

**1<sup>ST</sup>Semester**

Course Code	Course Title	Contact Hrs. / Week			Credit
		L	T	P	
<b>Theory</b>					
TIU-PMG-T101	ACCOUNTING FOR FINANCIAL DECISIONS	3	1	0	4
TIU-PMG-T103	QUANTITATIVE TECHNIQUES	2	1	0	3
TIU-PMG-T105	MANAGEMENT PROCESS AND ORGANISATIONAL BEHAVIOUR	3	1	0	4
TIU-PMG-T107	MARKETING MANAGEMENT	3	1	0	4
TIU-PMG-T109	MANAGERIAL ECONOMICS I	2	1	0	3
<b>Sessional</b>					
TIU-PEN-P101	CAREER ADVANCEMENT SKILL & DEVELOPMENT	0	0	2	2
TIU-PCA-L107	DATA ANALYSIS FOR MANAGERS	0	0	2	2
TIU-PES-S199	ENTREPRENEURSHIP SKILL DEVELOPMENT	0	2	0	2
<b>Total Credits</b>					<b>24</b>

**2<sup>ND</sup>Semester**

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

### 3<sup>rd</sup>Semester

Course Code	Course Title	Contact Hrs. / Week			Credit
		L	T	P	
<b>Theory</b>					
TIU-PMG-T201	INFERENCEAL RESEARCH METHODS	2	1	0	3
TIU-PMG-T203	COST MANAGEMENT & CONTROL	2	1	0	3
TIU-PMG-T205	QUANITATIVE TECHNIQUES II	2	1	0	3
<b>Elective Marketing</b>					
TIU-PMG-E201	CONSUMER BEHAVIOUR	2	1	0	3
TIU-PMG-E203	SERVICES MARKETING	2	1	0	3
TIU-PMG-E205	SALES AND DISTRIBUTION MANAGEMENT	2	1	0	3
<b>Elective Finance</b>					
TIU-PMG-E207	MANAGING FINANCIAL INSTITUTIONS	2	1	0	3
TIU-PMG-E209	MODERN INVESTMENT AND PORTFOLIO MANAGEMENT	2	1	0	3
TIU-PMG-E211	MERGERS, ACQUISITIONS & CORPORATE RESTRUCTURING	2	1	0	3
<b>Elective- Human Resource Management</b>					
TIU-PMG-E213	LEARNING & DEVELOPMENT	2	1	0	2
TIU-PMG-E215	INDUSTRIAL RELATIONS & LABOR LAWS	2	1	0	2
TIU-PMG-E217	COMPENSATION & REWARD MANAGEMENT	2	1	0	2
<b>Sessional</b>					
	Career Advancement Skill &Development (Open Electives – NPTEL ,SWAYAM)	0	0	3	3
	Entrepreneurship Skill Development	0	2	0	2
	Evaluation of Summer Internship Training	0	0	4	4

**4<sup>th</sup>Semester**

Course Code	Course Title	Contact Hrs. / Week			Credit
		L	T	P	
<b>Theory</b>					
	MANAGEMENT ACCOUNTING	2	1	0	3
	PROJECT MANAGEMENT	2	1	0	3
	CSR, HUMAN VALUES & ETHICS	2	1	0	3
<b>Elective Marketing</b>					
	MARKETING RESEARCH	2	1	0	3
	ADVERTISEMENT & SALES PROMOTION	2	1	0	3
	RETAIL MANAGEMENT	2	1	0	3
<b>Elective Finance</b>					
	International Finance	2	1	0	3
	Management of Financial derivatives	2	1	0	3
	Management of Financial Services	2	1	0	3
<b>Elective- Human Resource Management</b>					
	PERFORMANCE MANAGEMENT & EMPLOYEE DEVELOPMENT	2	1	0	3
	ORGANISATION THEORY AND DESIGN	2	1	0	3
	LEADERSHIP & CAPACITY BUILDING	2	1	0	3
<b>Sessional</b>					
	Project Work, Seminar and Grand Viva	0	0	4	4
	Entrepreneurship Skill Development	0	2	0	2
	Career Advancement Skill & Development (Open Electives : NPTEL, SWAYAM)	0	0	3	3
<b>Total Credits</b>					<b>27</b>

First Semester

## **ACCOUNTING FOR FINANCIAL DECISIONS**

TIU-PMG-T101

**L-T-P: 3-1-**

**0**

**Credit: 4**

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

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

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

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

**CO3:** Develop analytical abilities to face the business situations.

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

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

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

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

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

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

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

## **QUANTITATIVE TECHNIQUES**

TIU-PMG-T103

**L-T-P: 2-1-**

**0**

**Credit: 3**

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

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

**CO1: understand the statistical and mathematical techniques.**

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

**CO 3: apply Probability distribution.**

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

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

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

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

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

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

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

### **SUGGESTED READINGS :**

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

## **MANAGEMENT PROCESS AND ORGANISATION BEHAVIOUR**

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

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

**CO1:** understand the functions and responsibilities of managers.

**CO2:** develop cognizance of the importance of management principles.

**CO3:** apply the organizational dynamics

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

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

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

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

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

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

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

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

**SUGGESTED READINGS:**

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

**MARKETING MANAGEMENT**

## TIU-PMG-T107

**L-T-P: 3-1-**

**0**

**Credit: 4**

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

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

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

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

**CO3:**evaluate the marketing environment

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

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

### **Unit 1:**

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

### **Unit 2 :**

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

### **Unit 3:**

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

### **Unit 4:**

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

### **Unit 5:**

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



## **Reference Books**

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

**L-T-P: 2-1-0**

**Credit: 3**

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

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

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

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

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

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

#### **UNIT - I**

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

#### **UNIT- II**

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

#### **UNIT- III**

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

#### **UNIT - IV**

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

#### **UNIT - V**

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

#### **Reference Books**

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

# Second Semester

FINANCIAL MANAGEMENT  
**TIU-PMG-T102**

**L-T-P: 2-1-0**

**Credit: 3**

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

**Course Outcomes (COs):** After completion of the course, the students shall be able to:  
CO:1. equip the students with basic principles of Financial Management and Techniques.  
CO:2. Provide an in-depth view of the process in financial management of the firm  
CO:3. Develop knowledge on the allocation, management and funding of financial resources.  
CO: 4. Enhancing student's ability in dealing short-term dealing with day-to-day working capital decision; and also longer-term dealing, which involves major capital investment decisions and raising long-term finance

#### Unit-I

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

#### Unit-II

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

#### Unit-III

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

#### Unit-IV

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

#### Unit-V

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

#### Suggested Readings :

1. VyuptakeshSharan, "Fundamentals of Financial Management", Pearson Education (Singapore) Pte.Ltd., 2005.
2. M.Y.Khan and P.K. Jain, "Financial Management Text, Problems and Cases", Tata McGraw Hill Publishing company Limited, New Delhi, 2004.
3. I.M. Pandey, "Financial Management", Vikas Publishing House Pvt. Ltd., 9th ed., 2005
4. Prasanna Chandra, "Financial Management Theory and Practice", Tata McGraw Hill Publishing Company Limited, New Delhi, 6th ed., 2004.

5. James C. Van Horne, Financial Management and Policy
6. Prasanna Chandra, Financial Management : Theory and Practices
7. Solomon, Ezra, The Theory of Financial Management
8. I.M. Pandey, Financial Management
9. M.Y. Khan & Jain, Cases in Financial Management
10. Gittmen, Managerial Finance

**OPERATIONS MANAGEMENT  
TIU-PMG-T104**

**L-T-P: 2-1-0**

**Credit: 3**

**Course Objective:**

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

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

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

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

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

**Course contents:**

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

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

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

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

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

**Unit- IV**

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

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

**Suggested Texts:**

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

**MANAGING PEOPLE AND PERFORMANCE IN ORGANIZATIONS  
TIU-PMG-T106**

**L-T-P: 2-1-0**

**Credit: 3**

**Course Objective:**

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

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

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

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

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

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

**CO5:** practice organizational justice at workplace.

**Course contents:****Unit 1: Introduction to Organizational Behavior and Perception Process**

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

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

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

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

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

**Unit 4 : Group level behavioral (The group):**

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

**Unit 5 : Stress management, Change management:**



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

**Prescribed Books:**

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

**Suggested Readings:**

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

**MANAGERIAL ECONOMICS II  
TIU-PMG-T108**

**L-T-P: 2-1-0**

**Credit: 3**

**Course Objective:**

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

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

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

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

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

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

**CO5:** practice organizational justice at workplace.

**Course contents:**

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

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

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

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

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

Text Readings:

1. Mark Hirschey, Economics for Managers, Cengage, 2006
  2. Palwar, Economic Environment of Business, PHI, New Delhi,2009
  3. K.Ashwathapa, A.Trehan, Global Business Environment, 2011Tata McGraw Hill
  4. Francis Cherunilam International Business Environment, 2010, Himalaya Pub. House
  5. Justin Paul, Business Environment: Text & Cases, New Delhi, Tata McGraw Hill, 2008
  6. D.N. Dwivedi, Managerial Economics, Vikas Publishing House, 2009.
  7. Shaikh Salim, Business Environment, Pearson Education, 2009
  8. Parthasarthy Corporate Governance, Bizetantra 9. Sumit Khurana, Corporate Governance Dreamtech,
- Suggested Books

