

AC \_\_\_\_\_ ITEM NO: \_\_\_\_\_

Deccan Education Society's

# Kirti M. Doongursee College of Arts, Science and Commerce (AUTONOMOUS)



Affiliated to

## UNIVERSITY OF MUMBAI

Syllabus for  
Program: S.Y.B.M.S

Choice Based Credit System (CBCS)  
with effect from  
Academic Year 2023-2024

<b>Course Code</b>	<b>SEM III: Business Planning &amp; Entrepreneurial Management</b>	<b>Credits</b>	<b>Lectures/Week</b>
<b>KUBMSBP23301</b>	<b>Paper 1</b>	<b>3</b>	<b>4</b>
<b>Course Outcomes:</b>			
After successful completion of this course, students would be able to			
<ul style="list-style-type: none"> <li>Remember the key terms, list the attributes and characteristics of entrepreneurs features and enumerate the factors influencing entrepreneurship growth.</li> <li>Understanding various theories of entrepreneurship and the entrepreneurship development ecosystem in Indian context.</li> <li>Apply the theories of entrepreneurship and entrepreneurship development framework to analyze and identify entrepreneurial opportunities.</li> <li>Discriminate between potential options available for entrepreneur for embarking on establishing a Start Up.</li> <li>Evaluate the startup ecosystem and the entrepreneurial opportunities in light of requirements of a business plan.</li> </ul>			
<b>Unit</b>	<b>Topics</b>	<b>No of Lectures</b>	
<b>1</b>	<b>Foundations of Entrepreneurship Development:</b>		
	<ul style="list-style-type: none"> <li>Foundations of Entrepreneurship Development: Concept and Need of Entrepreneurship Development Definition of Entrepreneur, Entrepreneurship, Importance and significance of growth of entrepreneurial activities Characteristics and qualities of entrepreneur.</li> <li>Theories of Entrepreneurship: Innovation Theory by Schumpeter &amp; Imitating, Theory of High Achievement by McClelland X-Efficiency, Theory by Leibenstein Theory of Profit by Knight, Theory of Social change by Everett Hagen.</li> <li>External Influences on Entrepreneurship Development: Socio-Cultural, Political, Economical, Personal.</li> <li>Role of Entrepreneurial culture in Entrepreneurship Development.</li> </ul>	<b>15</b>	
<b>2</b>	<b>Types &amp; Classification Of Entrepreneurs</b>		
	<ul style="list-style-type: none"> <li>Intrapreneur – Concept and Development of Intrapreneurship.</li> <li>Women Entrepreneur – concept, development and problems faced by Women Entrepreneurs, Development of Women Entrepreneurs with reference to Self Help Group.</li> </ul>	<b>15</b>	

	<ul style="list-style-type: none"> <li>• Social entrepreneurship–concept, development of Social entrepreneurship in India. Importance and Social responsibility of NGO’s.</li> <li>• Entrepreneurial development Program (EDP)– concept, factor influencing EDP. Option available to Entrepreneur. (Ancillarisation, BPO, Franchise, M&amp;A)</li> </ul>	
<b>3</b>	<b>Entrepreneur Project Development &amp; Business Plan</b>	
	<ul style="list-style-type: none"> <li>• Innovation, Invention, Creativity, Business Idea, Opportunities through change.</li> <li>• Idea generation– Sources-Development of product /idea,</li> <li>• Environmental scanning and SWOT analysis.</li> <li>• Creating Entrepreneurial Venture - Entrepreneurship Development Cycle.</li> <li>• Business Planning Process - The business plan as an Entrepreneurial tool, scope and value of Business plan.</li> <li>• Elements of Business Plan, Objectives, Market and Feasibility Analysis, Marketing, Finance, Organization &amp; Management, Ownership, Critical Risk Contingencies of the proposal, Scheduling and milestones.</li> </ul>	<b>15</b>
<b>4</b>	<b>Venture Development</b>	
	<ul style="list-style-type: none"> <li>• Steps involved in starting of Venture</li> <li>• Institutional support to an Entrepreneur</li> <li>• Venture funding, requirements of Capital (Fixed and working) Sources of finance, problem of Venture set-up and prospects</li> <li>• Marketing: Methods, Channel of Marketing, Marketing Institutions and Assistance.</li> <li>• New trends in entrepreneurship</li> </ul>	<b>15</b>
<p>Reference books:</p> <ol style="list-style-type: none"> <li>1. <i>Dynamics of Entrepreneurial Development Management</i> - Vasant Desai, Himalaya Publishing House.</li> <li>2. <i>Entrepreneurial Development</i> - S.S. Khanna</li> <li>3. <i>Entrepreneurship &amp; Small Business Management</i> - CL Bansal, Haranand Publication</li> <li>4. <i>Entrepreneurial Development in India</i> - Sami Uddin, Mittal Publication</li> <li>5. <i>Entrepreneur Vs Entrepreneurship- Human Diagno</i></li> </ol>		

<b>Course Code</b>	<b>SEM III: Foundation Course III- Environmental Management</b>	<b>Credits</b>	<b>Lectures/ Week</b>
<b>KUBMSFC23302</b>	<b>Paper III</b>	<b>2</b>	<b>4</b>
<b>Course Outcomes:</b>			
After successful completion of this course, students would be able to			
<ul style="list-style-type: none"> <li>• Recall theoretical concepts related to environmental management.</li> <li>• Identify causes of environmental degradation and explain various solutions to overcome it.</li> <li>• Apply eco-friendly practices to Construct environmental sustainability.</li> <li>• Examine the green audit and ISO standard 12000 in organizational practices.</li> <li>• Evaluation Set up for eco-friendly organization in future.</li> <li>• Create Revised the traditional methods and choose environmental supportive methods for improving value of organization and natural environment.</li> </ul>			
<b>Unit</b>			
<b>Unit</b>	<b>Topics</b>	<b>Lectures/ Week</b>	
<b>1</b>	<b>Environmental Concepts</b>		
	<ul style="list-style-type: none"> <li>• Environment: Definition and composition, Lithosphere, Atmosphere, Hydrosphere, Biosphere</li> <li>• Biogeochemical cycles - Concept and water cycle</li> <li>• Ecosystem &amp; Ecology; Food chain, food web &amp; Energy flow pyramid Resources: Meaning, classification (Renewable &amp; non-renewable), types &amp; Exploitation of Natural resources in sustainable manner</li> </ul>	<b>12</b>	
<b>2</b>	<b>Environment degradation</b>		
	<ul style="list-style-type: none"> <li>• Degradation-Meaning and causes, degradation of land, forest and agricultural land and its remedies</li> <li>• Pollution – meaning, types, causes and remedies (land, air, water and others)</li> <li>• Global warming: meaning, causes and effects.</li> <li>• Disaster Management: meaning, disaster management cycle.</li> <li>• Waste Management: Definition and types -solid waste management anthropogenic waste, e-waste &amp; biomedical waste (consumerism as a cause of waste)</li> </ul>	<b>11</b>	
<b>3</b>	<b>Sustainability and role of business</b>		
	<ul style="list-style-type: none"> <li>• Sustainability: Definition, importance and Environment</li> </ul>	<b>11</b>	

	<p>Conservation.</p> <ul style="list-style-type: none"> <li>• Environmental clearance for establishing and operating Industries in India.</li> <li>• EIA, Environmental auditing, ISO 14001</li> <li>• Salient features of Water Act, Air Act and Wildlife Protection Act.</li> <li>• Carbon bank &amp; Kyoto protocol</li> </ul>	
<b>4</b>	<b>Innovations in business- an environmental Perspective</b>	
	<ul style="list-style-type: none"> <li>• Non-Conventional energy sources- Wind, Bio-fuel, Solar, Tidal and Nuclear Energy. Innovative Business Models: Eco-tourism, Green marketing, Organic farming, Ecofriendly packaging, Waste management projects for profits, other business projects for greener future</li> </ul>	<b>11</b>
<p>Reference books:</p> <ol style="list-style-type: none"> <li>1. <i>Environment Management, N.K. Uberoi, Excel Books, Delhi.</i></li> <li>2. <i>Environmental Management - Text &amp; Cases, Bala Krishnamoorthy, Prentice Hall of India.</i></li> <li>3. <i>Environmental Management- National and global Perspectives, Swapan C. Deb, JAICO.</i></li> <li>4. <i>Environmental Management, Dr.Anand S. Bal, Himalaya Publishing House.</i></li> <li>5. <i>Environmental Priorities in India, Khoshoo, Environmental Society (N.Delhi).</i></li> </ol>		

<b>Course Code</b>	<b>SEM III: Accounting for Managerial Decisions</b>	<b>Credits</b>	<b>Lectures/ Week</b>
<b>KUBMSAM23303</b>	<b>Paper 1</b>	<b>03</b>	<b>04</b>
<p><b>Course Outcomes:</b></p> <p>After successful completion of this course, students would be able to</p> <ul style="list-style-type: none"> <li>• Identify and recall the vertical form of financial statements used as prescribed by the Companies Act.</li> <li>• Describe and explain the various methods of interpreting the financial statements like trend analysis, comparative, Common size statement, ratio analysis, cash flow statement and working capital management.</li> <li>• Apply the theoretical segments of management accounting into the practical scenarios by solving numerical.</li> <li>• Implement the different methods of management accounting in taking managerial decision by the companies.</li> </ul>			
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>	
<b>1</b>	<b>Analysis &amp; Interpretation of Financial Statements</b>		
	<ul style="list-style-type: none"> <li>• Study of balance sheet of limited companies. Study of Manufacturing, Trading, Profit and Loss A/c of Limited Companies Vertical Form of Balance Sheet and Profit &amp; Loss A/c-Trend Analysis, Comparative Statement &amp; Common Size.</li> </ul>	<b>15</b>	
<b>2</b>	<b>Ratio analysis and Interpretation</b>		
	<ul style="list-style-type: none"> <li>• Ratio analysis and Interpretation(based on vertical form of financial statements)including conventional and functional classificationrestricted to:</li> <li>• Balance sheet ratios: Current ratio, Liquid Ratio, Stock Working capital ratio, Proprietary ratio, Debt Equity Ratio, Capital Gearing Ratio.</li> <li>• Revenue statement ratios: Gross profit ratio, Expenses ratio, Operating ratio, Net profit ratio, Net Operating Profit Ratio, Stock turnover Ratio, Debtors Turnover , Creditors Turnover Ratio</li> <li>• Combined ratios: Return on capital Employed (including Long term borrowings), Return on Proprietors fund (Shareholder fund and Preference Capital), Return on Equity Capital, Dividend Payout Ratio, Debt Service Ratio, Different modes of</li> </ul>	<b>15</b>	

	expressing ratios:- Rate, Ratio, Percentage, Number. Limitations of the use of Ratios.	
<b>3</b>	<b>Cash Flow Statement</b>	
	Preparation of cash flow statement (Accounting Standard-3 (revised))	<b>15</b>
<b>4</b>	<b>Working Capital</b>	
	<ul style="list-style-type: none"> <li>• Working capital- Concept, Estimation of requirements in case of Trading &amp; Manufacturing Organizations.</li> <li>• Receivables management-Meaning &amp;Importance, Credit Policy Variables, methods of Credit Evaluation (Traditional and Numerical- Credit Scoring); Monitoring the Debtors Techniques [DSO, Ageing Schedule]</li> </ul>	<b>15</b>
<p>Reference Books:</p> <ol style="list-style-type: none"> <li>1. Hingorani NL and Ramanthan AR - Management Accounting, New Delhi.</li> <li>2. Ravi M. Kishore, Advanced management Accounting, Taxmann, New Delhi.</li> <li>3. Maheshwari SN - Management and Cost Accounting, Sultan Chand, New Delhi.</li> <li>4. Gupta, S.P. - Management Accounting, Sahitya Bhawan, Agra.</li> <li>5. Srivastava R M, Essentials of Business Finance, Himalaya Publications.</li> <li>6. Anthony R N and Reece JS. Accounting Principles, Hoomwood Illinos, Richard D. Irvin.</li> <li>7. Bhattacharya SK and Dearden J. - Accounting for Management. Text and Cases, NewDelhi.</li> </ol>		

