

B.Tech. Programs:

Chemical Engineering
Civil Engineering
Computer Science and Engineering
Electrical and Electronics Engineering
Electronics and Communication Engineering
Information Technology
Mechanical Engineering

Pharmacy Programs:

B.Pharmacy
Pharma-D
Pharma-D (Post Baccalaureate)
M.Pharm (Pharmaceutics)
M.Pharm (Pharmacology)
M.Pharm (Pharmaceutical Analysis
& Quality Assurance)
M.Pharm (Industrial Pharmacy)

M.Tech. Programs:

M.Tech (Computer Science and Engineering)
M.Tech (Software Engineering)
M.Tech (Computer Science)
M.Tech (Computer Networks & Information Security)
M.Tech (Power Electronics & Electrical Drives)
M.Tech (Electrical Power Systems)
M.Tech (CAD/CAM)
M.Tech (Machine Design)
M.Tech (VLSI System Design)
M.Tech (Embedded Systems)
M.Tech (Electronics & Communications Engineering)
M.Tech (Wireless & Mobile Communication)
M.Tech (Structural Engineering)
M.Tech (Construction Management)

Master of Business Administration
Master of Computer Application

ACADEMIC REGULATIONS (AU-R20)

For the

Master of Business Administration

**With effect from the Academic Year
2020-21**



**ACADEMIC REGULATIONS
(AU-R20)**

**For the
Master of Business Administration
Program**



**With effect from the Academic Year
2020-21**

ANURAG UNIVERSITY

Venkatapur, Ghatkesar (M), Medchal- Malkajgiri
(Dist), Telangana 500088

www.anurag.edu.in



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Academic Regulations for MBA (Regular) with effect from the Academic Year 2020-21

1. Title and Duration of the Program

- 1.1 The program shall be called the Postgraduate (PG) Program in Master of Business Administration, abbreviated as MBA with duration of 2 years.
- 1.2 The MBA program duration shall be two academic years divided into four semesters and each semester having 16 weeks of instruction.
- 1.3 Students admitted to the MBA program shall have to complete the course of study within a maximum time frame of 4 years from the year of admission. Otherwise, they shall forfeit their admission.

2. Admission Procedure

- 2.1. A candidate for admission to the MBA program must have completed his/her Bachelor's degree with a minimum of 55% marks in aggregate from a recognized university by the Anurag University as equivalent thereto.
- 2.2. All the eligible applicants satisfying 2.1 shall be governed by the following admission policy:
Note: The Anurag Group of Institutions (AGI) is an existing institution which is established as Anurag University under the Telangana State Private Universities Act (Establishment and Regulations) No.11 of 2018.
- 2.3 Admissions to the MBA programs will be based on a rank in the Anurag University Common Entrance Test, or on marks or percentile secured in CAT/MAT/XAT/CMAT/GMAT/HBSAT or any other test recognized by Anurag University.
- 2.4. The rule of reservation in admission to the MBA program will be held as per the Section 33 of the Telangana State Private Universities Act No. 11 of 2018, and Rule 10 of the G.O.Ms. No. 26 [Higher Education (UE.1) Department], Dt.20-08-2019.
- 2.5 Admission and Other fees will be as specified by AU from time to time as per the Act.

3. Credits

The following is the credit allocation table.



Course	Credits
1 Hour Lecture (L) per week	1
1 Hour Tutorial (T) per week	1
2 Hour Practical (P) per week	1
Internship	2
Mini Project	2
Comprehensive Viva Voce	2
Major Project	6

4. Distribution and Weightage of Marks

- 4.1 The performance of a student in a semester shall be evaluated course-wise for a maximum of 100 marks in each theory and practical course. In addition, Mini Project, Internship, Comprehensive viva-voce and Project work shall be evaluated for 100 marks each.
- 4.2 For theory courses the distribution shall be 40 marks for Continuous Internal Evaluation (CIE) and 60 marks for the Semester End Examination (SEE).
- 4.3 The distribution of marks for Continuous Internal Evaluation (CIE) and the Semester End Examination (SEE) along with the minimum pass percentage shall be as follows:

Course	Continuous Internal Evaluation (CIE)	Semester End Examination (SEE)	Minimum Academic Requirement to Pass a course	
			*Minimum Pass Percentage (SEE)	*Minimum Pass Percentage (CIE+SEE)
Theory	40	60	40	50
Laboratory	50	50	40	50
Mini Project	100	0	-	50
Internship	100	0	-	50
Comprehensive Viva-voce	100	0	-	50
Major Project	50	50	40	50

* A relaxation of 10% of maximum marks shall be given to physically challenged students.