1 Sundaram & Black: International Business Environment Text and Cases, PHI, 2009 2 Avid W. Conklin, Cases in Environment of Business, Sage Response Books.2007 3 Czinkota, Ronkainen, Moffett, International Business, Cengage, 2008 4 Daniels, Globalization &Business, PHI Learning 5 Tamer Cavusgil-International Business-(Indian Reprint) Pearson 6 Mandal, SK Ethics in Business and Corporate Governance 1e2010Tata McGraw Hill

## LEGAL ASPECTS OF BUSINESS

### TIU-PMG-T110

**L-T-P: 2-1-0**

**Credit: 3**

The aim of this course is to instill keen understanding and appreciation of the legal aspects of business. This course will provide an understanding of legal methodology and the main principles of law relating

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

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

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

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

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

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

**Course contents:**

### **Unit 1: The Contract Act, 1872**

Introduction, Sources of Indian Business Law, Salient features of Indian Contract Act, 1872, Meaning of contract, Essential elements of a valid contract, Types of contract, Difference between void and voidable contract, difference between illegal and void agreement, Offer and Acceptance, Capacities of Parties to contract, Free Consent, Coercion, difference between coercion and undue influence, misrepresentation, fraud, essential elements of fraud, difference between fraud and misrepresentation, mistake, void agreements, Discharge of contract, Special Contracts – Contingent and Quasi Contract, Contract of indemnity and guarantee.

### **Unit 2: Sales of Goods Act, 1930**

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

### **Unit 3: The Consumer Protection Act, 2019**

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

### **Unit 4: The Information Technology Act, 2000**

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

### **Unit 5: Companies Act, 2013**

Company – Definition, Nature and Forms of Business (including One Person Company and Limited Liability Partnership), Concept of Corporate Personality, Corporate Veil, Promoters – Meaning,

Position, Duties, Rights, Responsibilities and Liabilities, Formation of Companies, Memorandum of Association & Articles of Association, Doctrine of Ultra-Vires, Indoor Management.

**Prescribed Books:**

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

**STRATEGIC MANAGEMENT  
TIU-PMG-T112**

**L-T-P: 2-1-0**

**Credit: 3**

**COURSE OBJECTIVES**

The objective of this course is to enable students integrate knowledge of various functional areas and

other aspects of management, required to develop strategies based on organizational perceived opportunities and threats.

### **COURSE OUTCOMES**

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

**CO1.** ANALYZE strategic macro environmental issues.

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

**CO3.** ANALYZE organizational performance and SBU strategies.

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

### **COURSE CONTENTS:**

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

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

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

#### **Unit 2: Strategy Formulation**

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

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

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

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

Strategic alternatives, strategic analysis, contingency strategies.

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

#### **Unit 3: Implementing strategic plan**

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

#### **Unit 4: Strategic Evaluation**

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

### **Unit 5:Blue Ocean Strategy**

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

#### **Books Recommended:-**

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

# Third Semester

INFERENTIAL RESEARCH METHODS  
**TIU-PMG-T201**

**L-T-P: 2-1-0**

**Credit: 3**

**COURSE OBJECTIVES**



The objective of this course is to help the students acquire quantitative tools, and use these tools for the analysis and solution of business problems. The emphasis will be on the concepts and application rather than derivations.

### **COURSE OUTCOMES**

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

**CO1.** To gain an understanding and appreciation of the principles and applications relevant to the planning, design, and operations of manufacturing/service firms

**CO2.** To understand the interdependence of the operations function with the other key functional areas of a firm

**CO3.** To apply analytical skills and problem solving tools to the analysis of the operations problems

**CO4.** To increase the knowledge, and broaden the perspective of the world in which you will contribute your talents and leadership in business operations

### **COURSE CONTENT**

#### **Module 1**

1. Introduction to Business Research, Definitions, Nature, Scope
2. Concept, Significance
3. Research Process, Research Design

#### **Module 2**

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

#### **Module 3**

7. Questionnaire Construction
8. Measurement, Basic Scales, Validity Analysis, Reliability Analysis
9. Sampling

#### **Module 4**

10. Field work, Non-sampling Errors, how to overcome them, Data Preparation and Preliminary Analysis
11. Introduction to Multivariate Analysis
12. Factor Analysis, Regression Analysis, Cluster Analysis
13. Reporting and Concluding Integration

#### **Books Recommended:-**

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

### **COST MANAGEMENT & CONTROL**

#### **TIU-PMG-T203**

**L-T-P: 2-1-0**

**Credit: 3**

## **COURSE OBJECTIVES**

The objective of this course is to provide knowledge, insight & analytical skills related to how a corporation's senior executives design & implement the ongoing management systems that are used to plan & control the firm performance.

## **COURSE OUTCOMES**

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

**CO1.** To acquire knowledge and skills to excel in the area of management control systems.

**CO2.** To equip with analytical and evaluation abilities to appraise the management controls and budgetary systems.

**CO3.** To apply analytical skills and problem solving tools for analysis of the operations problems

## **COURSE CONTENT**

### **Module 1: Introduction**

Introduction to cost, cost sheet, Cost elements: Material, Labour, Overhead

### **Module 2: Management Control Systems**

The concept of management control and the role of management accounting within such a control framework. The design of management accounting systems is also considered.

### **Module 3: Lean Manufacturing and Quality Control**

Introduction of the traditional production management techniques and strategies. The 5-P's of production are specifically considered; i.e. the product, plant, process, program, and people. The three traditional types of production; i.e. Job; Batch; and Flow production are also studied, and concepts such as quality and reliability are also introduced. Modern production management techniques originating from Japan, such as Flexible Manufacturing Systems (FMS); and Total Quality Management (TQM) are also considered.

### **Module 4: Cost Accounting and Cost Management in a Lean Environment**

Production management techniques and strategies, especially the more modern production philosophies originating from Japan, such as Just-In-Time production (JIT).

### **Module 5**

Life Cycle Costing Systems; Benchmarking; Activity Based Cost Allocation Systems; Customer Profitability Analysis; Process Control and Activity Based Management; Implementing Cost Analysis and Control Systems

### **Books Recommended:-**

Cost Accounting a Managerial Emphasis by Charles T Horn Green, PHI

Cost Accounting Theory and Practice By B Banerjee, PHI

## **QUANTITATIVE TECHNIQUES II**

**TIU-PMG-T205**

**L-T-P: 2-1-0**

**Credit: 3**

## **COURSE OBJECTIVES**

The objective of this course is to help the students acquire quantitative tools, and use these tools for the analysis and solution of business problems. The emphasis will be on the concepts and application rather than derivations.

## **COURSE OUTCOMES**

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

**CO1.** To gain an understanding and appreciation of the principles and applications relevant to the planning, design, and operations of manufacturing/service firms

**CO2.** To understand the interdependence of the operations function with the other key functional areas of a firm

**CO3.** To apply analytical skills and problem solving tools to the analysis of the operations problems

**CO4.** To increase the knowledge, and broaden the perspective of the world in which you will contribute your talents and leadership in business operations

## **COURSE CONTENT**

**Unit 1: Introduction to Operations Research:** Meaning, Scope of Operations Research in Management, Advantages and Limitations of Operation Research, OR Models.

### **Unit 2: LINEAR PROGRAMMING**

Formulating maximization/minimization problems, Graphical solution, simplex methods, Special cases of LP, Duality of LP and its interpretation, Dual simplex methods, Post Optimality/sensitivity analysis, Applications of LP.

### **Unit 3: TRANSPORTATION AND ASSIGNMENT PROBLEMS**

VAM method, Checking for optimality using MODI method, Unbalanced problem and degeneracy, Hungarian method for assignment problem, Traveling salesman problem.

### **Unit 4: GAME THEORY & QUEUING THEORY**

2 Person zero sum games, Saddle point, Mixed strategies use of dominance rules, Solution by graphical methods.

Characteristics of a queuing system, Arrival and service patterns, Single and multiple channel, Queue models with Poisson arrival and exponential service times.

### **Unit 5: REPLACEMENT MODELS, MARKOV ANALYSIS**

Types of replacement problems, Replacement of assets that deteriorate with time, Determination of economic life using present value factors, Simple probabilistic models for assets which fail suddenly and completely.

Brand switching analysis, Prediction of market shares for future periods, Equilibrium conditions, Uses of Markov analysis.

### **Unit 6: SIMULATION**

Monte Carlo simulation, Using random numbers, Applications in inventory analysis, Waiting lines, Maintenance and finance areas.