<b>Course Code</b>	<b>SEM – III – Strategic Management</b>	<b>Credits</b>	<b>Lectures/ Week</b>
<b>KUBMSSM23304</b>	<b>Paper 1</b>	<b>3</b>	<b>4</b>
<b>Course Outcomes:</b>			
After successful completion of this course, students would be able to			
<ul style="list-style-type: none"> <li>• Identify the terms and concepts of strategy and its application at top, middle, lower management.</li> <li>• Describe the aspects of business policy, strategy formulation, implementation, evaluation, control, and its management and demonstrate the capability to diagnose, solve and provide solutions to organizational problems.</li> <li>• Differentiate the various models of strategy making and its application at project, process, structural, behavioral, and functional level.</li> <li>• Persuade mindful strategic decisions by capitalizing on the strengths and working on weaknesses and create a winning strategy to survive the competition in dynamic business landscape.</li> </ul>			
<b>Unit</b>	<b>Topics</b>	<b>No of Lectures</b>	
<b>1</b>	<b>Introduction</b>		
	Business Policy-Meaning, Nature, Importance <ul style="list-style-type: none"> <li>• Strategy-Meaning, Definition</li> <li>• Strategic Management-Meaning, Definition, Importance, Strategic management</li> <li>• Process &amp; Levels of Strategy and Concept and importance of Strategic Business Units (SBU's)</li> <li>• Strategic Intent-Mission, Vision, Goals, Objective, Plans</li> </ul>	<b>15</b>	
<b>2</b>	<b>Strategy Formulation</b>		
	Environment Analysis and Scanning (SWOT) <ul style="list-style-type: none"> <li>• Corporate Level Strategy (Stability, Growth, Retrenchment, Integration, and Internationalization)</li> <li>• Business Level Strategy (Cost Leadership, Differentiation, Focus)</li> <li>• Functional Level Strategy (R&amp;D, HR, Finance, Marketing, Production)</li> </ul>	<b>15</b>	
<b>3</b>	<b>Strategic Implementation</b>		

	<p>Models of Strategy making.</p> <ul style="list-style-type: none"> <li>• Strategic Analysis &amp; Choices &amp; Implementation: BCG Matrix, GE 9Cell, Porter5 Forces, 7S Framework</li> <li>• Implementation: Meaning, Steps and implementation at Project, Process, Structural Behavioral, Functional level.</li> </ul>	<b>15</b>
<b>4</b>	<b>Strategic Evaluation &amp; Control</b>	
	<ul style="list-style-type: none"> <li>• Strategic Evaluation &amp; Control– Meaning, Steps of Evaluation &amp; Techniques of Control</li> <li>• Synergy: Concept, Types, evaluation of Synergy. Synergy as a Component of Strategy &amp; its Relevance. Change Management – Elementary Concept.</li> </ul>	<b>15</b>
<p><b>References Books:</b></p> <ol style="list-style-type: none"> <li>1. <i>Kazmi Azhar, Business Policy &amp; Strategic Management, Tata McGraw Hill.</i></li> <li>2. <i>P.K. Ghosh: Business Policy, Strategy, Planning and Management</i></li> <li>3. <i>Christensen, Andrews Dower: Business Policy- Text and Cases</i></li> <li>4. <i>William F. Gkycj: Business Policy – Strategy Formation and Management Action</i></li> <li>5. <i>Bongee and Colonan: Concept of Corporate Strategy.</i></li> </ol>		

<b>Course Code</b>	<b>SEM III: Information Technology in Business Management-I</b>	<b>Credits</b>	<b>Lectures/ Week</b>
<b>KUBMSIT23305</b>	<b>Paper 1</b>	<b>3</b>	<b>4</b>
<b>Course Outcomes:</b>			
After successful completion of this course, students would be able to			
<ul style="list-style-type: none"> <li>• Describe various components of a computer, network</li> <li>• Explain the characteristics and usage of various elements of a computer, a network and operating systems</li> <li>• Use various input, output, memory and local network devices</li> <li>• Explain basic terminology related to data and information</li> <li>• Discuss emerging trends in IT</li> </ul>			
<b>Unit</b>	<b>Topics</b>	<b>No of Lectures</b>	
<b>1</b>	<b>Introduction to IT Support in Management</b>		
	<ul style="list-style-type: none"> <li>• Information Technology concepts Concept of Data, Information and Knowledge Concept of Database</li> <li>• Introduction to Information Systems and its major components. Types and Levels of Information systems. Main types of IT Support systems Computer based Information Systems (CBIS) <ul style="list-style-type: none"> <li>▪ Types of CBIS - brief descriptions and their interrelationships/hierarchies</li> <li>▪ Office Automation System(OAS)</li> <li>▪ Transaction Processing System(TPS)</li> <li>▪ Management Information System(MIS)</li> <li>▪ Decision Support Systems (DSS)</li> <li>▪ Executive Information System(EIS)</li> <li>▪ Knowledge based system, Expert system</li> </ul> </li> <li>• Success and Failure of Information Technology. Failures of Nike and AT&amp;T</li> <li>• IT Development Trends. Major areas of IT Applications in Management</li> <li>• Concept of Digital Economy and Digital Organization.</li> <li>• IT Resources Open Source Software - Concept and Applications. Study of Different Operating Systems. (Windows / Linux/ DOS)</li> </ul>	<b>15</b>	
<b>2</b>	<b>Office Automation using MS Office</b>		
	<ul style="list-style-type: none"> <li>• Learn Word: Creating/Saving of Document Editing and Formatting Features</li> </ul>	<b>15</b>	

	<ul style="list-style-type: none"> <li>• Designing a title page, Preparing Index, Use of SmartArt</li> <li>• Cross Reference, Bookmark and Hyperlink. Mail Merge Feature.</li> <li>• Spreadsheet application (e.g. MS-Excel/openoffice.org) Creating/Saving and editing spreadsheets Drawing charts. Using Basic Functions: text, math &amp; trig, statistical, date &amp; time, database, financial, logical. Using Advanced Functions : Use of VLookup/HLookup Data analysis – sorting data, filtering data (AutoFilter , Advanced Filter), data validation, what-if analysis (using data tables/scenarios), creating sub-totals and grand totals, pivot table/chart, goal seek/solver,</li> <li>• Presentation Software Creating a presentation with minimum 20 slides with a script. Presenting in different views, Inserting Pictures, Videos, Creating animation effects on them Slide Transitions, Timed Presentations Rehearsal of presentation.</li> </ul>	
<b>3</b>	<b>Email, Internet and its Applications</b>	
	<ul style="list-style-type: none"> <li>• Introduction to Email Writing professional emails Creating digitally signed documents.</li> <li>• Use of Outlook : Configuring Outlook, Creating and Managing profile in outlook, Sending and Receiving Emails through outlook Emailing the merged documents. Introduction to Bulk Email software</li> <li>• Internet Understanding Internet Technology Concepts of Internet, Intranet, Extranet Networking Basics, Different types of networks. Concepts (Hubs, Bridges,Routers, IP addresses) Study of LAN, MAN, WAN</li> <li>• DNS Basics. Domain Name Registration, Hosting Basics.</li> <li>• Emergence of E-commerce and M-Commerce Concept of E-commerce and M-Commerce Definition of E-commerce and M-Commerce Business models of e-commerce: models based on transaction party (B2B, B2C,B2G, C2B, C2C, E-Governance) Models based on revenue models, Electronics Funds Transfer, Electronic DataInterchange.</li> </ul>	15
<b>4</b>	<b>E-Security Systems</b>	
	<ul style="list-style-type: none"> <li>• Threats to Computer systems and control measures. Types of threats-</li> </ul>	15

	<p>Virus, hacking, phishing, spyware, spam, physical threats (fire, flood, earthquake, vandalism) Threat Management</p> <ul style="list-style-type: none"> <li>• IT Risk Definition, Measuring IT Risk, Risk Mitigation and Management</li> <li>• Information Systems Security</li> <li>• Security on the internet Network and website security risks Website Hacking and Issues therein. Security and Email</li> <li>• E-Business Risk Management Issues Firewall concept and component, Benefits of Firewall</li> <li>• Understanding and defining Enterprise wide security framework</li> <li>• Information Security Environment in India with respect to real Time Application in Business Types of Real Time Systems, Distinction between Real Time, On – line and Batch Processing System. Real Time Applications viz. Railway / Airway / Hotel Reservation System, ATMs, EDI Transactions - definition, advantages, examples; E- Cash, Security requirements for Safe E-Payments Security measures in International and Cross Border financial transactions</li> <li>• Threat Hunting Software</li> </ul>	
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Reference books:

6. *Information Technology for Management, 6TH ED (With CD )*
7. *By Efraim Turban, Dorothy Leidner, Ephraim Mclean, James Wetherbe*
8. *Microsoft Office Professional 2013 Step by Step*
9. *By Beth Melton, Mark Dodge, Echo Swinford, Andrew Couch*
10. *Tata McGraw Hill Joseph, P.T. : E-commerce An Indian Perspective*

<b>Course Code</b>	<b>SEM – III – Advertising</b>	<b>Credits</b>	<b>Lectures /Week</b>
<b>KUBMSAD23306</b>	<b>Paper 1</b>	<b>3</b>	<b>4</b>
<b>Course Outcomes:</b>			
After successful completion of this course, students would be able to			
<ul style="list-style-type: none"> <li>• Identify the terms and concepts of advertising and its application in the business</li> <li>• Describe the several aspects of advertising, strategy, planning process, creativity, budget, evaluation, current trends and careers.</li> <li>• Use the tools and models of advertising to effectively promote products and services and categorize the tools and technology as per the marketing demand of the business.</li> <li>• Summarize the advertising trends, laws and practices for smooth marketing of business</li> <li>• Design an effective and creative advertising program for generating maximum revenue in business.</li> </ul>			
<b>Unit</b>	<b>Topics</b>	<b>No of Lectures</b>	
<b>1</b>	<b>Introduction to Advertising</b>	<b>15</b>	
	<ul style="list-style-type: none"> <li>• Definition, Evolution of Advertising, Importance, Scope, Features, Benefits, Five M's of Advertising</li> <li>• Types of Advertising-consumer advertising, industrial advertising, institutional advertising, classified advertising, national advertising, generic advertising</li> <li>• Theories of Advertising: Stimulus Theory, AIDA, Hierarchy Effects Model, Means – End Theory, Visual Verbal Imaging, Cognitive Dissonance</li> <li>• Ethics and Laws in Advertising: Puffery, Shock Ads, Subliminal Advertising, Weasel Claim, Surrogate Advertising, Comparative Advertising Code of Ethics, Regulatory Bodies, Laws and Regulation – CSR, Public Service Advertising, Corporate Advertising, Advocacy Advertising</li> <li>• Social, cultural and Economic Impact of Advertising, the impact of ads on Kids, Women and Advertising.</li> </ul>		
<b>2</b>	<b>Strategy and Planning Process in Advertising</b>		

	<ul style="list-style-type: none"> <li>• Advertising Planning process &amp; Strategy: Introduction to Marketing Plan, Advertising Plan- Background, situational analysis related to Advertising issues, Marketing Objectives, Advertising Objectives, Target Audience, Brand Positioning (equity, image personality), creative Strategy, message strategy, media strategy, Integration of advertising with other communication tools</li> <li>• Role of Advertising in Marketing Mix: Product planning, product brand policy, price, packaging, distribution, Elements of Promotion, Role of Advertising in PLC</li> <li>• Advertising Agencies – Functions – structure – types - Selection criteria for Advertising agency – Maintaining Agency–client relationship, Agency Compensation.</li> </ul>	<b>15</b>
<b>3</b>	<b>Creativity in Advertising</b>	
	<ul style="list-style-type: none"> <li>• Introduction to Creativity – definition, importance, creative process, Creative strategy development – Advertising Campaign – determining the message theme/major selling ideas – introduction to USP – positioning strategies – persuasion and types of advertising appeals – role of source in ads and celebrities as source in Indian ads – execution styles of presenting ads.</li> <li>• Role of different elements of ads – logo, company signature, slogan, tagline, jingle, illustrations, etc.</li> <li>• Creating the TV commercial – Visual Techniques, writing script, developing storyboard, other elements (Optical, Soundtrack, Music)</li> <li>• Creating Radio Commercial – words, sound, music – scriptwriting the commercial – clarity, coherence, pleasantness, believability, interest, distinctiveness</li> <li>• Copywriting: Elements of Advertisement copy – Headline, sub-headline, Layout, Body copy, slogans. Signature, closing idea, Principles of Copywriting for print, OOH, essentials of good copy, Types of Copy, Copy Research</li> </ul>	<b>15</b>
<b>4.</b>	<b>Budget, Evaluation, Current trends, and careers in Advertising</b>	

