing exercises based on tenses

Text Book

1. Complete Spanish Book by Juan Kattan-Ibarra

Reference Book

1. Spanish Basic Workbook By Berlitz
2. Modern Spanish Grammar Workbook by Juan Kattán-Ibarra & Irene Wilkie

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| SMHA262 | SAPNISH IV | L | T | P | C |
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Course Objectives: The aim of the course is to make the student learn Spanish language from the basics to advance levels.

Unit I

Comprehension passages with translation, short answer questions, MCQ and vocabulary search

Paragraph writing with related grammar and vocabulary

Unit II

Revision of all verbs and tenses

Exercises on translation of Spanish text to English, translation of English text to Spanish, vocabulary exercises like complete the text and picture description, editing and omission of texts, jumbled sentences, dictation and audio exercises

Unit III

Cultural information Value based questions

Dialogue writing

Put dialogue in order

Unit IV

General objective and descriptive questions

Comprehensive grammar and reading exercises.

Text Book

1. Complete Spanish Book by Juan Kattan-Ibarra

Reference Book

1. Spanish Basic Workbook By Berlitz
2. Modern Spanish Grammar Workbook by Juan Kattán-Ibarra & Irene Wilkie

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| SMHA171 | GERMAN I | L | T | P | C |
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Course Objectives: The aim of the course is to make the student learn German language from the basics to advance levels.

Unit I

Introduction to language

Basic vocabulary

Unit II

Greetings

Basic Grammar with reference to English grammar

Unit III

Descriptive and creative writing exercises with related grammar and vocabulary

Oral expression

Unit IV

Understanding self for effectiveness

German culture and civilization

Text Book:

2. Momentmal, Grundstufenlehrwerk Deutsch als Fremdsprache

Reference Book:

1. Maria Dallapiazza, Eduard von Jan, Til Schonherr.

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| SMHA172 | GERMAN II | L | T | P | C |
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Course Objectives: The aim of the course is to make the student learn German language from the basics to advance levels.

Unit I

Translation exercises

Activities based on grammar and vocabulary

Unit II

Comprehension passages

Reading exercises

Unit III

Grammar topics with related exercises (articles, adjectives, pronouns, verbs)

Creative writing exercises like description of your daily routine, people around you, places you visit, events that you witness.

Unit IV

German culture and civilization

Personal Introduction

Text Book:

1. Momentmal, Grundstufenlehrwerk Deutsch als Fremdsprache

Reference Book:

1. Maria Dallapiazza, Eduard von Jan, Til Schonherr

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|---------|------------|----------|----------|----------|----------|
| SMHA271 | GERMAN III | L | T | P | C |
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Course Objectives: The aim of the course is to make the student learn German language from the basics to advance levels.

Unit I

Cultural information on Germany
Creative thinking activities

Unit II

Understanding things around us
Important days, events, festivals, People of Germany

Unit III

Value based questions
Subjective, objective and descriptive exercises on German grammar and literature
Picture description, audio exercises and comprehension passages(translation and related questions)

Unit IV

Verbs, Exercises on verbs and tenses
Creative writing exercises based on tenses

Text Book:

1. Momentmal, Grundstufenlehrwerk Deutsch als Fremdsprache

Reference Book:

1. Maria Dallapiazza, Eduard von Jan, Til Schonherr

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|---------|-----------|----------|----------|----------|----------|
| SMHA272 | GERMAN IV | L | T | P | C |
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Course Objectives: The aim of the course is to make the student learn German language from the basics to advance levels.

Unit I

Comprehension passages with translation, short answer questions, MCQ and vocabulary search

Paragraph writing with related grammar and vocabulary

Unit II

Revision of all verbs and tenses

Exercises on translation of german text to english, translation of english text to german, vocabulary exercises like complete the text and picture description, editing and omission of texts, jumbled sentences, dictation and audio exercises

Unit III

Cultural information Value based questions

Dialogue writing

Put dialogue in order

Unit IV

General objective and descriptive questions

Comprehensive grammar and reading exercises.

Text Book:

1. Momentmal, Grundstufenlehrwerk Deutsch als Fremdsprache

Reference Book:

1. Maria Dallapiazza, Eduard von Jan, Til Schonherr