### **Suggested Readings:-**

- Anderson, Sweeny and Williams - Quantitative Methods for Business (8th edition); Thomson learning
- Hillier, F.S. and Lieberman, G.J. : Operations Research (8th edition), TMH
- Kasana, H.S. & Kumar, K.D. - Introductory Operations Research; Springer
- Render B, Stair R M Jr, Hanna M E : Quantitative Analysis for Management (9th edition); Pearson Education
- Ross, Sheldon – Simulation; Elsevier
- Taha, H.A. : Operations Research - An Introduction (8th edition), Prentice Hall/Pearson Education
- Vohra, N. D. Quantitative Techniques for Management (3rd edition), TMH Winston,
- Wayne L. – Operations Research: Applications and Algorithms (4th edition); Thomson Learning

## **CONSUMER BEHAVIOUR TIU-PMG-E201**

**L-T-P: 2-1-0**

**Credit: 3**

### **COURSE OBJECTIVES**

The objective of this course is to identify and explain factors which influence consumer behavior and display critical thinking and problem solving skills. This course will also help students understand different models of consumer decision making to gain, evaluate and synthesize information and existing knowledge from a number of sources and experiences.

### **COURSE OUTCOMES**

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

**CO1.** To DEFINE the nature of consumer behaviour and various practices and theories linked to the study of consumer psychology.

**CO2.** To DESCRIBE the critical and reflexive actions of consumers in connection with consumption pattern and culture.

**CO3.** To DEMONSTRATE how knowledge of the different facets of consumer behaviour can be applied in developing various marketing strategies.

**CO4.** To OUTLINE and synthesize the information & knowledge gained from various sources and experiences

**CO5.** To CHECK the appropriateness of marketing strategies designed on the basis of consumer behaviour studies related to specific situations

### **COURSE CONTENT**

#### **Unit 1: Introduction to Consumer Behavior**

Introduction of marketing strategy and consumer behavior, Market Analysis. Consumer Behavior, its Origin and Strategic Applications. Consumer Needs and Motivation: Types and Systems of needs, Motivation dynamic.

#### **Unit 2: Culture and Consumer behavior**

Meaning of culture, Characteristics of culture, function of culture, types of culture, Cross-cultural consumer analysis:- cross cultural marketing objectives, Basic areas for cross-cultural marketing problem in cross cultural marketing. Motivation and consumer behavior: - Introduction, motives and motivation, positive or negative motivation, Consumer motives:- personal, social motives.

#### **Unit 3: Personality and Consumer Behavior**

Theories of Personality, Personality and Understanding Consumer Behavior, Brand Personality, Self and Self Image, Virtual Personality for Self. Consumer Perception: Sensory Dynamics of Perception, Elements of Perception, Consumer Imagery. Consumer Learning: The elements of consumer learning, Behavioral learning. Consumer Attitude Formation and Change, structural models of attitudes, attitude formation, Communications and Consumer Behavior.

#### **Unit 4: Attitude and consumer behavior**

Meaning of attitude, nature and characteristics of attitude, types of attitude, learning of attitude, sources of influence on attitude formation, Model of attitude- Tri-component attitude model, multi-attribute attitude model.

#### **Unit 5: Marketing ethics and Social Responsibility**

Exploitative targeting, manipulating consumers, and social responsibility.

**REFERENCES:**

Bennet and Kassarian, CONSUMER BEHAVIOUR, Prentice Hall of India, New Delhi

Michael R. Solomon, Consumer Behaviour, PHI Learning Private Limited, New Delhi, 2011

Ramanuj Majumdar, CONSUMER BEHAVIOUR, Prentice Hall of India, New Delhi, 2011

Leon G. Schiffman, Joseph Wisenblit & S. Ramesh Kumar, Consumer Behavior, Tenth Edition. Pearson, India.

J. Paul Peter, Jerry C. Olson, Consumer behavior & marketing strategy, Seventh Edition, India.

**SERVICES MARKETING****TIU-PMG-E203****L-T-P: 2-1-0****Credit: 3****COURSE OBJECTIVES**

This course aims to help participants appreciate the ever increasing significance of services in the economies. It takes a strategic approach to the management of service business. Students will learn to develop a framework for recognizing and analyzing management problems in service industries.

## **COURSE OUTCOMES**

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

**CO1.** TO OUTLINE the challenges facing the services marketing in traditional commercial marketing, e-marketing and non-commercial environments.

**CO2.** TO IDENTIFY the difference between marketing physical products and intangible services, including dealing with the extended services marketing mix, and the four unique traits of services marketing.

**CO3.** TO ANALYSE the nature and scope of services marketing and present about this in a professional and engaging manner.

**CO4.** TO IDENTIFY and discuss characteristics and challenges of managing service firms in the modern world including cultural implications

**CO5.** TO CONTRUCT a theoretical and practical basis for assessing service performance using company examples and report on this in a professional, logical and coherent way.

## **COURSE CONTENT**

### **Module I:**

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

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

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

### **Module II:**

**Strategies for Services Marketing:** Postioning& Differentiation

**Demand & Capacity:** Yield management

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

### **Module III:**

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

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

## **Module IV:**

### **Pricing of Services**

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

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

### **Books:-**

1. Apte, G.: Service Marketing; OUP
2. Lovelock C-Service Marketing 7<sup>th</sup>ediction- Pearson
3. Zeithaml, Bitner, Gremler and Pandit :Services Marketing, TMGH, 4<sup>th</sup>ed.
4. Christopher Lovelock: Services Marketing.
5. Rampal andGupta: Services Marketing.
5. ArdianPayne : Essence of Services Marketing

## **SALES AND DISTRIBUTION MANAGEMENT**

**TIU-PMG-E205**

**L-T-P: 2-1-0**

**Credit: 3**

**COURSE OBJECTIVES**



Economic growth can only be increased and sustained if manufacturers, distributors and the service industries are able to sell and distribute their products profitably to the widest possible markets.

Selling, Sales and Distribution Management are therefore essential functions without which economic growth cannot take place. This course introduces course participants to national and international sales and distribution practices for getting an exposure to the tools and strategies necessary for designing, motivating and evaluating sales and distribution management systems. This will also sharpen decision making skills of future sales and distribution managers by understanding and appreciation of the Sales and Distribution processes in organizations.

## **COURSE OUTCOMES**

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

**CO1.** TO UNDERSTAND marketing and sales in various industry and can put skills to practical use.

**CO2.** TO IDENTIFY potential customers and segments, understand and anticipate customer expectations and needs.

**CO3.** TO DEMONSTRATE & appreciate the diverse variables affecting the sales & distribution function.

**CO4.** TO LINK distribution with other marketing variables.

**CO5.** TO EVALUATE business distribution channels and branding.

## **COURSE CONTENT**

### **Module I:**

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

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

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

### **Module II:**

**The Sales Effort:** Sales Planning – Forecasting – Qualitative and Quantitative Methods – Overview of Linear Regression, Time Series Analysis, Moving Averages – Budgeting – Designing

Territories – Territory Management – Routing – Setting Sales Quotas Profitability analysis of sales effort.

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

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

### **Module III:**

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

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

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

### **Module IV:**

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

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

### **Books:-**

- Berman, B & Evans, J.R.: Retail Management, Pearson
- Cundiff, Still & Govoni : Sales Management – Decision, Strategies & Cases; PHI./Pearson Education
- Krishna K. Havaldar and Vasant M. Cavale: Sales and Distribution Management – Text and Cases By; TATA McGraw-Hill

## **MANAGEMENT OF FINANCIAL SERVICES**

TIU-PMG-E207

**L-T-P: 2-1-0**

**Credit: 3**

### **COURSE OBJECTIVES**

This course has been set to Familiarize the students with the new financial services and processes to enrich the learning process through exposure to real life cases / business situations and live projects.

## **COURSE OUTCOMES**

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

**CO1.** To understand role of Financial Services in Business organizations.

**CO2.** To evaluate the strategic, regulatory, operating and managerial issues concerning select financial services.

**CO3.** To examine the present status and Fintech development that are taking place in the financial services sector.

**CO4.** TO compare the functional areas of financial services & industry in the real world situation.

## **COURSE CONTENT**

### **Module I**

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

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

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

### **Module II**

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

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

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

### **Module III**

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

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

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

#### **Module IV**

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

**Consumer finance :** Role of consumer credit in the financial system – features of consumer credit transactions – mathematics of consumer credit, legal – framework – consumer credit portfolio management – credit evaluation – credit screening methods – innovative structuring of consumer credit transactions.

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

#### **Module V**

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

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

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

#### **Module VI**

**Regulatory environment of financial services :** Review of recommendations of various committees – prudential norms for income recognition – provisioning for bad and doubtful debts

– capital adequacy and concentration of credit / investments – RBI guidelines for finance companies – directions and rules on advertising – fixed deposits and credit rating. Management of Financial Derivatives

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

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

### **Cases Studies**

#### **Books:-**

- Management of Financial Services by M Y Khan, TMH
- Financial Services & Market by G. S. Batra

## **MODERN INVESTMENT & PORTFOLIO MANAGEMENT**

**TIU-PMG-E209**

**L-T-P: 2-1-0**

**Credit: 3**

### **Objectives**

This course is to help students understand the investment field for sound investment decisions making. This course is designed to emphasize both theoretical and analytical aspects of investment decisions and deals with modern investment theoretical concepts and instruments. To acquaint students in respect to investment decisions related to financial assets, risks& returns

involved. To make aware about functioning of securities market alongside the theories & concepts involved in portfolio management.