	<ul style="list-style-type: none"> <li>• Advertising Budget – Definition of Advertising Budget, Features, Methods of Budgeting</li> <li>• Evaluation of Advertising Effectiveness – Pre-testing and Post testing Objectives, Testing process for Advertising effectiveness, Methods of Pretesting and Post-testing, Concept testing v/s Copy testing</li> <li>• Current Trends in Advertising: Rural and Urban Advertising, Digital Advertising, Content Marketing (Advertorials), retail advertising, lifestyle advertising, Ambush Advertising, Global Advertising – scope and challenges – current global trends</li> <li>• Careers in Advertising: careers in Media and supporting firms, freelancing options for career in advertising, role of Advertising Account Executives, campaign Agency family tree – topmost advertising agencies and the famous advertisements designed by them</li> </ul>	<b>15</b>
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**References Books:**

1. Belch, Michael, *“Advertising and Promotion: An integrated marketing communications perspective”* Tata Mcgraw Hill 2010
2. Mohan, Manendra *“Advertising Management Concept and Cases”*, Tata Mcgraw Hill 2008
3. Kleppner, Russell J; Thomac, Lane W , *“Advertising Procedure”*, Prentice Hall 1999
4. Shimp, Terence, *“Advertising and promotion :An IMC Approach”*, Cengage Learning 2007
5. Sharma, Sangeeta and Singh, Raghuvir *“Advertising planning and Implementation”*, Prentice Hall of India 2006
6. Clow ,Kenneth E and Baack, Donald E *“Inetegrated Advertising Promotion and Marketing Communication”*, Pearson Edu 2014
7. Duncan, Tom, *“Principles of Advertising and IMC”*, Tata Mcgraw Hill Pub 2006

<b>Course Code</b>	<b>SEM – III - Consumer Behaviour</b>	<b>Credits</b>	<b>Lectures/ Week</b>
<b>KUBMSCB23307</b>	<b>Paper 1</b>	<b>3</b>	<b>4</b>
<p><b>Course Outcomes:</b></p> <p>After successful completion of this course, students would be able to</p> <ul style="list-style-type: none"> <li>• Enumerate social and psychological factors and their influence his/her behavior as a consumer.</li> <li>• Explain fundamental concepts associated with consumer and organizational buying behavior</li> <li>• Apply consumer behavior concepts to real world strategic marketing management decision making</li> <li>• Analyse the dynamics of human behavior and the basic factors that influence the consumer's decision process</li> <li>• Construct the consumer and organizational buying behavior process for a variety of products (goods/services)</li> </ul>			
<b>Unit</b>	<b>Topics</b>	<b>No of Lectures</b>	
<b>1</b>	<b>Introduction To Consumer Behaviour:</b>		
	<ul style="list-style-type: none"> <li>• Meaning of Consumer Behaviour, Features and Importance.</li> <li>• Types of Consumer (Institutional &amp; Retail), Diversity of consumers and their behaviour- Types Of Consumer Behaviour.</li> <li>• Profiling the consumer and understanding their needs.</li> <li>• Consumer Involvement.</li> <li>• Application of Consumer Behaviour knowledge in Marketing.</li> <li>• Consumer Decision Making Process and Determinants of Buyer Behaviour, factors affecting each stage, and Need recognition.</li> </ul>	<b>15</b>	
<b>2</b>	<b>Individual- Determinants of Consumer Behaviour</b>		
	<ul style="list-style-type: none"> <li>• Consumer Needs &amp; Motivation (Theories - Maslow, Mc Cleland).</li> <li>• Personality – Concept, Nature of personality, Freudian, non - Freudian and Trait theories, Personality Traits and it's Marketing significance, Product personality and brand personification.</li> <li>• Self Concept – Concept</li> </ul>	15	

	<ul style="list-style-type: none"> <li>• Consumer Perception</li> <li>• Learning - Theory, Nature of Consumer Attitudes, Consumer Attitude</li> <li>• Formation &amp; Change.</li> <li>• Attitude - Concept of attitude</li> </ul>	
<b>3</b>	<b>Environmental Determinants of Consumer Behaviour</b>	
	<ul style="list-style-type: none"> <li>• Family Influences on Buyer Behaviour,</li> <li>• Roles of different members, needs perceived and evaluation rules.</li> <li>• Factors affecting the need of the family, family life cycle stage and size.</li> <li>• Social Class and Influences.</li> <li>• Group Dynamics &amp; Consumer Reference Groups, Social Class &amp; Consumer Behaviour - Reference Groups, Opinion Leaders and Social Influences In-group versus out-group influences, role of opinion leaders in diffusion of innovation and in purchase process.</li> <li>• Cultural Influences on Consumer Behaviour Understanding cultural and sub-cultural influences on individual, norms and their role, customs, traditions and value system.</li> </ul>	<b>15</b>
<b>4</b>	<b>Consumer Decision Making Models and New Trends</b>	
	<ul style="list-style-type: none"> <li>• Consumer Decision making models: Howard Sheth Model, Engel Blackwell, Miniard Model, Nicosia Models of Consumer Decision Making</li> <li>• Diffusion of innovations Process of Diffusion and Adoption, Innovation, Decision process, Innovator profiles</li> <li>• E-Buying behaviour The E-buyer vis-a vis the Brick and Mortar buyer, Influences on E-buying</li> </ul>	<b>15</b>

<b>Course Code</b>	<b>SEM – III – Recruitment and Selection</b>	<b>Credits</b>	<b>Lectures/ Week</b>
<b>KUBMSRS23308</b>	<b>Paper I</b>	<b>3</b>	<b>4</b>
<b>Course Outcomes:</b>			
After successful completion of this course, students would be able to			
<ul style="list-style-type: none"> <li>• State the concepts of recruitment and selection, induction and soft skills.</li> <li>• Explain the process, methods and importance of recruitment and selection</li> <li>• Construct various ways of managing employee’s surplus and shortage and practice of socialization and soft skills</li> <li>• Analyze particular type of recruitment accordingly and differentiate interview types.</li> <li>• Formulate solution for overcoming hurdles in recruitment and Selection and prepare job design and Resume.</li> <li>• Evaluate employees’ performance periodically for appreciation and rate the employees. Interpret the difference in between CV, Bio-data and Resume</li> </ul>			
<b>Unit</b>			
<b>Unit</b>	<b>Topics</b>	<b>No of Lectures</b>	
<b>1</b>	<b>Recruitment</b>		
	<ul style="list-style-type: none"> <li>• Concepts of Recruitment- -Meaning, Objectives, Scope &amp; Definition, Importance and relevance of Recruitment.</li> <li>• Job Analysis--Concept, Specifications, Description ,Process And Methods, Uses of Job Analysis</li> <li>• Job Design- Introduction, Definition, Modern Techniques, Factors affecting Job Design, Contemporary Issues in Job Designing</li> <li>• Source or Type of Recruitment a)Direct/Indirect)Internal/External. Internal-Notification, Promotion- Types, Transfer –Types, Reference External- Campus Recruitment, Advertisement, Job Boards Website/Portals, Internship, Placement Consultancies- Traditional (In-house, Internal Recruitment, On Campus, Employment And Traditional Agency). Modern (Recruitment Books, Niche Recruitments, Internet Recruitment, Service Recruitment, Website and Job, Search Engine, Social Recruiting and Candidate Paid Recruiters)</li> <li>• Technique of Recruitment-Traditional Vs Modern Recruitment</li> </ul>	<b>18</b>	

	<ul style="list-style-type: none"> <li>Evaluation of Recruitment-Outsourcing Programmed</li> </ul>	
2	<b>Selection</b>	
	<ul style="list-style-type: none"> <li>Selection-Concept of Selection, Criteria for Selection, Process, Advertisement and Application (Blank Format).</li> <li>Screening-Pre and Post Criteria for Selection, Steps of Selection</li> <li>Interviewing-Types and Guidelines for Interviewer &amp; Interviewee, Types of Selection Tests, Effective Interviewing Techniques.</li> <li>Selection Hurdles and Ways to Overcome Them</li> </ul>	15
3	<b>Induction</b>	
	<ul style="list-style-type: none"> <li>Induction-Concept, Types-Formal /Informal, Advantages of Induction ,How to make Induction Effective</li> <li>Orientation &amp; On boarding-Programmed and Types, Process.</li> <li>Socialization-Types-Anticipatory, Encounter, Setting in, Socialization Tactics</li> <li>Current trends in Recruitment and Selection Strategies- with respect to Service, Finance, I.T., Law And Media Industry</li> </ul>	15
4	<b>Soft Skills</b>	
	<ul style="list-style-type: none"> <li>Preparing Bio-data and C.V.</li> <li>Social and Soft Skills – Group Discussion &amp;Personal Interview, Video and Tele Conferencing Skills,</li> <li>Presentation and Negotiation Skills, Aesthetic Skills,</li> <li>Etiquettes-Different Types and Quitting Techniques.</li> <li>Exit Interview-Meaning, importance.</li> </ul>	12

*References Books:*

1. Dipak Kumar Bhattacharya - Human Resource Management
2. Arun Monappa- Managing Human Resource .
3. C.B. Memoria -Personnel Management
4. Armstrong, Michael & Baron Angela. (2005). Handbook of Strategic HRM (1sted.). New Delhi: Jaico Publishing House.
5. Mello, Jeffrey A. (2007). Strategic Human Resource Management (2nd ed.). India: Thomson South Western.

<b>Course Code</b>	<b>SEM – III - Organization Behavior &amp; Human Resource Management</b>	<b>Credits</b>	<b>Lectures/Week</b>
<b>KUBMSOB2309</b>	<b>Paper I</b>	<b>3</b>	<b>4</b>
<b>Course Outcomes:</b>			
After successful completion of this course, students would be able to			
<ul style="list-style-type: none"> <li>• Remember human resource management and functions of human resource management</li> <li>• Understand types of rewards and punishments</li> <li>• Apply Strategies in HRM and understand Global strategies</li> <li>• Analyze the Methods of job appraisal and concept of compensation</li> <li>• Evaluate employee’s performance for organization growth</li> <li>• Create ethical practices in organization and manage conflicts</li> </ul>			
<b>Unit</b>			
<b>Unit</b>	<b>Topics</b>	<b>No of Lectures</b>	
<b>1</b>	<b>Organizational Behavior I</b>		
	<ul style="list-style-type: none"> <li>• Introduction to Organizational Behavior-Concept, definitions, Evolution of OB</li> <li>• Importance of Organizational Behavior-Cross Cultural Dynamics, Creating Ethical Organizational Culture&amp; Climate</li> <li>• Individual and Group Behavior-OB models–Autocratic, Custodial, Supportive, Collegial &amp; SOBC in context with Indian OB</li> <li>• Human Relations and Organizational Behavior</li> </ul>	<b>12</b>	
<b>2</b>	<b>Organizational Behavior II</b>		
	<ul style="list-style-type: none"> <li>• Managing Communication: Conflict management techniques.</li> <li>• Time management strategies.</li> <li>• Learning Organization and Organizational Design</li> <li>• Rewards and Punishments-Termination, layoffs, Attrition, Retrenchment, Separations, Downsizing</li> </ul>	<b>13</b>	
<b>3</b>	<b>Human Resource Management-I</b>		
	<ul style="list-style-type: none"> <li>• HRM-Meaning, objectives, scope and functions</li> <li>• HRP-Definition, objectives, importance, factors affecting HRP, Process of HRP, Strategies of HRM , Global HR Strategies</li> <li>• HRD-Concept, meaning, objectives, HRD functions</li> </ul>	<b>17</b>	

<b>4</b>	<b>Human Resource Management-II</b>	
	<ul style="list-style-type: none"> <li>• Performance Appraisal: concept, process, methods and problems, KRA'S</li> <li>• Compensation-concept components of Pay Structure, Wage and salary administration, Incentives and Employee benefits.</li> <li>• Career planning-concept of career Planning, Career stages and carrier planning</li> </ul>	<b>18</b>

*References Books:*

1. *Griffin, Ricky W: Organizational Behaviour, Houghton Mifflin Co., Boston.*
2. *Prasad L M, Organizational Behaviour, Sultan Chand*
3. *Khanka S. S., Organizational Behaviour, S. Chand*
4. *P.L. Rao-International Human Resource*
5. *Ivancevich; John and Micheol T. Matheson: Organizational Behaviour and Management, Business Publication Inc., Texas.*
6. *Koontz, Harold, Cyril O'Donnell, and Heinz Weihrich: Essentials of management, Tata McGraw-Hill, New Delhi.*
7. *Luthans, Fred: Organizational Behaviour, McGraw-Hill, New York.*

<b>Course Code</b>	<b>SEM – III – Corporate Finance</b>	<b>Credits</b>	<b>Lectures /Week</b>
<b>KUBMSCF23310</b>	<b>Paper 1</b>	<b>3</b>	<b>4</b>
<b>Course Outcomes:</b>			
After successful completion of this course, students would be able to			
<ul style="list-style-type: none"> <li>• Identify, List and define / record the major terms, concepts and multi-faceted aspects of financial management.</li> <li>• Recognize and restate theories as well as practices in financial management that have given way to the modern-day finance and its business application.</li> <li>• Illustrate and practice the use of the established theories under different financial situations to reach at a solution to any corporate financial.</li> <li>• Classify the various financial instruments available for financing as well as the risk factors associated with major business transactions.</li> <li>• Estimate and evaluate the financial models available for business planning and study their impact on the business.</li> </ul>			
<b>Unit</b>	<b>Topics</b>	<b>No of Lectures</b>	
<b>1</b>	<b>Introduction</b>		
	<ul style="list-style-type: none"> <li>• Introduction To Corporate Finance: Meaning, Principles of Corporate Finance, Significance of Corporate Finance, Amount of Capitalization, Over Capitalization and Under Capitalization, Fixed capital and Working Capital funds.</li> <li>• Introduction to ownership securities– Ordinary Shares, Reference Shares, Creditor Ship Securities, Debtors and Bonds, Convertible Debentures, Concept of Private Placement of Securities.</li> </ul>	<b>10</b>	
<b>2</b>	<b>Capital Structure And Leverage</b>		
	<ul style="list-style-type: none"> <li>• Introduction to Capital Structure theories, EBIT –EPS analysis for Capital Structure decision.</li> <li>• Cost of Capital – Cost of Debt, Cost of Preference Shares, Cost of Equity Shares and Cost of Retained Earnings, Calculation of Weighted Cost of Capital.</li> <li>• Introduction to concept of Leverage - Operating</li> </ul>	<b>20</b>	

	Leverage, Financial Leverage and Combined Leverage.	
<b>3</b>	<b>Time Value Of Money</b>	
	<ul style="list-style-type: none"> <li>• Introduction to Time Value of Money –compounding and discounting.</li> <li>• Introduction to basics of Capital Budgeting (time value of money-based methods) – NPV and IRR (Net Present Value and Internal Rate of Return)</li> <li>• Importance of Risk and Return analysis in Corporate Finance</li> </ul>	<b>20</b>
<b>4</b>	<b>Mobilization Of Funds</b>	
	<ul style="list-style-type: none"> <li>• Public deposits and RBI regulations, Company deposits and SEBI regulations, Protection of depositors, RBI and public deposits with NBFC's.</li> <li>• Foreign capital and collaborations, Foreign direct Investment (FDI), Emerging trends in FDI.</li> <li>• Global Depository Receipts, Policy development, Capital flows and Equity Debt.</li> <li>• Brief introduction &amp; sources of short-term Finance Bank Overdraft, Cash Credit, Factoring.</li> </ul>	<b>10</b>

Reference Books:

1. Foster, George *Financial Statement Analysis, 2nd ed., Pearson Education Pvt Ltd.*
2. Damodaran, A. (2008). *Damodaran on Valuation, Security Analysis for Investment and Corporate Finance (2nd ed.). Wiley India Pvt. Ltd.*
3. Chandra, P. (2011). *Corporate Valuation and Value Creation, (1st ed). TMH*
4. Weston, Chung, Hoag, *Mergers, Restructuring and Corporate Control, Prentice Hall Of India.*
5. M.Y. Khan and P.K. Jain - *Financial Management - Tata - McGraw Hill Publishing co. Ltd., New Delhi.*
6. Prasanna Chandra - *Financial Management - Tata - McGraw Hill.*

<b>Course Code</b>	<b>SEM III: Basics of Financial Services</b>	<b>Credits</b>	<b>Lecture/ Week</b>
<b>KUBMSFS23311</b>	<b>Paper 1</b>	<b>03</b>	<b>04</b>
<b>Course Outcomes:</b>			
After successful completion of this course, students would be able to			
<ul style="list-style-type: none"> <li>• Identify and define the concepts and terminologies related to financial system, banks, insurance and mutual funds.</li> <li>• Describe the significance and role of mutual funds &amp; insurance and various financial institutions like SEBI, RBI, etc. towards the society and other organizations.</li> <li>• Evaluation of performance of Banks, Insurance and Mutual Funds in India.</li> </ul>			
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>	
<b>1</b>	<b>Financial System</b>		
	<ul style="list-style-type: none"> <li>• An overview of Financial System, Financial Markets, Structure of Financial Market (Organized and Unorganized Market), Components of Financial System, Major Financial Intermediaries, Financial Products, Function of Financial System, Regulatory Framework of Indian Financial System (Overview of SEBI and RBI-Role and Importance as regulators).</li> </ul>	<b>15</b>	
<b>2</b>	<b>Commercial Banks, RBI &amp; Development Banks</b>		
	<ul style="list-style-type: none"> <li>• Concept of Commercial Banks- Functions, Investment Policy of Commercial Banks, Liquidity in Banks, Asset Structure of Commercial Banks, Non-Performing Assets, Interest Rate reforms, Capital Adequacy Norms.</li> <li>• Reserve Bank of India - Organization &amp; Management, Role And Functions</li> <li>• Development Banks - Characteristics of Development Banks, Need and Emergence of Development Financial Institutions In India, Function of Development Banks.</li> </ul>	<b>15</b>	
<b>3</b>	<b>Insurance</b>		
	<ul style="list-style-type: none"> <li>• Concept, Basic Characteristics of Insurance, Insurance Company Operations, Principles of Insurance, Reinsurance, Purpose And Need Of Insurance, Different Kinds of Life Insurance Products, Basic Idea About Fire</li> </ul>	<b>15</b>	

	And Marine Insurance and Banc assurance	
<b>4</b>	<b>Mutual Funds</b>	
	Concept of Mutual Funds, Growth of Mutual Funds in India, Features and Importance of Mutual Fund. Mutual Fund Schemes, Money Market Mutual Funds, Private Sector Mutual Funds, Evaluation of the Performance Of Mutual Funds, Functioning of Mutual Funds In India.	<b>15</b>

Reference books:

1. Khan M.Y., *Indian Financial System*, Tata McGraw Hill Publishing Company
2. Varshney P.N. & Mittal MN, *Financial System*, Sultan Chand & Co
3. A. Avadhani , *Marketing of Financial Services-*
4. Bhole L. M: *Financial Markets and Institutions; Tata McGraw-Hill Publishing Company, New Delhi.*
5. Gupta Suraj B: *Monetary Economics; S. Chand and Co., New Delhi.*

<b>Course Code</b>	<b>SEM – IV – Information Technology in Business Management-II</b>	<b>Credits</b>	<b>Lectures/Week</b>
<b>KUBMSIT23401</b>	<b>Paper 2</b>	<b>3</b>	<b>4</b>
<b>Course Outcomes:</b>			
After successful completion of this course, students would be able to:			
<ul style="list-style-type: none"> <li>• Identify the terms and tools of Information Technology in business management</li> <li>• Describe the various concepts of Management Information Systems, ERP/E-SCM/E-CRM, Database, data warehouse and outsourcing.</li> <li>• Solve business problems and come up with effective solutions using the appropriate IT tools and analyze how information technology impacts overall management of the business organization.</li> <li>• Summarize the role of information technology and new emerging information systems in business.</li> </ul>			
<b>Unit</b>			
<b>Topics</b>		<b>No of Lectures</b>	
<b>1</b>	<b>Management Information System</b>		
	<p>Overview of MIS Definition, Characteristics</p> <ul style="list-style-type: none"> <li>• Subsystems of MIS (Activity and Functional subsystems)</li> <li>• Structure of MIS</li> <li>• Reasons for failure of MIS.</li> <li>• Understanding Major Functional Systems Marketing &amp; Sales Systems Finance &amp; Accounting Systems Manufacturing &amp; Production Systems Human Resource Systems Inventory Systems</li> <li>• Sub systems, description, and organizational levels</li> <li>• Decision support system Definition Relationship with MIS</li> <li>• Evolution of DSS, Characteristics, classification, objectives, components, applications of DSS</li> </ul>	<b>15</b>	
<b>2</b>	<b>ERP/E-SCM/E-CRM</b>		
	<ul style="list-style-type: none"> <li>• Concepts of ERP</li> <li>• Architecture of ERP Generic modules of ERP</li> <li>• Applications of ERP</li> <li>• ERP Implementation concepts ERP lifecycle</li> <li>• Concept of XRP (extended ERP)</li> <li>• Features of commercial ERP software Study of SAP, Oracle Apps, MS Dynamics NAV, Peoplesoft</li> </ul>		

	<ul style="list-style-type: none"> <li>• Concept of e-CRM E-CRM Solutions and its advantages,</li> <li>• How technology helps?</li> <li>• CRM Capabilities and customer Life cycle Privacy Issues and CRM</li> <li>• Data Mining and CRM CRM and workflow Automation</li> <li>• Concept of E-SCM Strategic advantages, benefits E-SCM Components and Chain Architecture</li> <li>• Major Trends in e-SCM</li> <li>• Case studies ERP/SCM/CRM</li> </ul>	<b>15</b>
<b>3</b>	<b>Introduction To Data Base And Data Warehouse</b>	
	<p>Introduction to DBMS</p> <ul style="list-style-type: none"> <li>• Meaning of DBMS, Need for using DBMS. Concepts of tables, records, attributes, keys, integrity constraints, schema architecture, data independence.</li> <li>• Data Warehousing and Data Mining Concepts of Data warehousing, Importance of data warehouse for an organization Characteristics of Data warehouse Functions of Data warehouse Data warehouse architecture Business use of data warehouse Standard Reports and queries</li> <li>• Data Mining The scope and the techniques used</li> <li>• Business Applications of Data warehousing and Data mining</li> </ul>	<b>15</b>
<b>4</b>	<b>Outsourcing</b>	
	<ul style="list-style-type: none"> <li>• Introduction to Outsourcing</li> <li>• Meaning of Outsourcing, Need for outsourcing Scope of Outsourcing. Outsourcing: IT and Business Processes</li> <li>• Business Process Outsourcing (BPO)</li> <li>• Introduction</li> <li>• BPO Vendors How does BPO Work? BPO Service scope Benefits of BPO BPO and IT Services Project Management approach in BPO, BPO and IT-enabled services</li> <li>• BPO Business Model Strategy for Business Process Outsourcing Process of BPO ITO Vs BPO</li> <li>• BPO to KPO Meaning of KPO KPO vs BPO KPO: Opportunity and Scope KPO challenges KPO Indian Scenario</li> <li>• Outsourcing in Cloud Environment Cloud computing offerings</li> <li>• Traditional Outsourcing Vs. Cloud Computing</li> </ul>	<b>15</b>