## **COURSE OUTCOMES**

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

**CO1.** To Demonstrate a basic understanding of investments and the nuances of investing.

**CO2.** To Exhibit the acquaintance of the securities market and its constituents.

**CO3.** To Apply knowledge gained to perform analysis of various securities.

**CO4.** TO Analyze and apply models to securities performance and forecasting.

**CO5.** TO Construct optimal portfolios and evaluate them using models.

## **COURSE CONTENT**

### **Module 1: Markets and Financial Instruments**

Investment Objectives, Types of Markets- Equity, Debt, Derivatives, Commodities.  
Various types of Investment Avenues, Difference between Speculation and Investment.

### **Module 2 :Mutual Funds**

The Concept of Mutual Funds,  
Advantages of Mutual Funds investing,  
Types of Funds

### **Module 3: Risk and Return**

Concept of risk and return,  
Measurement of risk - standard deviation and variance,  
Factors influencing risk, Relationship between risk and return, CAPM

### **Module 4: Fundamental Analysis**

Economy analysis,  
Industry analysis and Company analysis,  
Weaknesses of fundamental analysis

**Technical Analysis :**Tools of technical analysis, important chart formations, price patterns and technical indicators.

### **Module 5: Portfolio Theory and Portfolio Management**

Efficient Market Theory,  
Random Walk Theory,  
Portfolio Management Framework,  
Guidelines for Investment Decisions.

## **Books Recommended**

1. P Pandian, Security Analysis and Portfolio Management, Vikas Publishing Houses.

2. P Chandra, Security Analysis and Portfolio Management, McGraw Publishers.
3. Fischer, Security Analysis and Portfolio Management, Pearson India.

## **MERGERS, ACQUISITIONS & CORPORATE RESTRUCTURING**

**TIU-PMG-E211**

**L-T-P: 2-1-0**

**Credit: 3**

### **Objectives**

Merger, acquisition and corporate restructuring activities are increasingly becoming common in the corporate world. Because of the higher frequency of such activities, it is critical for the business management students to have a basic understanding of why and how such activities take place. This course focuses on the activities involved in M&A, business alliances, and corporate restructuring. The set of cases planned for discussion will enrich the students with the real time commercial issues



involved in such activities. The activities involved in the M&A and corporate restructuring activities will be discussed from the various stake holders perspective.

## **COURSE OUTCOMES**

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

**CO1.** To Demonstrate a basic understanding of investments and the nuances of investing.

**CO2.** To Exhibit the acquaintance of the securities market and its constituents.

**CO3.** To Apply knowledge gained to perform analysis of various securities.

**CO4.** TO Analyze and apply models to securities performance and forecasting.

**CO5.** TO Construct optimal portfolios and evaluate them using models.

## **COURSE CONTENT**

### **Module 1**

- Introduction: Definition, Forms of Corporate Restructuring
- Mergers and Acquisitions as a Growth Strategy: Ansoff's Product Market Matrix, Classes of Growth Opportunities and M&A; Target Appraisal

### **Module 2**

- Mergers & Acquisitions Motives & Synergies: Friedrich Trautwein's Merger Motive Model, Monopoly Theory, Efficiency Theory, Valuation Theory, Raider Theory, Empire Building Theory.
- Takeover and Defence Tactics: Friendly versus Hostile Takeovers, Successful Takeover Tactics in India, Defence Tactics – Crown Jewels, Blank Cheque, Shark Repellents, Golden Parachute, Buy-Back etc

### **Module 3**

- Legal Aspects of M&A :Companies Acts, SEBI Regulations 1998, SEBI Regulations 1997,SEBI Guidelines 2003, Tax Aspects of M&A,
- Funding of Acquisitions : Methods of Effecting payment of Consideration, Sources of Funds, Cross Border Acquisitions by Indian Companies.

### **Module 4**

- Managing Post M&A Issues; Factors leading to Value Destroying M&As ; Joint Venture;
- Buy-Outs; Leveraged Buyouts
- Spin-Off and Equity Carve Out ; Divestitures
- Privatising a Public Firm

## **Books Recommended**

- Principles of Corporate Finance by Briley Myers & Allen, McGraw Hill Education (India) Private
- Mergers, Acquisitions & Corporate Restructuring in India by Godbole Prasad G, Vikas Publication
- Mergers and Acquisitions from A to Z, Andrew J Sherman, Milledge A Hart
- The Complete Guide to Mergers and Acquisitions: Process Tools to Support M & A Integration at Every Level by Timothy J Galpin and Mark Herndon John Wiley and Sons.
- Rajesh Kumar, B (2011). Mergers and Acquisitions Text and Cases, 1/e; New Delhi: Tata McGraw Hill
- Aurora, Shetty, Kale; Mergers and Acquisitions, Oxford University Press, Latest Edition

## **LEARNING AND DEVELOPMENT**

**TIU-PMG-E213**

**L-T-P: 2-1-0**

**Credit: 3**

### **Objectives**

This course provides students with an overview of the role of Learning and Development in Human Resource Management. The key elements covered include: needs analysis, program design, development, administration, delivery and program evaluation. Other topics include adult learning

theory, transfer of training, career planning, counselling, training techniques, budgeting and trends in training..

## **COURSE OUTCOMES**

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

CO1. To DEFINE the basics of existing practices related with learning and development in industry.

CO2. To EXPLAIN the systematic process of L&D.

CO3. To EXPERIMENT with the L&D program to cater the needs of a company.

CO4. TO COMPARE and analyze various methods available for each step of training execution.

CO5. TO DESIGN an effective Training and Development plan for a company.

## **COURSE CONTENT**

### **Unit 1: Introduction to Training and Development**

Meaning, Importance of Training and Development, Difference between Training and Development, Difference between Learning and Development, Factors influencing working and learning.

### **Unit 2: Learning Process and Training**

Learning Through Training, Adult Learning, Learning Theories and Learning Curve, Learning Styles.

### **Unit 3: Training Design and Administration**

Need Assessment –Importance and Process, Implementing Training Programs (Training methods), Technique and Aids, E-learning and Use of Technology in Training. Developing Training Modules.

### **Unit 4: Evaluation of Training**

Training Evaluation and ROI; Measurement Tools and Technique, Feedback Mechanism.

### **Unit 5: Trainer as a Change Agent**

Trainer and his Role; Concept, Importance and Process of Coaching, Counseling and Mentoring.

### **Prescribed Books:**

1. Noe, R.A. (2008), Employee Training and Development. McGraw-Hill.
2. Aswathappa, K. Human Resource to Personnel Management, Tata Mc Graw Hill.
3. Mamoria C.B and Mamoria S., Personnel Management, Himalaya Publishing Company.
4. Gary Dazzler, Human Resource Management, Pearson Education.

## **LEARNING AND DEVELOPMENT**

**TIU-PMG-E213**

**L-T-P: 2-1-0**

**Credit: 3**

### **Objectives**

This course provides students with an overview of the role of Learning and Development in Human Resource Management. The key elements covered include: needs analysis, program design, development, administration, delivery and program evaluation. Other topics include adult learning theory, transfer of training, career planning, counselling, training techniques, budgeting and trends in training..

## **COURSE OUTCOMES**

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

CO1. To DEFINE the basics of existing practices related with learning and development in industry.

CO2. To EXPLAIN the systematic process of L&D.

CO3. To EXPERIMENT with the L&D program to cater the needs of a company.

CO4. TO COMPARE and analyze various methods available for each step of training execution.

CO5. TO DESIGN an effective Training and Development plan for a company.

## **COURSE CONTENT**

### **Unit 1: Introduction to Training and Development**

Meaning, Importance of Training and Development, Difference between Training and Development, Difference between Learning and Development, Factors influencing working and learning.

### **Unit 2: Learning Process and Training**

Learning Through Training, Adult Learning, Learning Theories and Learning Curve, Learning Styles.

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Training Evaluation and ROI, Measurement Tools and Technique, Feedback Mechanism.

### **Unit 5: Trainer as a Change Agent**

Trainer and his Role; Concept, Importance and Process of Coaching, Counseling and Mentoring.

### **Prescribed Books:**

1. Noe, R.A. (2008), Employee Training and Development. McGraw-Hill.
2. Aswathappa, K. Human Resource to Personnel Management, Tata Mc Graw Hill.
3. Mamoria C.B and Mamoria S., Personnel Management, Himalaya Publishing Company.
4. Gary Dazzler, Human Resource Management, Pearson Education.

## **INDUSTRIAL RELATIONS & LABOR LAWS**

**TIU-PMG-E215**

**L-T-P: 2-1-0**

**Credit: 3**

### **Objectives**

Labour laws are one of the most far-reaching, crucial aspects of a democracy. Their enshrinement in law and the mere fact of their existence acts as an often reliable safeguard to employment abuses and thereby improve Industrial Relations. It provides an outlet for employee grievances, should there be justifiable reasons for such grievances. This course is aimed to acquaint with the Industrial relations framework in our country. Further, the importance of the maintenance of Industrial peace and efforts to reduce the incidence of Strikes and Lockout and Industrial Strike are to be emphasized.

## **COURSE OUTCOMES**

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

CO1. To KNOW the development and the judicial setup of Labour Laws.

CO2. To DEMONSTRATE an appreciation of the industrial, economic and social contexts in which labour is regulated.

CO3. To demonstrate an UNDERSTANDING of the role of law in regulating industrial disputes and conflicts..