References Books:

1. *Information Technology for Management, 6TH ED (With CD ) By Efraim Turban,*

*Dorothy Leidner, Ephraim Mclean, James Wetherbe (Ch1, Ch2)*

2. *Microsoft Office Professional 2013 Step by Step By Beth Melton, Mark Dodge, Echo Swinford, Andrew Couch*
3. *Tata McGraw Hill Joseph, P.T. : E-commerce An Indian Perspective (Ch-13,Ch-14)*
4. *Computer Viruses and Related Threats: A Management Guide (Ch-2, Ch-3) By John P. Wack, Lisa J. Carnahan.*

<b>Course Code</b>	<b>SEM IV: Production of Total Quality Management</b>	<b>Credits</b>	<b>Lectures/Week</b>
<b>KUBMS23402</b>	<b>Paper 1</b>	<b>3</b>	<b>4</b>
<p><b>Course Outcomes:</b></p> <p>After successful completion of this course, students would be able to</p> <ul style="list-style-type: none"> <li>• Define various types of productivity and measures of productivity</li> <li>• Apply basic management decisions with respect to production and quality management</li> <li>• Analyze designing aspect of production systems</li> <li>• Elaborate upon the concepts of JIT, Lean, 5S, TPM, BPR, Six Sigma, World Class manufacturing.</li> </ul>			
<b>Unit</b>	<b>Topics</b>	<b>No of Lectures</b>	
<b>1</b>	<b>Production Management</b>		
	<p>Production Management</p> <ul style="list-style-type: none"> <li>• Objectives, Components–Manufacturing systems: Intermittent and Continuous Production Systems.</li> <li>• Product Development, Classification and Product Design.</li> <li>• Plant location &amp; Plant layout– Objectives, Principles of good product layout, types of layout.</li> <li>• Importance of purchase management.</li> </ul>	<b>18</b>	
<b>2</b>	<b>Materials Management</b>		
	<ul style="list-style-type: none"> <li>• Materials Management: Concept, Objectives and importance of materials management Various types of Material Handling Systems.</li> <li>• Inventory Management: Importance–Inventory Control Techniques ABC, VED, FSN, GOLF, XYZ, SOS, HML.</li> <li>• EOQ: Assumptions limitations &amp; advantages of Economic Order Quantity, Simple numerical on EOQ, Lead Time, Reorder Level, Safety Stock.</li> </ul>	<b>15</b>	
<b>3</b>	<b>Basics Of Productivity &amp; TQM</b>		
	<ul style="list-style-type: none"> <li>• Basics Of Productivity &amp; TQM: Concepts of Productivity, modes of calculating productivity. Importance Of Quality Management, factors affecting quality; TQM– concept and importance, Cost of Quality, Philosophies and Approaches To Quality: Edward Deming, J. Juran, Kaizen, P. Crosby's philosophy.</li> <li>• Product &amp; Service Quality Dimensions, SERVQUAL Characteristics of Quality, Quality Assurance, Quality</li> </ul>	<b>15</b>	

	Circle : Objectives Of Quality Circles, Ishikawa Fish Bone, Applications in Organizations. Simple numerical on productivity	
<b>4</b>	<b>Quality Improvement Strategies &amp; Certifications</b>	
	<ul style="list-style-type: none"> <li>• <b>Quality Improvement Strategies &amp; Certifications:</b> Lean Thinking, Kepner Tregor Methodology of problem solving, Sigmafeatures, Enablers, Goals, DMAIC/DMADV. TAGUCHI'S QUALITY ENGINEERING, ISO 9000, ISO 1400, QS9000. Malcolm Baldrige National Quality Award (MBNQA), Deming's Application Prize.</li> </ul>	<b>12</b>
<p>Reference Books:</p> <ol style="list-style-type: none"> <li>1. <i>Production and Operations Management: R. Paneerselvam</i></li> <li>2. <i>Production (Operations) Management: L.C. Jhamb</i></li> <li>3. <i>K. Ashwathappa and K .Shridhar Bhatt ; Production and Operations management</i></li> <li>4. <i>Productivity Management: Concepts and Techniques, Sawhney S.C., Tata McGraw Hill</i></li> <li>5. <i>Srinivas Gondhalekar and Uday Salunkhe, "Productivity Techniques", Himalaya Publishing House</i></li> <li>6. <i>Gerard Leone and Richard D. Rahn, "Productivity Techniques", Jaico Book House</i></li> <li>7. <i>John S. Oakland, "TQM: Text with Cases", Butterworth-Heinemann</i></li> <li>8. <i>David J. Sumanth, "Total Productivity Management (TPmgt): A systematic and quantitative approach to compete in quality, price and time", St. Lucie Press</i></li> </ol>		

<b>Course Code</b>	<b>SEM IV: Business Research Methods</b>	<b>Credits</b>	<b>Lecture/ Week</b>
<b>KUBMSBR23403</b>	<b>Paper 1</b>	<b>03</b>	<b>04</b>
<b>Course Outcomes:</b>			
After successful completion of this course, students would be able to			
<ul style="list-style-type: none"> <li>• Identify and define the various terms associated with the business research methodology.</li> <li>• Explain and discuss the concepts, theories and terminologies used in all aspects of research.</li> <li>• Develop suitable research designs, sampling designs, testable hypotheses, data collection methods and data analysis tools.</li> <li>• Prepare research reports to address research problems from decision perspective.</li> </ul>			
<b>Unit</b>			
	<b>Topics</b>	<b>No. of Lectures</b>	
<b>1</b>	<b>Introduction to Business Research Methods</b>		
	<ul style="list-style-type: none"> <li>• Meaning and objectives of research</li> <li>• Types of research– a)Pure, Basic and Fundamental b) Applied, c)Empirical d) Scientific &amp; Social e)Historical f) Exploratory g) Descriptive h)Causal</li> <li>• Concepts in Research: Variables, Qualitative and Quantitative Research</li> <li>• Stages in research process.</li> <li>• Characteristics of Good Research</li> <li>• Hypothesis-Meaning, Nature, Significance, Types of Hypothesis, Sources.</li> <li>• Research design– Meaning, Definition, Need and Importance, Steps in research design, Essentials of a good research design, Areas / Scope of research design and Types-Descriptive, Exploratory and causal.</li> <li>• Sampling– <ul style="list-style-type: none"> <li>a) meaning of sample and sampling,</li> <li>b) methods of sampling- <ul style="list-style-type: none"> <li>i)Non-Probability Sampling – Convenient, Judgment, Quota, Snow ball</li> <li>ii) Probability – Simple Random, Stratified, Cluster,</li> </ul> </li> </ul> </li> </ul>	<b>15</b>	

	Multi Stage.	
<b>2</b>	<b>Data Collection and Processing</b>	
	<ul style="list-style-type: none"> <li>• Types of data and sources-Primary and Secondary data sources</li> <li>• Methods of collection of primary data <ul style="list-style-type: none"> <li>a) Observation- i)structured and unstructured, ii) disguised and undisguised, iii)mechanical observations (use of gadgets)</li> <li>b) Experimental i)Field ii) Laboratory</li> <li>c) Interview – i) Personal Interview ii)focused group, iii) in- depth interviews -Method,</li> <li>d) Survey– Telephonic survey, Mail, E-mail, Internet survey, Social media, andMedia listening.</li> <li>e) Survey instrument– i) Questionnaire designing.</li> <li>f) Types of questions– i) structured/ close ended and ii) unstructured/ open ended, iii) Dichotomous, iv) Multiple Choice Questions.</li> <li>g) Scaling techniques-i) Likert scale, ii) Semantic Differential scale</li> </ul> </li> </ul>	<b>15</b>
<b>3</b>	<b>Data Analysis and Interpretation</b>	
	<ul style="list-style-type: none"> <li>• Processing of data– i) Editing- field and office editing, ii)coding– meaning and essentials, iii) tabulation – note</li> <li>• Analysis of data-Meaning, Purpose, types.</li> <li>• Interpretation of data-Essentials, importance and Significance of processingdata</li> <li>• Multivariate analysis– concept only</li> <li>• Testing of hypothesis– concept and problems– i)chi square test, ii) Zandt-test (forlarge and small sample)</li> </ul>	<b>15</b>
<b>4</b>	<b>Advanced Techniques in Report Writing</b>	
	<ul style="list-style-type: none"> <li>• Report writing – i) Meaning , importance, functions of reports, essential of a good report, content of report , steps in writing a report, types of reports, Footnotes and Bibliography</li> <li>• Ethics and research</li> <li>• Objectivity, Confidentiality and anonymity in Research. Plagiarism.</li> </ul>	<b>15</b>
<p>Reference books:</p> <ol style="list-style-type: none"> <li>1. <i>Research Methodology – C.R. Kothari</i></li> <li>2. <i>Research for Marketing Decisions Paul E. Green, Donald S. Tull</i></li> <li>3. <i>Marketing Research- Text and Cases Harper W. Boyd Jr. Ralph Westfall.</i></li> </ol>		

4. *Research methodology in Social sciences, O.R. Krishnaswamy, Himalaya Publication*
5. *Business Research Methods, Donald R Cooper, Pamela Schindler, Tata McGraw Hill*
6. *Marketing research and applied orientation, Naresh K Malhotra, Pearson*
7. *Statistics for management, Levin and Reuben, Prentice Hall.*
8. *Research Methods for Management: S Shajahan, Jaico Publishing*

<b>Course Code</b>	<b>SEM – IV – Business Economics</b>	<b>Credits</b>	<b>Lecture / Weeks</b>
<b>KUBMSBE23404</b>	<b>Paper II</b>	<b>3</b>	<b>4</b>
<b>Course Outcomes:</b>			
After successful completion of this course, students would be able to			
<ul style="list-style-type: none"> <li>• Recall and state the basic terminologies covered in context with the syllabus.</li> <li>• Identify and describe the various Macro-economic theories and their impact on the economy as a whole.</li> <li>• Demonstrate and interpret the inter-relationships between different theories and models of macro-economic with economics practices.</li> <li>• Debate and examine the implications of fiscal and monetary policies on economic development as well as on international trade.</li> <li>• Evaluate and justify the macro-economic models laid down by economist to recent market conditions.</li> </ul>			
<b>Unit</b>	<b>Topics</b>	<b>No of Lectures</b>	
<b>1</b>	<b>Introduction To Macroeconomic Data And Theory</b>		
	<ul style="list-style-type: none"> <li>• Macroeconomics: Meaning, Scope and Importance.</li> <li>• Circular flow of aggregate income and expenditure: closed and open economy models</li> <li>• The Measurement of national product: Meaning and Importance - conventional and Green GNP and NNP concepts - Relationship between National Income and Economic Welfare.</li> <li>• Short run economic fluctuations: Features and Phases of Trade Cycles</li> <li>• The Keynesian Principle of Effective Demand: Aggregate Demand and Aggregate Supply - Consumption Function - Investment function - effects of Investment Multiplier on Changes in Income and Output</li> </ul>	<b>15</b>	
<b>2</b>	<b>Money, Inflation And Monetary Policy</b>		
	<ul style="list-style-type: none"> <li>• Money Supply: Determinants of Money Supply - Factors influencing Velocity of Circulation of Money</li> <li>• Demand for Money: Classical and Keynesian approaches and Keynes' liquidity preference theory of</li> </ul>	<b>15</b>	