CO4. TO ANALYZE many welfare and wage Legislations to integrate the knowledge of Labour Law in General HRD Practice.

## **COURSE CONTENT**

### **Unit 1: Introduction to Industrial Relations**

Industrial Disputes, Causes and effects of industrial disputes, Grievance and disciplinary action.

### **Unit 2: Strikes and Lockouts**

Types of strikes, Legal provision in respect of strikes, Lockout and unfair labour practices Industrial Disputes Act 1947: objectives, definitions, the prohibition of strikes and lock outs, lay-offs, retrenchment and closure. Unfair labour practices, settlement machinery.

### **Unit 3: Retrenchment:**

Legal provisions and formalities of retrenchment, layoff, Voluntary retirement scheme, golden shake hands schemes, Closers.

Labour Welfare: Voluntary Welfare Measures, Bonus calculation, Statutory Welfare Measures, PF and gratuity calculations, Introduction to occupational health, Well-being of employee-Job insecurity, working hours and control at work.

### **Unit 4: Legal framework**

Introduction to Factories act 1948, Industrial Disputes Act-1947, Workmen's Compensation Act 1923, Standing Orders Act-1964, Domestic Enquiry and Principles of Natural Justice, Trade union act 1926, Social security Acts: Objectives, applicability and definitions, Procedures for certification and modification of standing orders, matters to be provided in standing orders.

### **Unit 5: Laws related to Employee Payment**

The payment of wages act 1936, The minimum wages act 1948, The Payment of Bonus act 1965, Industrial Employment (standing Order) Act 1946, applicability and definitions, Provisions and permissible deductions, the enforcement machinery, Penal provisions.

### **Prescribed Books:**

1. Mamoria-Dynamics of Industrial relations.
2. S. P Jain – Industrial and Labour Laws.

### **Suggested Readings:**

1. S. C Srivastava - Social Security and Labour Laws.
2. S. N Mishra - Labour Laws.
3. Srivastava K. D - Commentaries on Industrial Disputes Act, 1947.
4. V. V Giri - Labour problems in Indian Industry.
5. Malhotra O. P - Industrial Disputes Act Vol. I and II.
6. Labour Law and Labour Relations Published by Indian Law Institute.
7. Madhavan Pillai - Labour and Industrial Laws

## **COMPENSATION & REWARD MANAGEMENT**

**TIU-PMG-E217**

**L-T-P: 2-1-0**

**Credit: 3**

### **Objectives**

This course familiarizes students with the concepts of Performance and compensation management within the wider context of human resource management. It provides students with an understanding of the reward management process which includes pay survey, job evaluation, and the design of pay structure. Students will acquire basic data management techniques and recognize what are the factors that determine the pay levels and benefits of employees in the job market.

### **COURSE OUTCOMES**



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

CO1. To establish performance criteria, USE various appraisal formats participate in various exercises to ensure that they fully understand ways to get the best possible performance from employees..

CO2. To ANALYZE and conduct performance discussions that are objective, complete, and defensible.

CO3. To DEMONSTRATE techniques for conducting an effective performance appraisal, and ways to coach members of management.

## **COURSE CONTENT**

### Unit 1: Foundations of Performance Management

Concepts of Performance Management, Performance Appraisal to Performance Management, The five-Factor Model, Effective Performance Management and Challenges to PM, Introduction, Aims, Need, Elements, and Functions of PMS, Competency based PMS, E-Performance Management, Performance Counselling.

### Unit 2: Performance Planning and Managing

Concepts of Performance Planning, Developing PerformancePlan, Process and Barriers of PerformancePlanning, Effective Performance Plan, Performance Managing and CompetencyMapping.

### Unit 3: Performance Appraisal

Concepts of Performance Appraisal, Performance Appraisal Interview and Methods ofAppraisal, Common Rating Errorsand Pitfalls of PerformanceAppraisal, Good Performance AppraisalSystem, PerformanceMonitoring.

### Unit 4: Implementing Performance Management

Hindrances in Implementation of PM, Strategies for effective implementation of PM, Reward Management, Job performance and Job Satisfaction, Arguments for and against Performance based rewards, High Performance teams, HR Ethics and performance management.

### Unit 5: Foundations of Compensation Management

Objectives, significance of Compensation, Wage and Compensation, Principles of Compensation Formulation, Theories of Wage determination, Types of wages and Significance of Employee Compensation, VIE Theory, Compensation Decision, Types of Executive Compensation, Compensation Trends in India.

### **Prescribed Books:**

1. A.S. Kohli and T. Deb, Performance Management, Oxford, 10thEdition.
2. D.K. Bhattacharya, Compensation Management, Oxford, 6thEdition.

### **Suggested Readings:**

1. K. Ashwathappa, Human Resource Management, Tata McGraw Hill, 4thEdition.

2. T. V. Rao, Performance Management, Response Books, 1stEdition.
3. Personnel Management by EdwinFlipp.
4. Personnel Management by C.B.Mamoria.

# **FOURTH**

# **SEMESTER**

## **MANAGEMENT ACCOUNTING**

**TIU-PMG-**

**L-T-P: 2-1-0**

**Credit: 3**

### **Objectives**

To acquaint the students with basic concepts of management accounting, and basic understanding of tools and techniques used for managerial decision making.

### **COURSE OUTCOMES**

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

CO1. To conceptualize the meaning, definition, nature, scope and objectives of Management.

- CO2. To understand different branches of Accounting with their limitations.
- CO3. To analyze the importance/role of Management Accounting.
- CO4. To acquaint with the tools and techniques of Management Accounting.
- CO5. To know the role of Management Accounting in modern business.

## **COURSE CONTENT**

### **Unit – I: Management Accounting:**

Meaning, nature, scope, and importance of management accounting; Role of management accounting; management accounting vs. financial accounting; Role of management accounting in modern business; Tools and techniques of management accounting.

### **Unit – II: Ratio Analysis & Cash flow statement**

Ratio Analysis: Meaning and utility of ratios; significance of Ratio analysis; Classification of Ratios – Profitability ratios, Efficiency Ratios, Liquidity Ratios, Solvency Ratios; Advantages and limitations of Ratio Analysis. Cash flow Statements: Cash Flow Statements: Meaning and utility of Cash flow statements; Preparation of Cash flow statements – Indirect method; Limitations of Cash flow statements; Cash flow statements vs. Funds flow statements. (Reference to Revised AS-3 and Ind AS-7)

### **Unit – III: Absorption & Marginal Costing:**

P/V Ratio, Break-even analysis, Margin of safety, angle of incidence; Marginal and differential costing as a tool for decision making – make or buy, change of product mix, exploring new markets, shut down decisions.

### **Unit – IV: Budgeting & Standard Costing:**

Concept of budget and budgetary control; objectives, merits and limitations of budgetary system; Master budget, Functional budget, Fixed and Flexible budgets; Zero based budgeting. Standard Costing & Variance Analysis: Meaning of standard cost and standard costing, Advantages and disadvantages of standard costing and variance analysis: Material, Labour, & Overhead.

### **Text Books Recommended**

1. Management Accounting, S swain/ S.P. Gupta/ A Sharma, V.K. Global Pub. Pvt. Ltd.,
2. Horngreen, Charles T., Gary L. Sundem. Introduction to Management Accounting, Prentice Hall.

### **Suggested Reading:**

1. Jain & Narang, Management Accounting, Kalyani Publications
2. Management Accounting-M Wilson-
3. Cost Accounting-Jena B,Bal S and Das A, Himalaya Publishing House
4. Narasimhan M.S. , Management Accounting, Cengage Learning

## **PROJECT MANAGEMENT**

**TIU-PMG-**

**L-T-P: 2-1-0**

**Credit: 3**

### **Objectives**

This course is designed to acquaint the students with the planning process in business and familiarize them with the projectmanagement. The students will get knowledge of various network techniques used in project management. Further this course will familiarize students with the function and techniques of projectmanagement so that they can acquaint with Project co-ordination, Project audit and Project Termination.

### **COURSE OUTCOMES**

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

CO1. To EXPLAIN and understand the process of project planning,

CO2. To DEMONSTRATE the knowledge of various network techniques used in project management.

CO3. To DEVELOP a WBS for project.

CO4. To IDENTIFY variance in project cost and Schedule

## **COURSE CONTENT**

### **Unit 1:Project Planning**

Introduction, Meaning, Definition, Characteristic and objective period, Nature of Planning, Importance of planning, Advantages of planning, Steps in planning process, Methods of planning.

### **Unit 2:The Project Life-Cycle**

Project Management Maturity, Project Selection and Criteria of Choice, Types of Project Selection Models, Project Portfolio Process, Project Proposals. Project Management and the Project Manager, Problems of Cultural Differences, Impact of Institutional Environments, Project Organization, The Project Team.

### **Unit 3:Initial Project Coordination**

The Nature of Negotiation, Partnering, Chartering and change, Conflict and the project life cycle. Estimating Project Budgets, Improving the Process of Cost Estimation.