	<p>interest</p> <ul style="list-style-type: none"> <li>• Money and prices: Quantity theory of money - Fisher's equation of exchange - Cambridge cash balance approach</li> <li>• Inflation: Demand Pull Inflation and Cost Push Inflation - Effects of Inflation- Nature of inflation in a developing economy.</li> <li>• Monetary policy: Meaning, objectives and instruments, inflation targeting</li> </ul>	
<b>3</b>	<b>Constituents Of Fiscal Policy</b>	
	<ul style="list-style-type: none"> <li>• Role of a Government to provide Public goods- Principles of Sound and Functional Finance.</li> <li>• Fiscal Policy: Meaning, Objectives - Contra cyclical Fiscal Policy and Discretionary Fiscal Policy.</li> <li>• Instruments of Fiscal policy: Canons of taxation- Factors influencing incidence of taxation - Effects of taxation Significance of Public Expenditure - Social security contributions- Low Income Support and Social Insurance Programmes - Public Debt - Types, Public Debt and Fiscal Solvency, Burden of debt finance.</li> <li>• Union budget – Structure - Deficit concepts -Fiscal Responsibility and Budget Management Act.</li> </ul>	<b>15</b>
<b>4</b>	<b>Open Economy: Theory And Issues Of International Trade</b>	
	<ul style="list-style-type: none"> <li>• The basis of international trade: Ricardo's Theory of comparative cost advantage - The Heckscher – Ohlin theory of factor endowments- terms of trade - meaning and types Factors determining terms of trade - Gains from trade - Free trade versus protection.</li> <li>• Foreign Investment: Foreign Portfolio investment- Benefits of Portfolio capital flows- Foreign Direct Investment - Merits of Foreign Direct Investment - Role of Multinational corporations.</li> <li>• Balance of Payments: Structure -Types of Disequilibrium - Measures to correct disequilibrium in BOP.</li> <li>• Foreign Exchange and foreign exchange market: Spot and Forward rate of Exchange - Hedging, Speculation and Arbitrage -Fixed and Flexible exchange rates-</li> </ul>	<b>15</b>

	Managed flexibility.	
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Reference Books

1. *Khan M.Y., Indian Financial System, Tata McGraw Hill Publishing Company*
2. *Varshney P.N. & Mittal MN, Financial System, Sultan Chand & Co*
3. *A. Avadhani , Marketing of Financial Services-*
4. *Bhole L. M: Financial Markets and Institutions; Tata McGraw-Hill Publishing Company, New Delhi.*
5. *Chandra Prasanna: Financial Management: Theory and Practice; Tata McGraw Hill, New Delhi.*
6. *Gupta Suraj B: Monetary Economics; S. Chand and Co., New Delhi*

<b>Course Code</b>	<b>SEM IV: Foundation Course - Ethics &amp; Governance</b>	<b>Credits</b>	<b>Lecture/Week</b>
<b>KUBMSFC23405</b>	<b>Paper IV</b>	<b>03</b>	<b>04</b>
<b>Course Outcomes:</b>			
After successful completion of this course, students would be able to			
<ul style="list-style-type: none"> <li>Identify and define the concepts of ethics and ethical practices in business along with CSR and Corporate Governance.</li> <li>Describe the significance of ethics and ethical practices and responsibilities of the business towards the society and all stakeholders.</li> <li>Apply the ethics in functional areas like marketing, finance and human resource management.</li> <li>Examine and interpret the emerging need of CSR and Corporate Governance by various organizations.</li> </ul>			
<b>Unit</b>	<b>Topics</b>	<b>No of Lectures</b>	
<b>1</b>	<b>Introduction to Ethics and Business Ethics</b>		
	<ul style="list-style-type: none"> <li>Ethics: Concept of Ethics, Evolution of Ethics, Nature of Ethics- Personal, Professional, Managerial Importance of Ethics, Objectives, Scope, Types – Transactional, Participatory and Recognition</li> <li>Business Ethics: Meaning, Objectives, Purpose and Scope of Business Ethics Towards Society and Stakeholders, Role of Government in Ensuring Business Ethics Principles of Business Ethics, 3 Cs of Business Ethics – Compliance, Contribution and Consequences Myths about Business Ethics Ethical Performance in Businesses in India</li> </ul>	<b>15</b>	
<b>2</b>	<b>Ethics in Marketing, Finance and HRM</b>		
	<ul style="list-style-type: none"> <li>Ethics in Marketing: Ethical issues in Marketing Mix, Unethical Marketing Practices in India, Ethical Dilemmas in Marketing, Ethics in Advertising and Types of Unethical Advertisements</li> <li>Ethics In Finance: Scope of Ethics in Financial Services, Ethics of a Financial Manager – Legal Issues, Balancing Act and Whistle Blower, Ethics in Taxation, Corporate Crime - White Collar Crime and Organised Crime, Major Corporate Scams in India, Role of SEBI in Ensuring Corporate Governance, Cadbury Committee Report, 1992</li> </ul>	<b>15</b>	

	<ul style="list-style-type: none"> <li>• Ethics in Human Resource Management: Importance of Workplace Ethics, Guidelines to Promote Workplace Ethics, Importance of Employee Code of Conduct, Ethical Leadership</li> </ul>	
<b>3</b>	<b>Corporate Governance</b>	
	<ul style="list-style-type: none"> <li>• Concept, History of Corporate Governance in India, Need for Corporate Governance</li> <li>• Significance of Ethics in Corporate Governance, Principles of Corporate Governance, Benefits of Good Governance, Issues in Corporate Governance</li> <li>• Theories- Agency Theory, Shareholder Theory, Stakeholder Theory and Stewardship Theory</li> <li>• Corporate Governance in India, Emerging Trends in Corporate Governance, Models of Corporate Governance, Insider Trading</li> </ul>	<b>15</b>
<b>4</b>	<b>Corporate Social Responsibility (CSR)</b>	
	<p>Meaning of CSR, Evolution of CSR, Types of Social Responsibility  Aspects of CSR- Responsibility, Accountability, Sustainability and Social Contract  Need for CSR  CSR Principles and Strategies  Issues in CSR  Social Accounting  Tata Group's CSR Rating Framework  Sachar Committee Report on CSR  Ethical Issues in International Business Practices  Recent Guidelines in CSR  Society's Changing Expectations of Business With Respect to Globalization.  Future of CSR</p>	<b>15</b>

Reference books:

1. *Laura P. Hartman, Joe DesJardins, Business Ethics, Mcgraw Hill, 2<sup>nd</sup> Edition*
2. *C. Fernando, Business Ethics – An Indian Perspective, Pearson, 2010*
3. *Joseph DesJardins, An Introduction to Business Ethics, Tata McGraw Hill, 2<sup>nd</sup> Edition*
4. *Richard T DeGeorge, Business Ethics, Pearson, 7<sup>th</sup> Edition*
5. *S.K. Mandal, Ethics is Business and Corporate Governance, McGraw Hill, 2010*
6. *Laura Pincus Hartman, Perspectives in Business Ethics, McGraw Hill International*
7. *Editions.*

<b>Course Code</b>	<b>SEM – IV – Integrated Marketing Communication</b>	<b>Credits</b>	<b>Lectures /Week</b>
<b>KUBMSIM23406</b>	<b>Paper 1</b>	<b>3</b>	<b>4</b>
<b>Course Outcomes:</b>			
After successful completion of this course, students would be able to			
<ul style="list-style-type: none"> <li>• Identify the terms and concepts of IMC and its application in business world.</li> <li>• Describe the several concepts of Integrated Marketing Communication its evaluation and ethics in marketing communication.</li> <li>• Employ most suitable IMC tool to get optimal results in business.</li> <li>• Categorize and select the most suitable ethical practice in marketing communication and</li> <li>• Assess the credibility of all the IMC Tools and use them in the best interest of the organization.</li> </ul>			
<b>Unit</b>	<b>Topics</b>	<b>No of Lectures</b>	
<b>1</b>	<b>Introduction to Integrated Marketing Communication</b>		
	<ul style="list-style-type: none"> <li>• Meaning, Features of IMC, Evolution of IMC, Reasons for Growth of IMC.</li> <li>• Promotional Tools for IMC, IMC planning process, Role of IMC in Marketing</li> <li>• Communication process, Traditional and alternative Response Hierarchy Models</li> <li>• Establishing objectives and Budgeting: Determining Promotional Objectives, Sales vs Communication Objectives, DAGMAR, Problems in setting objectives, setting objectives for the IMC Program.</li> </ul>	<b>15</b>	
<b>2</b>	<b>Elements of IMC – I</b>		
	<ul style="list-style-type: none"> <li>• Advertising – Features, Role of Advertising in IMC, Advantages and Disadvantages, Types of Advertising, Types of Media used for advertising.</li> <li>• Sales promotion – Scope, role of Sales Promotion as IMC tool, Reasons for the growth, Advantages and Disadvantages, Types of Sales Promotion, objectives of consumer and trade promotion, strategies of consumer promotion and trade promotion, sales promotion campaign, evaluation of Sales Promotion campaign.</li> </ul>	<b>15</b>	

<b>3</b>	<b>Elements of IMC – II</b>	
	<ul style="list-style-type: none"> <li>• Direct Marketing - Role of direct marketing in IMC, Objectives of Direct Marketing, Components for Direct Marketing, Tools of Direct Marketing – direct mail, catalogues, direct response media, internet, telemarketing, alternative media evaluation of effectiveness of direct marketing</li> <li>• Public Relations and Publicity – Introduction, Role of PR in IMC, Advantages and Disadvantages, Types of PR, Tools of PR, Managing PR – Planning, implementation, evaluation and Research, Publicity, Sponsorship – definition, Essentials of good sponsorship, event sponsorship, cause sponsorship</li> <li>• Personal Selling – Features, Role of Personal Selling in IMC, advantages and disadvantages of Personal Selling, Selling process, Importance of Personal Selling</li> </ul>	<b>15</b>
<b>4</b>	<b>Evaluation &amp; Ethics in Marketing Communication</b>	
	<ul style="list-style-type: none"> <li>• Evaluating an Integrated Marketing program – Evaluation process of IMC – Message Evaluations, Advertising tracking research – copy testing – emotional reaction test, cognitive Neuro-science – online evaluation, Behavioural Evaluation – sales and response rate, POPAI, Toll free numbers, QR codes and facebook likes, response cards, Internet responses, redemption rate Test Markets – competitive responses, scanner data, Purchase simulation tests</li> <li>• Ethics and Marketing communication – stereotyping, targeting vulnerable customers, offensive brand messages – legal issues – Commercial free speech, misleading claims, puffery, fraud, questionable B2B practices</li> <li>• Current Trends in IMC – Internet &amp; IMC, Advertising on internet, PR through Internet Banner, Sales promotion on Internet, direct marketing on internet.</li> </ul>	<b>15</b>
<p>References Books:</p> <ol style="list-style-type: none"> <li>1. Belch, Michael, Belch, George “Advertising and Promotion: An integrated marketing communications perspective” Tata Mcgraw Hill 2010</li> <li>2. Clow ,Kenneth E ;Baack, Donald E “Integrated Advertising Promotion and Marketing Communication”,Pearson Edu 2014</li> <li>3. Duncan, Tom, “Principles of Advertising and IMC”,Tata Mcgraw Hill Pub 2006</li> <li>4. Shah, Kruti ;D’Souza, Allan, “Advertising and IMC”,Tata Mcgraw Hill 2014</li> <li>5. Shimp, Terence, “Advertising and promotion :An IMC Approach”,Cengage Learning 2007</li> <li>6. Dutta, Kirti, “Integrated Marketing Communication” Oxford University Press, 2016</li> </ol>		