### **Unit 4:Network Techniques**

PERT and CPM, Risk Analysis Using Simulation with Crystal Ball 2000. Critical Path MethodCrashing a Project, The Resource Allocation Problem Resource Loading, Resource Leveling, Constrained Resource Allocation The Planning-Monitoring-Controlling Cycle, Information Needs and the Reporting Process, Earned Value Analysis The Fundamental Purposes of Control, Three Types of Control Processes, Comments on the Design of Control Systems, Control as a Function of Management.

### **Unit 5: Purposes of Evaluation**

Goals of the System, The Project Audit, Construction and Use of the Audit Report, The Project Audit Life Cycle, some Essential of an Audit/Evolution, The Varieties of Project Termination, when to Terminate a Project, The Termination Process.

### **Prescribed Books:**

1. Prasanna Chandra, Project Planning, Analysis, Selection, Implementation and review.
2. Gopalkrishanan P and Ramamoorthy V.E., Textbook of project management.
3. Kemer Harold, Project Management.
4. Dennis Hock, Project Management Handbook.
5. Choudhary S., Project Management.

## **Corporate Social Responsibility ,Human Values and Ethics**

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**TIU-PMG-**

**L-T-P: 2-1-0**

**Credit: 3**

### **Objectives**

The present course offers students should have a solid foundation in ethical decision-making, corporate social responsibility, and the ability to analyze and navigate ethical challenges in the business environment critically.

### **COURSE OUTCOMES**

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

CO1. To Apply general ethical principles to particular cases or practices in business.

CO2. To Think independently and rationally about contemporary moral problems..

CO3. To Recognize the complexity of problems in practical ethics.

CO4. To Demonstrate how general concepts of governance apply in a given situation or given circumstances

## **COURSE CONTENT**

### **UNIT-I**

Introduction: Values, Concepts, Types and Formation of Values, Business Ethics: Ethical theories; Ethical Decision Making; Corporate Social responsibility (CSR): A Historical Perspective and emerging theories of CSR; CSR and regulatory issues: Companies Law 2013, Business Responsibility Report (SEBI), NVG Guidelines (Ministry of Corporate Affair) (10 hours)

### **UNIT-II**

Ethical Dilemma, Implications of failed corporate responsibilities: Worker rights and health, , Human rights, Stockholders Right and Corporate Governance; Unethical Issues in Sales, Marketing, Advertising and Supply Chain; Intellectual Property Rights, Corruption in Business and Administration, Technology and Privacy in the workplace: Big Data and analytics, Ethical and Regulatory Framework.

### **UNIT-III**

International Frameworks of CSR and Sustainability: Global Compact, Caux Round Table, OECD Guidelines for Multinational Enterprises, GRI, SA8000 Standard, BS/ISO Guideline on CSR Management (ISO-26000), Social Audit, ILO tri-partite declaration of principles on multinational enterprises and social policy.

### **UNIT-IV**

Sustainable Development: Challenges of Sustainable Development, CSR as a Strategic Business tool for Sustainable development; Kyoto Protocol and Clean Development Mechanism (CDM), Managing Environmental Quality, Green IT initiatives, Voluntarism, Judicial activism, Environmental, Social, and Governance (ESG) analysis and other emerging trends in Corporate Social Responsibility.

### **Prescribed Books:**

1. R R Gaur, R Sangal, G P Bagaria, 2009, A Foundation Course in Human Values and Professional Ethics.
- Corporate Social Responsibility ,Human Values And Ethics, 2023,Dr. Ashutosh Bajpai, Dr. Garima Singh, Thakur Publication
- Dr. Ashutosh Bajpai, Dr. Garima Singh

References:



1. Ivan Illich, 1974, Energy & Equity, The Trinity Press, Worcester, and Harper Collins, USA
2. E.F. Schumacher, 1973, Small is Beautiful: a study of economics as if people mattered, Blond & Briggs, Britain.
3. Sussan George, 1976, How the Other Half Dies, Penguin Press. Reprinted 1986, 1991
4. Donella H. Meadows, Dennis L. Meadows, Jorgen Randers, William W. Behrens III, 1972, Limits to Growth – Club of Rome’s report, Universe Books

## **MARKETING RESEARCH**

**TIU-PMG-**

**L-T-P: 2-1-0**

**Credit: 3**

### **Objectives**

The course is designed to help students develop their research, inquiry and communication skills while providing a road map to their future career in Marketing. Emphasis is placed on the practical issues related to decision maker’s use of marketing information. Marketing research provides the student with substantial experience in developing critical analysis and statistics skills.

### **COURSE OUTCOMES**

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

CO1. To DEFINE basic marketing information needs and research methods used in solving essential business problems and challenges..

CO2. To EXPLAIN the types of research and its application in the field of marketing.

CO3. To CONSTRUCT instrument, schedules and scales required to carry market research and develop sampling plan.

CO4. To ANALYZE the data collected for the purpose of making inferences of market research studies.

CO5. To DESIGN a marketing strategic plan based on the outcome of marketing research.

## **COURSE CONTENT**

### Unit 1: Introduction to Marketing Research:

Definition of Marketing Research, Marketing research process, Role of Marketing research in Decision making, defining the problem- Importance, Process, Tasks involved, Management decision problem & Marketing research problem, Ethics in marketing research.

### Unit 2: Research Design

Types of Research Designs – Exploratory, Descriptive & Causal, Formulating hypotheses using exploratory research techniques like literature survey, experience survey & analysis of cases, Meaning of Qualitative research & applications of Depth Interviews & Focus Groups in marketing Applications of Longitudinal studies in consumer panels, retail shop audit, media audience tracking studies like TRP, brand tracking studies. Descriptive research design, causal research design, Applications related to Test Marketing.

### Unit 3: Data collection –

Questionnaires, Scaling & Sampling Designing questionnaires & observation forms for different marketing research situations, Scale Construction, Scale Purification Process, Reliability Testing using Chronbach Alpha, Validity Testing , Applications of Likert, Semantic Differential & Staple Scales for positioning research, brand research, attitudinal studies, customer satisfaction research, sampling unit, sampling element, choice of sampling frame, determining sample size for probability & non-probability sampling methods & choice of final sample by using appropriate sampling methods in a step by step manner.

### Unit 4: Data Analysis

Testing hypothesis for one mean, two means, two proportions, Chi Square Test, ANOVA – One & Two way, Conjoint Analysis, Factor Analysis, applications in consumer behavior studies Cluster Analysis, Multi-dimensional Scaling & Perceptual Mapping, Discriminant Analysis.

### Unit 5: Applications & Recent Trends in Marketing Research

Introduction, Consumer Market Research, Business-to-Business Market Research, Product Research, Pricing Research, Advertising Research, Media research, Sales Analysis and Forecasting, Data Mining, Recent Trends in Marketing Research-online marketing research, Retail, social marketing, brand equity, services marketing.

Prescribed Books:

Marketing Research - An Applied Orientation by Malhotra and Dash, Pearson Education.

Suggested Readings:

1. Marketing Research, Zikmund, Babin, Cengage Learning Marketing Research by Boyd, H.P., R. Westfall and S. F. Stasch., Delhi: A.I.T.B.S., 7th Edition.
2. Marketing Research by Burns, G.A. and D. Bush, South Western: Cengage, 9th Edition.

## **ADVERTISEMENT & SALES PROMOTION**

**TIU-PMG-**

**L-T-P: 2-1-0**

**Credit: 3**

### **Objectives**

This course will help students learn the fundamentals of advertising & its strategies. The course will introduce students to concepts of Media Planning, Media planning and measuring effectiveness of different media. The objective of this course is to give the student an insight towards the various underlying dimensions and challenges of the concept of Integrated Marketing Communication (IMC). The concept will be extensively discussed with individual promotional elements such as public relations, sponsorship, direct marketing and personal selling with special emphasis on Advertising and Sales Promotion.

### **COURSE OUTCOMES**

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

- CO1. To Explain use of advertising and sales promotion as a marketing tool.  
CO2. To Describe advertising and sales promotional appeals.  
CO3. To Explain appropriate selection of media.  
CO4. To Discuss means of testing effectiveness of advertising and sales promotion

## **COURSE CONTENT**

### **Unit 1: Introduction to Advertising**

- Definition, Importance and Functions of Advertising • Importance of Advertising in Modern Marketing.
- Classification /Types of Advertising, • Economic, Social and Ethical Issues in Advertising • Regulation of Advertising in India: Role of ASCI

### **Unit II Advertising Planning & Strategy**

- Advertising Department: Objectives and functions • Role of Advertising Agencies • Selection of Agencies
- Types of Advertising Agencies, • Setting of Advertising Objectives, DAGMAR Approach, • Advertising Budget and budgeting methods. • Agency Compensation and Remuneration: Fees, Commissions and Performance.

### **Unit III Creativity in Advertising**

- Advertising Appeals and Execution styles, • Advertising Message: Preparing an effective advertising Copy. • Elements of a Print Copy: Headlines, illustration, body copy, slogan etc. • Art of Copywriting • Elements of Broadcast copy. • Process of Developing an Ad Campaign

### **Unit IV Media Planning and Evaluating Advertising Effectiveness**

- Media Planning • Print, Broadcast & Interactive Online Media, • Emerging medias and trends • Reasons to measure Advertising Effectiveness • Methods to measure Advertising Effectiveness

### **Unit V Sales Promotion and Other tools of Integrated Marketing communication**

- Concept and Rationale of Sales Promotion, • Types - Consumer and Trade Promotions - Sales Promotion Strategies and Practices • IMC and other Tools: Personal Selling, Public Relations, Event Marketing, Direct Marketing, • Surrogate Advertising • Social Media Marketing • Relationship marketing

#### **Prescribed Books:**

- Shah Kruti, D'Souza Alan, (2011), Advertising and Promotions An IMC Perspective, Tata McGraw Hill Education Private Limited
- Belch, George E & Belch, Michael A. (2009). Advertising and Promotion. McGraw-Hill Irwin. 8th edition.
- Wells W.D, Burnett J, & Moriarty S. (2009), Advertising Principles and Practice, Pearson Higher Education
- Batra R, Myers G.J., Aaker D (2009), Advertising Management, Pearson Education.
- Kazmi, S.H (2005): Advertising and Sales Promotion. Excel Books.

**RETAIL MANAGEMENT**  
**TIU-PMG-**

**L-T-P: 2-1-0**

**Credit: 3**

**Objectives**

This course examines the important and growing role retail marketing plays in consumer and organizational target markets. The emerging issues in retail marketing and customer service strategies are incorporated in the course.

**COURSE OUTCOMES**

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

CO1. To DEFINE the concept of retailing.

CO2. To UNDERSTAND the ways that retailers use marketing tools and techniques to interact with their customers.

- CO3. To IDENTIFY the strategies that are used within the different stages of a product life cycle CO4.  
To ANALYZE how logistics and supply chain management achieve a sustainable competitive advantage.
- CO5. To EVALUATE the impact of laws and regulations pertaining to the role and responsibilities of a retail Manager
- CO6. To CONSTRUCT strategic plan for a business, ncluding financial strategy and financial performance measures.

## **COURSE CONTENT**

### **Unit 1: Introduction to the world of retailing**

Meaning of retailing, Social and Economic significance of retailing, Opportunities in retailing, Types of retailers, Theory of retailing: Wheel of retailing, the Accordian, Emerging trends in retailing, The retail scenario in India, Multichannel Retailing, customer buying behaviour.

### **Unit 2: Retailing Strategy**

Retail Strategy: Definition, Building a sustainable competitive advantage, Growth strategies, Retail locations, Retail site location, Retail organization and HRM, Gaining competitive advantage through CRM, Retail communication mix : Methods of communicating with customers.

### **Unit 3: E-Tailing**

Introduction, Features of e-tailing, Advantages and Disadvantages, Scope of e-tailing, Growth drivers to e-tailing, E-Tailing strategies, Retailing V/s E-Tailing.

### **Unit 4: Merchandise and Store Management**

Merchandise management process, Sales forecasting, developing an assortment plan, store management: Responsibilities, store layout and design, space management, visual merchandising.

### **Unit 5: Customer Service and Supply Chain Management**

Customer service strategies, Gap Model: standard and delivery, service recovery, Supply Chain Management and information system.

### **Prescribed Books:**

1. Retailing Management – Swapna Pradhan.
2. Retail Management – Gibson Vedamani.
3. Physical Distribution and Logistics Management – Dr. Subhash Bhave.
4. Channel Management and Retail Management – Meenal Dhotre

**INTERNATIONAL FINANCE**  
**TIU-PMG-**

**L-T-P: 2-1-0**

**Credit: 3**

**Objectives**

The goal of the course is to provide students with a deep understanding of financial management issues in a global setting. The course aims to help students develop analytical tools that incorporate key international considerations into fundamental financial decisions. The cases provide opportunities to build the skills needed to create and capture value across borders.

**COURSE OUTCOMES**

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

- CO1. To Discuss the international financial environment in the context of international fund flows, international financial markets and international financial agencies; and how they affect multinational operations.
- CO2. To Evaluate & explain exchange rate determination, and explain how firms can manage exchange rate risk and capitalize on anticipated exchange rate movements.
- CO3. To Assess risk in foreign capital market and its impact on different currencies and its impact on global trade relations
- CO4. To Evaluate global financing strategies and propose solutions that will take advantage of opportunities in the global financial markets to the benefit of relevant stakeholders.
- CO5. To Develop an appreciation for socially responsible actions with respect to financial decisions.

## **COURSE CONTENT**

### **Unit 1: International Finance – Overview**

Globalization and Multinational firm, • International Monetary System • Balance of payment • Market for Foreign Exchange • International Parity Relationship • Forecasting Foreign Exchange rate

### **Unit 2: Forward Exchange Arithmetic:**

Exchange Arithmetic • Forward Exchange contracts, • Forward Exchange rate based on Cross rates • Interbank deals, Execution, cancellation, Extension of Forward contract

### **Unit 3: International Financial Markets & Cash Management:**

• International Banking & Money market, • International Bond Market, LIBOR, • International Equity Market (ADR, GDR, EURO) • Multinational Cash Management

### **Unit 4: International Contract & Procedure:**

• Letter of credit- Meaning & Mechanism • Types of letter of Credit • Operation of Letter of Credit

### **Unit 5: Managing Exposure:**

• Management of Economic Exposure • Management of Transaction Exposure • Management of Translation Exposure

### **Prescribed Books:**

1. P.G. Apte International Financial Management McGraw Hill 2017 / 7th
2. Cheol S. Eun & Bruce G. Resnick International Financial Management McGraw Hill 2017 / 7th
3. Jeff Madura International Financial Management Cengage 2015 / 12th
4. Alan C. Shapiro Multinational Financial Management Wiley India Latest
5. P. G. Apte International Finance: A Business Perspective McGraw Hill 2017 / 2nd
6. V. Sharan International Financial Management PHI 2010 / 6<sup>th</sup>



**MANAGEMENT OF FINANCIAL DERIVATIVES**  
**TIU-PMG-**

**L-T-P: 2-1-0**

**Credit: 3**

**Objectives**

This course covers financial derivatives such as forward contracts, futures contracts, options, swaps and other recently created derivatives. It follows pragmatic approach and discusses both the derivative markets and the derivative products and their use. The emphasis of the course is on the successful execution of financial strategies using derivatives as product. It focuses on practical understanding of how the derivative markets function, how the derivative products are used and why they are used and how they are usually priced.

**COURSE OUTCOMES**

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

- CO1. To DESCRIBE the relevant theories, concepts, terms, models & frameworks in Financial Derivatives Market.
- CO2. To DIFFERENTIATE between the various types of instruments traded in Financial Derivatives market .
- CO3. To MAKE USE OF the Theories, Concepts & Principles to estimate the payoffs for buyers & sellers of Financial Derivatives.
- CO4. To INVESTIGATE the factors impacting the Option Valuation & Compute the fair price of Options Contract
- CO5. To EXAMINE the various risk measurement parameters in Options Pricing & Hedging the risk involved.

## **COURSE CONTENT**

### **Unit 1: Introduction to Derivatives**

Meaning of derivatives. Legal & Regulatory Environment, Types of derivatives. Derivative market – India, World. Reasons for trading derivatives, Derivative pricing, Difference between exchange traded and OTC derivatives.

### **Unit 2: Forwards and Futures**

Meaning of Forwards and Futures, Structure of forward market, Types of forward contracts - Equity forward - Currency forward - Bond and interest rate forward - Forward rate agreement, Types of future contracts - Stock future - Index future - Currency future - Interest rate future - Commodity future Market for forward and futures, Marking to market and margins.

### **Unit 3: Option market and products**

Structure and Role of Global Option Market including OTC and leading Option Exchanges, Concept, characteristics and definition, Option terminologies - Call option -Put option-American and European option-Option writer and buyer-Option premium including intrinsic value and time value -Strike price -ITM, ATM and OTM - Option payoff, Trading mechanism and concept of margins, Types of options- Stock option-Index option- Currency option - Commodity option- Options on futures - Interest rate options, Put -Call Parity, Option strategies (spreads, straddles and strangles).

### **Unit 4: Valuing Options**

Factors affecting option valuation, Binomial model, Black-Scholes model, Monte-Carlo simulation.

### **Unit 5: Hedging and the “Greeks”**

“Greeks” – delta, gamma, vega, theta & rho, Principle of delta-hedging, Delta-hedging, Asset mismatch, maturity mismatch, basis risk, and minimum-variance, hedging, Delta-Gamma hedging using options. Accounting and Taxation of Derivative Transactions.

### **Prescribed Books:**

1. Derivatives Theory and Practice - Keith Cuthbertson, Dirk Nitzsche, Niall O'Sullivan, Wiley.
2. An Introduction to Derivative Securities, Financial Markets, and Risk Management- Robert Jarrow, Arkadev Chatterjea, World Scientific.
3. Financial Markets for Commodities - Joel Priolon, Wiley.

**Suggested Readings:**

1. Derivatives and Risk Management - Janakiraman S, Pearson.
2. Options, Futures and Other Derivatives: Global edition - John Hull, 8/E, Pearson Higher Education.