<b>Course Code</b>	<b>SEM – IV – Event Marketing</b>	<b>Credits</b>	<b>Lectures /Week</b>
<b>KUBMSEM23407</b>	<b>Paper 1</b>	<b>3</b>	<b>4</b>
<b>Course Outcomes:</b>			
After successful completion of this course, students would be able to:			
<ul style="list-style-type: none"> <li>• Identify the terms and concepts of event management and its marketing.</li> <li>• Describe the various aspects of introducing events, STP of events, concept of products, pricing and promotion of events.</li> <li>• Use the tools and techniques of event management to proactively manage and market events and differentiate the various categories of events and decide on its requisites.</li> <li>• Persuade mindful interactions with clients and sponsors to obtain the optimum results</li> <li>• Design an effective strategy to ensure smooth execution of events.</li> </ul>			
<b>Unit</b>	<b>Topics</b>	<b>No of Lectures</b>	
<b>1</b>	<b>Introduction to Events</b>		
	<ul style="list-style-type: none"> <li>• Definition and Meaning of Event Marketing: The Evolution of Event Marketing, Advantages of Event Marketing, 5 C's of Events- Conceptualization, costing, canvassing, customization, carrying-out; Event Designing; Reach; Interaction-Interaction Points, Direct Interaction, Indirect Interaction, Interaction Catalysts or Enablers.</li> <li>• Importance of Events as a Marketing Communication Tool; Events as a Marketing Tool: The Varied Marketing Needs Addressed by Events: Brand Building, Focus on Target Market, Implementation of Marketing Plan, Marketing Research, Relationship Building, Creating opportunities for better deals with different media, Events and their Economic implications.</li> <li>• Concept of Event Creativity, Key Elements of Events: Event Infrastructure; Customer Groups; Clients; Event Organizers; Venue; Media</li> </ul>	<b>15</b>	
<b>2</b>	<b>Segmenting, Targeting and Positioning of Events and Concept of Product in Events</b>		

	<ul style="list-style-type: none"> <li>• Concept of Market in Events; Segmentation and targeting of the Market for events; Positioning of events-Event Property.</li> <li>• Concept of Product in Events: Benefit Levels-Core, generic, expected, augmented; Categories of Events: Competitive Events, Artistic Expression, Cultural Celebrations, Exhibition Events, Charitable Events, Special Business Events, Retail Events.</li> <li>• Event Variations- Time Frame Based, Concept Based, Artist Based, Client Industry Based</li> </ul>	<b>15</b>
<b>3</b>	<b>Concept of Pricing and Promotion in Events</b>	
	<ul style="list-style-type: none"> <li>• Risk Rating, Setting Pricing Objectives, understanding local legislations and tax laws, Feedback about events from the market, skills required for negotiating the best price, validation against pricing objectives, pricing decisions, Event Charges: Percentage of the total Event Cost, Flat Fee, Package Price, Hourly Rate.</li> <li>• Networking Components: Print Media, Radio, Television, Internet, Outdoor Media, Direct Marketing, Sales Promotion, Public Relations, Merchandising, Invenue Publicity.</li> <li>• Event Sponsorship: Concept of Sponsorship, Sponsorship in a communication context, Synergy between sponsor and Event, Identifying Potential sponsors, Impact Measurement, Practical Sponsor Incentivization, In-Kind Sponsorship.</li> </ul>	<b>15</b>
<b>4</b>	<b>Trends and Challenges in Event Marketing</b>	
	<ul style="list-style-type: none"> <li>• E-event marketing, Virtual Events, Societal Event Marketing, Green Event, Cause-Related Event Marketing, Sports Event Marketing.</li> <li>• Safety and Security of Event</li> <li>• Event Crisis Management</li> <li>• Growth of Event Industry in India</li> <li>• Career in Event Marketing</li> </ul>	<b>15</b>
<p>References Books:</p> <ol style="list-style-type: none"> <li>1. Preston C.A., "Event Marketing: How to successfully promote Events, Festivals, Conventions, and Expositions", Wiley, Second Edition, 2015</li> <li>2. Gaur Sanjaya Singh and Sanjay V Saggere, "Event Marketing and Management", Vikas Publishing House Pvt. Ltd. , 2003</li> <li>3. Sharma Diwakar, "Event Planning &amp; Management", Deep and Deep Publications Pvt. Ltd., 2005</li> <li>4. Genadinik Alex, "Event Planning-Management and Marketing for Successful Events", CreateSpace Independent Publishing Platform, 2015</li> </ol>		

<b>Course Code</b>	<b>SEM – IV - Human Resource Planning And Information System</b>	<b>Credits</b>	<b>Lectures/Week</b>
<b>KUBMS23408</b>	<b>Paper I</b>	<b>3</b>	<b>4</b>
<b>Course Outcomes:</b>			
After successful completion of this course, students would be able to			
<ul style="list-style-type: none"> <li>• Understand the purpose, process and applications of Human Resource Planning in the context of different organizational strategies.</li> <li>• Discuss the process of HR planning and ways of maintaining information</li> <li>• Use a critical appreciation and knowledge for Illustrate the determinants of human resource requirements and the means for meeting those requirements.</li> <li>• Experiment the strategies of planning of Human resource management</li> <li>• Collect employees information and prepare plan or strategies accordingly.</li> <li>• Evaluate organizational record periodically and revised it as per requirement.</li> </ul>			
<b>Unit</b>	<b>Topics</b>	<b>Lectures/Week</b>	
<b>1</b>	<b>Overview of Human Resource Planning (HRP)</b>		
	<p>a) Overview of Human Resource Planning (HRP): Human Resource Planning–Meaning, Features, Scope, Approaches, Levels of HRP, Types, Tools, Activities for HRP, Requirements for Effective HR Planning. Process of HRP- Steps in HRP, HR Demand Forecasting– Factors, Techniques – (Concepts Only) Managerial Judgement, Ratio Trend Analysis, Regression Analysis, Work Study Technique, Delphi Technique. HR Supply Forecasting– Factors, Techniques – (Concepts Only) Skills Inventories, Succession Plans, Replacement Charts, Staffing Tables.</p> <ul style="list-style-type: none"> <li>• Barriers in Effective Implementation of HRP and Ways to Overcome Them.</li> <li>• Strategic Human Resource Planning –Meaning and Objectives.</li> <li>• Link between Strategic Planning and HRP through Technology.</li> <li>• HR Policy –Meaning, Importance.</li> <li>• HR Programme-Meaning and Contents.</li> </ul>	<b>15</b>	
<b>2</b>	<b>Job Analysis, Recruitment and Selection</b>		
	<ul style="list-style-type: none"> <li>• Job Analysis, Recruitment and Selection:</li> </ul>	<b>15</b>	

	<ul style="list-style-type: none"> <li>• Job Analysis-Meaning, Features, Advantages.</li> <li>• Job Design: Concept, Issues.</li> <li>• Job Redesign –Meaning, Process, Benefits. Matching Human Resource Requirement and Availability through: Retention- Meaning, Strategies, Resourcing- Meaning, Types. Flexibility – Flexible work practices, Downsizing-Meaning, Reasons, Layoff – Meaning, Reasons.</li> <li>• Recruitment - Meaning and Factors affecting Recruitment, Ethical Issues in Recruitment and Selection.</li> <li>• Employee Selection Tests: Meaning, Advantages and Limitations.</li> <li>• Human Resource Audit: Meaning, Need, Objectives, Process, Areas.</li> </ul>	
<b>3</b>	<b>HRP Practitioner, Aspects of HRP and Evaluation</b>	
	<ul style="list-style-type: none"> <li>• HRP Practitioner, Aspects of HRP and Evaluation:</li> <li>• HRP Practitioner: Meaning, Role.</li> <li>• HRP Management Process:</li> <li>• Establish HRP Department Goals and Objectives</li> <li>• Creating HRP Department Structure</li> <li>• Staffing the HRP Department</li> <li>• Issuing Orders</li> <li>• Resolving Conflicts</li> <li>• Communicating</li> <li>• Planning for Needed Resources</li> <li>• Dealing with Power and Politics -Meaning and Types of Power</li> <li>• HRP as Tool to Enhance Organizational Productivity</li> <li>• Impact of Globalization on HRP.</li> <li>• Aspects of HRP : Performance Management, Career Management, Management Training and Development, Multi Skill Development</li> <li>• Return on Investment in HRP- Meaning and Importance.</li> <li>• HRP Evaluation- Meaning, Need, Process, Issues to be considered during HRP Evaluation.</li> <li>• Selected Strategic Options and HRP Implications: Restructuring and its Impact on HRP, Mergers and Acquisitions and its Impact on HRP, Outsourcing and its Impact on HRP.</li> </ul>	<b>15</b>
<b>4</b>	<b>Human Resource Information Systems</b>	
	<ul style="list-style-type: none"> <li>• Human Resource Information Systems:</li> <li>• Data Information Needs for HR Manager – Contents and Usage of Data.</li> <li>• HRIS-Meaning, Features, Evolution, Objectives,</li> </ul>	<b>15</b>

	<p>Essentials, Components, Functions, Steps in designing of HRIS, HRIS Subsystems, Mechanisms of HRIS, Benefits, Limitations, Barriers in Effective Implementation of HRIS.</p> <ul style="list-style-type: none"> <li>• Security Issues in Human Resource Information Systems.</li> <li>• HRIS for HRP</li> <li>• Trends in HRIS</li> </ul>	
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References Books:

1. *Bhattacharya D.K, Human Resource Planning, Excel Books.*
2. *John Bramham, Human Resource Planning, University Press.*
3. *Michael Armstrong, A Handbook Of Human Resource Management Practice, Kogan Page.*
4. *William J.Rothwell & H.C. Kazanaas, Planning & Managing Human Resources, Jaico Publishing House .*
5. *Arun Sekhri, Human Resource Planning And Audit, Himalaya Publishing House.*
6. *Michael J. Kavanag, Human Resource Information Systems Basics, Applications and Future Directions, Sage Publication*

<b>Course Code</b>	<b>SEM IV – Training and Development</b>	<b>Credits</b>	<b>Lectures /Week</b>
<b>KUBMSTD23409</b>	<b>Paper I</b>	<b>3</b>	<b>4</b>
<b>Course Outcomes:</b>			
After successful completion of this course, students would be able to			
<ul style="list-style-type: none"> <li>• Underline concept, scope, importance, objectives, features, need and assessment of training and Development</li> <li>• Describe MDP and Explain the types of training</li> <li>• Schedule career development cycle and practice counseling and succession planning</li> <li>• Examine training need assessment and performance appraisal of employees</li> <li>• Set up models for self-development</li> <li>• Evaluate global talent management and knowledge management.</li> </ul>			
<b>Unit</b>	<b>Topics</b>	<b>No. of Lectures</b>	
1	<b>Overview of Training</b>		
	<ul style="list-style-type: none"> <li>• Overview of training– concept, scope, importance, objectives, features, need and assessment of training.</li> <li>• Process of Training–Steps in Training, identification of Job Competencies, criteria for identifying Training Needs (Person Analysis, Task Analysis, Organization Analysis), Types–On the Job &amp;Off the Job Method.</li> <li>• Assessment of Training Needs, Methods &amp; Process of Needs Assessment.</li> <li>• Criteria &amp;designing-Implementation– an effective training program.</li> </ul>	<b>15</b>	
2	<b>Overview of Development</b>		
	<ul style="list-style-type: none"> <li>• Overview of development– concept, scope, importance &amp; need and features, Human Performance Improvement</li> <li>• Counselling techniques with reference to development employees, society and organization.</li> <li>• Career development– Career development cycle, model for planned self development, succession planning.</li> </ul>	<b>15</b>	
3	<b>Concept of Management Development</b>		
	<ul style="list-style-type: none"> <li>• Concept of Management Development.</li> <li>• Process of MDP.</li> </ul>	<b>15</b>	

	<ul style="list-style-type: none"> <li>• Programs &amp; methods, importance, evaluating a MDP</li> </ul>	
4	<b>Performance Measurement, Talent Management &amp; Knowledge Management</b>	
	<ul style="list-style-type: none"> <li>• Performance measurements– Appraisals, pitfalls &amp; ethics of appraisal.</li> <li>• Talent management –Introduction ,Measuring Talent Management, Integration &amp; future of TM, Global TM &amp; knowledge management— OVERVIEW -Introduction: History, Concepts,</li> <li>• Knowledge Management: Definitions and the Antecedents of KM Information Management to Knowledge Management , Knowledge Management: What Is and What Is Not?, Three stages of KM, KM Life Cycle</li> </ul>	<b>15</b>
<p>Reference Books:</p> <ol style="list-style-type: none"> <li>1. <i>Brinkerhoff, Robert, .Achieving Results from Training How to evaluate HRD to Strengthen programs and Increase impact. 1987, Jossey bass, San Francisco.</i></li> <li>2. <i>Craig, Robert L. Training and Development Handbook. , 3rd ed. 1987. McGraw Hill, New York</i></li> <li>3. <i>Employee Training And Development - Raymond Noe</i></li> <li>4. <i>Every Trainers Handbook- Devendra Agochia</i></li> <li>5. <i>360 Degree Feedback, Competency Mapping And Assessment Centre- Radha Sharma</i></li> <li>6. <i>Training And Development- S.K. Bhatia.</i></li> </ol>		