**MANAGEMENT OF FINANCIAL SERVICES****TIU-PMG-****L-T-P: 2-1-0****Credit: 3****Objectives**

To understand role of Financial Services in Business organizations and to give an insight into the strategic, regulatory, operating and managerial issues concerning select financial services. Examine the present status and Fintech development that are taking place in the financial services sector. Developing an integrated knowledge of the functional areas of financial services & industry in the real world situation.

**COURSE OUTCOMES**

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

- CO1. To acquaint themselves about financial service market and its constituents.

- CO2. To identify services of Merchant Banking system and role played by regulatory bodies in the smooth and profitable functioning of business activities.
- CO3. To recall and discuss the meaning, features of Issue management, stock broking and securitization services.
- CO4. To evaluate Leasing and Hire Purchase service and critically differentiate between leasing, hire purchase and Housing finance services..
- CO5. To evaluate different types of consumer products, growth of plastic money and the growing popularity of credit rating

## **COURSE CONTENT**

### **Module I : Introduction to Financial Services & Regulations Financial Services:**

Meaning, Importance & Role of Financial Services in the Indian Financial System, Merchant & Investment Banking Service- Project Counseling and Appraisal, Procedural aspects of New Issue Management Book Building, Pre-Issue and Post Issue Management of Public Issue, SEBI guidelines for Merchant Banking and Protection of Interests of Investors.

### **Module II : Non Banking Finance Companies (NBFCs) & Mutual Funds NBFC:**

Scope and meaning – importance of NBFC's in Indian economy, Recent RBI guidelines on NBFCs, Chit Funds & Nidhis: Issues and Legal framework. Mutual fund services, MF - concept, need and scope, MF - types of schemes, MF - Recent SEBI guidelines for mutual funds

### **Module III Leasing, Hire- purchase and Consumer Credit**

Leasing and Hire Purchase Services, Types of Leasing, Pricing Methodology, Taxation, and Legal Framework for Leasing and Hire Purchase Companies, Leasing Vs. Buying- NPV, Consumer Credit- factors affecting demand for consumer credit, Terms of finance - fixed and floating ROI, merits & demerits ,Bills Discounting,

### **Module IV Venture Capital and Private Equity Financing Other Financial Services**

Characteristics of Venture Capital Financing, Stages of VC financing, Structure & sources of VC financing in India, , difference between angel investors, venture capital & private equity, basis for Investments for VC firms, Exit route for VC, Private Equity and its growth in India. Credit Rating: Concept, Types and Advantages of Credit rating, Credit Rating Agencies and their methodology and rating process, Factoring and Forfeiting Services – Features, Merits and Demerits

### **Module V: Developments Trends & Practices**

Overview of Indian fintech market-Digital Payments, InsurTech, Wealthtech, Managing risk, Emerging technologies disrupting the financial sector.

### **Text Reading**

- Khan, M.Y., Financial Services, TMH,
- Siddaiah, Financial Services, Pearson, perusal

### **Additional Readings**

- Pathak, Indian Financial System, Pearson,
- Khan, M.Y., Financial Services, TMH,
- Bhole L M ,Financial Institutions and Markets , Fourth edition

- Fabozzi, Frank J, Foundation of financial markets and institutions,3rd ,Tata McGraw Hill, New Delhi,
- Auerbach, Robert D, Money, Banking and Financial Markets, Macmillan Publishing Co.; New York and Collier MacMillan Publisher; London.
- Avadhani, V.A, Investment and Securities Market in India, Bombay, Himalaya Publishing House.

## **PERFORMANCE MANAGEMENT & EMPLOYEE DEVELOPMENT**

**TIU-PMG-**

**L-T-P: 2-1-0**

**Credit: 3**

### **Objectives**

The objectives are to provide an in-depth understanding of the role of performance management in developing the human base of the organization. This will help to understand the challenges organizations face while implementing performance management system.

### **COURSE OUTCOMES**

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

- CO1. To COMPREHEND a variety of performance problems.
- CO2. To IMPLEMENT techniques and principles for counseling.
- CO3. To UNDERSTAND ethical concerns in performance management.
- CO4. To CONNECT the PA records for employee development plan

## **COURSE CONTENT**

### **Unit 1: Performance Management**

Introduction to Performance Management, nature, scope, importance, Link between Performance Management and Performance Appraisal, Benefits of Performance, Performance Management Process - Competency mapping – Concept and Methods, KPAs and KRAs, Performance Planning, Managing, Appraising, Monitoring, Evaluating performance management.

### **Unit 2: Performance Appraisal**

Steps in appraising performance, Approaches and Methods of performance appraisal, 360 Degree Appraisal, Assessment Centre, Balance Scorecard, HR Scorecard, Obstacles in appraisal, Designing appraisal for better results, Performance Appraisal interview, Potential Appraisal. Performance Feedback – Performance Review and feedback, Analyzing Performance problems, Performance Counseling – Principles and skills for counseling process; competency based Performance Management, Ethics in Performance Management.

### **Unit 3: Performance Management & Employee Development**

Personal Development Plans, Direct Supervisor's Role, Performance Management Skills- Coaching, Coaching Styles, Coaching Process, Performance Review Meetings.

### **Unit 4: Management of Rewards**

Traditional and Contingent Pay (CP) Plans, Reasons for Introducing CP, Putting Pay in Context, Pay Structures Reward Management, Components of Reward Management, Linkage of Performance Management to Reward.

### **Text Reading**

1. T.V.Rao, Performance Management and Appraisal Systems, Response, 2008.
2. Performance Management, Chadha, Prem., , Macmillan, New Delhi
3. Performance Management, A S Kohli, T Deb Oxford
4. Performance Management System, A M Sharma, Himalaya
5. Performance Management Strategic, Interventions , Srinivas R. Kandula – , Drives – PHI

### **References**

- Herman Aguinis, Performance Management, Pearson Education, 2009.
- T.V.Rao, 360 Degree Feedback and Assessment and Development Centres, Excel, 2005.
- Kandula, Performance management, PHI, 2009.
- Michael Armstrong, Performance Management, Kogan Page, 2007

## **ORGANISATION THEORY AND DESIGN**

**TIU-PMG-**

**L-T-P: 2-1-0**

**Credit: 3**

### **Objectives**

The objectives are to provide an in-depth understanding of the role of performance management in developing the human base of the organization. This will help to understand the challenges organizations face while implementing performance management system.

### **COURSE OUTCOMES**

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

- CO1. To COMPREHEND a variety of performance problems.
- CO2. To IMPLEMENT techniques and principles for counseling.
- CO3. To UNDERSTAND ethical concerns in performance management.
- CO4. To CONNECT the PA records for employee development plan

### **COURSE CONTENT**

### **Unit 1**

What is an Organisation; Determinants of Organisational Design; Parameters of Organisational Design; Organisation and Environment

### **Unit 2**

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

### **Unit 3**

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

### **Unit 4**

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

### **Text Reading**

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

## **LEADERSHIP & CAPACITY BUILDING**

**TIU-PMG-**

**L-T-P: 2-1-0**

**Credit: 3**

### **Objectives**

The objectives of this course are to prepare students for an excellent corporate career, combining theory with practice, which ultimately will help individuals understand how to develop their leadership capabilities to influence various facets of organizational life. Further they will analyze and evaluate different sources of power and influence to enhance one’s own growth and growth of one’ team by evaluating the difference between a successful manager and an ethical leader.

### **COURSE OUTCOMES**

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



- CO1. To Understand what is Leadership & how to develop their leadership capabilities.
- CO2. To Understand how their Leadership capabilities influence various facets of organizational life..
- CO3. To Understand different sources of power and influence to how to enhance one's own growth and growth of one' team
- CO4. To evaluate the difference between a successful manager and an ethical leader.

## **COURSE CONTENT**

### **Unit 1**

Understanding the concept of position and disposition in leadership, Is it possible to be a leader in the absence of positional power? Personal power of the leader – Where does it come from?, Emotional intelligence and leadership-Relationship between effective influence and emotional intelligence. Power, dependence and influence. An exploration based on one's self -awareness and follower's readiness

### **Unit 2**

Framing approach to leadership: What you frame in your viewfinder impacts what you find. One size does not fit all-Overcoming personal prejudices in order to develop creative leadership approaches for different people and situations, Developing strategic and critical thinking capabilities for formulating leadership vision. Overcoming patterned thinking of the brain.

### **Unit 3**

Information as power and politics of information. Leadership challenges in channelizing optimum information for effective performance Ethics in leadership, Transactional vs. transformational leadership approaches- Carrot and stick leadership style vs. the empowering leader, Empowerment of followers -Does this dilute the power of the leader, Gender and leadership behaviour

### **Unit 4**

Leadership role in growth of follower. Political dynamics in organizational leadership roles, Ethics in leadership.

### **Text Reading**

- High Performance Leadership: Creating, leading and living in a High Performance World. : Graham Winter, Wiley2.
- 7 habits of highly effective people–Stephen Covey3.
- “The Wall Street Journal Guide to Management” by Alan Murray, published by Harper Business.
- Team of Rivals: The Political Genius of Abraham Lincoln by Doris Kearns Goodwin (2005)
- The Art of War by Sun Tzu (5th century B.C.)
- Questions of Character: Illuminating the Heart of Leadership Through Literature by Joseph L. Badaracco Jr. (2006)