<b>Course Code</b>	<b>SEM – IV – Corporate Restructuring</b>	<b>Credits</b>	<b>Lectures/ Week</b>
<b>KUBMSCR23410</b>	<b>Paper 1</b>	<b>3</b>	<b>4</b>
<b>Course Outcomes:</b>			
After successful completion of this course, students would be able to			
<ul style="list-style-type: none"> <li>• Identify, List and define the major terms, concepts with regards corporate restructuring strategies.</li> <li>• Recognize and restate techniques as well as practices in financial accounting to record present and analyze the transactions.</li> <li>• Illustrate and practice the use of accounting tools for internal as well as external restructuring transactions and analyze their effects on the financial positions of the companies.</li> <li>• Classify the various forms of corporate restructuring techniques adopted by companies through the use innovative teaching methods.</li> <li>• Estimate and evaluate the post restructuring outcomes and their analysis from the point of view of legal, operational and structural aspects.</li> </ul>			
<b>Unit</b>	<b>Topics</b>	<b>No of Lectures</b>	
<b>1</b>	<b>Corporate Restructuring – Introduction And Concepts (Only Theory)</b>		
	<ul style="list-style-type: none"> <li>• Corporate Restructuring - Historical Background, Meaning of Corporate Restructuring, Corporate Restructuring as a Business Strategy, Need and Scope of Corporate Restructuring.</li> <li>• Planning, Formulation and Execution of Various Restructuring Strategies, Important Aspects to be considered while Planning or Implementing Corporate Restructuring Strategies.</li> <li>• Forms of Restructuring - Merger, Demerger, Reverse merger, Disinvestment, Takeover/ acquisition, Joint Venture (JV), Strategic Alliance, Franchising and Slump sale.</li> </ul>	<b>10</b>	
<b>2</b>	<b>Accounting Of Internal Reconstruction (Practical And Theory)</b>		
	<ul style="list-style-type: none"> <li>• Need for reconstruction and Company Law provisions, Distinction between internal and external reconstructions.</li> <li>• Methods including alteration of share capital, variation of</li> </ul>	<b>20</b>	

	share-holder rights, sub division, consolidation, surrender and reissue/cancellation, reduction of share capital, with relevant legal provisions and accounting treatments for same.	
<b>3</b>	<b>Accounting Of External Reconstruction (Amalgamation/ Mergers/ Takeovers &amp; Absorption) (Practical And Theory)</b>	
	<ul style="list-style-type: none"> <li>In the nature of merger and purchase with corresponding accounting treatments of pooling of interests and purchase methods respectively.</li> <li>Computation and meaning of purchase consideration and Problems based on purchase method of accounting only.</li> </ul>	<b>20</b>
<b>4</b>	<b>Impact Of Reorganization On The Company - An Introduction (Only Theory)</b>	
	<ul style="list-style-type: none"> <li>Change in the Internal Aspects on Reorganization – Change of Name and Logo, Revised Organization Chart, Communication, Employee Compensation, Benefits and Welfare Activities, Aligning Company Policies, Aligning Accounting and Internal Database Management Systems, Re-Visiting Internal Processes and Re-Allocation of People.</li> <li>Change in External Aspects on Reorganization - Engagement with Statutory Authorities, Revised ISO Certification and Similar Other Certifications, Revisiting past Government approvals, decisions and other contracts.</li> <li>Impact of Reorganization - Gain or Loss to Stakeholders, Implementation of Objectives, Integration of Businesses and Operations, Post Merger Success and Valuation and Impact on Human and Cultural Aspects.</li> </ul>	<b>10</b>
<p>Reference Books</p> <ol style="list-style-type: none"> <li><i>Ramanujam : Mergers et al, LexisNexis Butterworths Wadhwa Nagpur</i></li> <li><i>Ray: Mergers and Acquisitions Strategy, Valuation and Integration, PH</i></li> <li><i>Advanced Accounts Shukla and Grewal S. Chand and Co. (P) Ltd., New Delhi</i></li> <li><i>Advanced accountancy R.L. Gupta and M. Radhaswamy S. Chand and Co. (P) Ltd., New Delhi</i></li> </ol>		

<b>Course Code</b>	<b>SEM – IV – Financial Institutions and Markets</b>	<b>Credits</b>	<b>Lectures/ Week</b>
<b>KUBMSFI23411</b>	<b>Paper 1</b>	<b>3</b>	<b>4</b>
<b>Course Outcomes:</b>			
After successful completion of this course, students would be able to			
<ul style="list-style-type: none"> <li>• Recall and state the basic terminologies covered in context with the syllabus.</li> <li>• Identify and describe the legal structure, framework and role of the Indian Financial Institution in Financial Systems and Financial Markets.</li> <li>• Interpret the inter-relationships between various components, elements as well as participants of financial markets to study their relevance in the Indian economy towards the growth and development of financial market.</li> <li>• Examine the relevance of specialized financial institution in the development of Indian Economy with respect to past and future economic advancements.</li> </ul>			
<b>Unit</b>	<b>Topics</b>	<b>No of Lectures</b>	
<b>1</b>	<b>Financial System In India</b>		
	<ul style="list-style-type: none"> <li>• Financial System Theoretical Settings – Meaning, Importance, Functions of financial system, Indian financial system from financial neutrality to financial activism and from financial volatility to financial stability. Role of government in financial development, Phases of Indian financial system since independence (State Domination – 1947-1990, Financial sector reforms 1991 till financial sector Legislative Reforms Commission 2013) (Only an Overview) Monitoring Framework for financial Conglomerates.</li> <li>• Structure of Indian financial system – Financial Institutions (Banking &amp; Non-Banking), Financial Markets (Organized and Unorganized) Financial Assets/Instruments, Financial Services (Fund based &amp; Free Based) – (In details).</li> <li>• Microfinance - Conceptual Framework – Origin, Definitions, Advantages, Barriers, Microfinance Models in India.</li> </ul>	<b>15</b>	
<b>2</b>	<b>Financial Regulators &amp; Institutions In India (Detail Discussion On Their Role And Functions)</b>		
	<ul style="list-style-type: none"> <li>• Financial Regulators – Ministry of Finance (Dept of DEA, Expenditure, Revenue, financial services and disinvestment)</li> </ul>	<b>15</b>	

	<p>RBI- Changing role of RBI in the financial sector, global crisis and RBI, Ministry of Corporate Affairs, SEBI, Pension Fund Regulatory and Development Authority, IRDA.</p> <ul style="list-style-type: none"> <li>• Financial Institutions- Role, Classification, Role of Commercial banks, IFCI, IDBI, Industrial Credit and Investment Corporation of India, SFC, Investment institutions in India (LIC, GIC) NBFC services provided by NBFC.</li> <li>• Specialized Financial Institutions – EXIM, NABARD, SIDBI, NHB, SIDC, SME Rating agency of India Ltd, IIFCL, IWRFC (Their role, functions and area of concerns)</li> </ul>	
<b>3</b>	<b>Financial Markets (In Details)</b>	
	<ul style="list-style-type: none"> <li>• Indian Money Market – Meaning, Features, Functions, Importance, Defects, Participants, Components (Organized and Unorganized) (in details) and Reforms.</li> <li>• Indian Capital Market - Meaning, Features, Functions, Importance, Participants, Instruments, Reforms in Primary and Secondary Market, Stock Indices, NSE, BSE, ADR and GDR.</li> <li>• Introduction of Commodity and Derivative Markets Insurance and Mutual funds – An introduction.</li> </ul>	<b>15</b>
<b>4</b>	<b>Managing Financial Systems Design</b>	
	<ul style="list-style-type: none"> <li>• Financial System Design – Meaning, Stakeholder Lender Conflict, Manager Stock holder conflict, Conflict Resolution and Financial System Design, Bank oriented systems and Market oriented systems its advantages and drawbacks, Dimensions of well-functioning financial systems.</li> <li>• At global level – Financial system designs of Developed countries (Japan, Germany, UK and USA) (Brief Summary)</li> <li>• Case studies relating to disinvestments policies of PSU in India, Global crises and failures in market systems around world.</li> </ul>	<b>15</b>
<p>Reference Books</p> <ol style="list-style-type: none"> <li>1. <i>M. Bhole, Financial Institutions and Markets, TATA McGraw Hill</i></li> <li>2. <i>V. A. Avadhani, Marketing of Financial Services, Himalaya Publishers, Mumbai</i></li> <li>3. <i>Vasant Desai, Indian Financial Systems, Himalaya Publishers</i></li> <li>4. <i>Gordon and Natarajan, Financial Services, Himalaya Publishers</i></li> <li>5. <i>Meir Khan, Financial Institutions and Markets, Oxford Press</i></li> <li>6. <i>Indian Financial System-M. Y. Khan, McGraw Hill</i></li> <li>7. <i>Machiraju, H.R., Indian Financial System, Vikas Publications</i></li> </ol>		



### Evaluation Scheme for Second Year (UG) under AUTONOMY

The performance of the learners will be evaluated in two Components. One component will be the Internal Assessment component carrying 40% marks and the second component will be the Semester-wise End Examination component carrying 60% marks. The allocation of marks for the Internal Assessment and Semester End Examinations will be as shown below:

#### **A. Internal Assessment: 40% (40 marks)**

<b>Sr. No.</b>	<b>Particular</b>	<b>Marks</b>
1	<b>Continuous Internal Assessment 1 (CIA-1)</b>	20 Marks
	<ul style="list-style-type: none"><li>• Assignment</li><li>• Tutorial</li><li>• Case Study</li><li>• Project</li><li>• Presentations</li><li>• Group Discussion</li><li>• Industrial Visit</li><li>• Social Activity etc</li></ul>	
	<i>Subject faculty at their discretion can select any one of the above or identify their own innovative methods of assessment.</i>	
2	<b>Continuous Internal Assessment 2 (CIA-2)</b>	20 Marks
	MCQ test <ul style="list-style-type: none"><li>• 8 MCQs of bloom's level 1 to check recall (Easy)</li><li>• 8 MCQs of bloom's level 2,3 to check understanding of concepts (Moderate)</li><li>• 4 MCQs of bloom's level 4,5 to check application capability (Difficult)</li></ul>	

**B. External Examination for Theory Courses: 60 % (60 Marks)**

- i. Duration: The examination shall be of 2 Hours duration
- ii. Theory question paper pattern

All questions are compulsory.

<b>Question</b>	<b>Based on</b>	<b>Options</b>	<b>Marks</b>
Q.1	Unit I	<i>Any n out of m</i>	15
Q.2	Unit II	<i>Any n out of m</i>	15
Q.3	Unit III	<i>Any n out of m</i>	15
Q.4	Unit IV	<i>Any n out of m</i>	15
<i>Total</i>			60 Marks

**Note: At least one of the above questions should be as per blooms taxonomy level 3,4 or 5**

**Passing Standard**

The learners to pass a course shall have to obtain a minimum of 40% marks in aggregate for each course where the course consists of Internal Assessment and Semester End Examination. The learners shall obtain minimum of 40% marks (i.e. 16 out of 40) in the Internal Assessment and 40% marks in Semester End Examination (i.e. 24 Out of 60) separately, to pass the course and minimum of Grade E to pass a particular semester A learner will be said to have passed the course if the learner passes the Internal Assessment and Semester End Examination together. A resolution for minimum 10 % grace marks may be passed by the teaching staff every year for internal and external evaluation separately.