4.3.1 Continuous Internal Evaluation (CIE)

The CIE for Theory Courses has the following three components, comprising of 40marks:

- a) Midterm Examinations for 20 marks
- b) Quizzes for 10marks
- c) Assignment/Seminars/Projects/Group Activities for 10marks

a) Mid-term examination:

For theory subjects, there shall be two midterm examinations as a part of continuous evaluation. Each midterm examination shall be conducted for the duration of 90 minutes and the question paper consists of Part-A (Short Answers) for 5 marks and Part-B (Long Answers) for 15 marks. Part-B shall contain 5 questions of which student have to answer 3 questions; each question carries 5marks.

The First midterm examination shall be conducted for 2.5 units of syllabus at the end of 8 weeks of instruction and Second midterm examination shall be conducted for remaining 2.5 units at the end of 16 weeks of instruction.

There shall be an optional third midterm examination during the preparation cum external practical examinations period subject to the following conditions:

- i. Interested students have to register for the third mid examination by paying the prescribed registration fee.
- ii. Third midterm examination covers entire semester syllabus carrying 20marks

b) Quizzes:

For theory subjects, there shall be a total of five quizzes to be conducted, one each at the end of every Unit of instruction. The average of the five quizzes shall be taken as the final marks secured by each candidate.

c) Assignment / Seminars / Projects / Group Activities:

The faculty will evaluate the students for 10 marks by conducting any of the following in two phases covering at least two units in each phase; Assignments / Seminars / Projects / Group Activities. This should be completed before the conduct of the second midterm examination.

4.3.2 The average of best two midterm examinations shall be taken as the final marks secured by each candidate. The average five quizzes for 10 marks and the Assignment/Seminars/Projects/Group Activities for 10 marks shall be added to the final mid marks. If he/she is absent for any test/quiz/assignment, he/she shall be awarded zero marks for that test/quiz/ assignment.

4.4 Semester End Examinations (SEE):

4.4.1 The semester end examination will be conducted for 60 marks which consist of two parts viz., i). Part - A for 20 marks, ii). Part - B for 40 marks.



- 4.4.2 Part-A is compulsory, which consists of ten questions (numbered from 1 to 10) with two questions from each unit carrying 2 marks each.
- 4.4.3 Part-B consists of five questions (numbered from 11 to 15) shall be set by covering one question (may contain sub-questions) from each unit of the syllabus carrying 8 marks each. For each question there will be an “either” “or” choice (that means there will be two questions from each unit and the student should have to answer any one of them).
- 4.4.4 For all laboratory courses, there shall be CIE during a semester for 50 marks and SEE for 50 marks. Out of the 50 marks for CIE the breakup shall be as follows:
- | | |
|--------------------------------|----------|
| i. Preparation for Lab: | 10 Marks |
| ii. Observation: | 10 Marks |
| iii. Completion of Experiment: | 5 Marks |
| iv. Record: | 5 Marks |
| v. Skill Test: | 20 Marks |
- 4.4.5 There shall be a Mini Project, to be taken up during the I Year II Semester. The Mini project shall be submitted in report form and should be presented before the committee, which shall be evaluated for 100 marks. The committee consists of Head of the Department, the Supervisor of Mini project and a faculty member of the department nominated by the Dean, School of Management. There shall be no external marks for MiniProject.
- 4.4.6 There shall be an Internship, to be taken up during the II Year I Semester. The Internship work shall be submitted in report form and presented before the committee. The report shall be evaluated for 100 marks. The committee consists of Head of the Department, the supervisor of Internship and a faculty member of the department nominated by the Dean, School of Management. There shall be no external marks for Internship.
- 4.4.7 There shall be a comprehensive viva-voce in II Year II Semester. The comprehensive viva-voce shall be conducted by a committee consisting of the Head of the Department and two senior faculty members of the department. The comprehensive viva-voce is intended to assess the students understanding of the subjects. He /she studied during the MBA course of study. The comprehensive viva-voce is evaluated for 100 marks. There shall be no external examination for the comprehensive viva-voce.
- 4.4.8 Out of a total of 100 marks for the project work, 50 marks shall be for CIE and 50 marks for the SEE. The SEE (viva-voce) shall be conducted by the committee. The committee consists of an external examiner, Head of the department, the Supervisor of the project and a Senior faculty member of the department. The topics for Mini project, internship and project work shall be different from each other. The evaluation of project work shall be conducted at the end of the II Year II Semester. The internal



evaluation shall be based on two seminars given by each student on the topic of his/her project.

- 4.5 If there is a complaint in awarding the CIE marks, the University shall nominate a committee to look into the matter.
- 4.6 Candidates shall be permitted to apply for recounting/revaluation of SEE theory scripts within the stipulated period with payment of prescribed fee.
- 4.7 Recounting: The totalling of the marks awarded shall be verified in the answer script and corrected if there is any mistake.
- 4.8 Revaluation:
- a) The answer scripts of the candidate who applied for revaluation are evaluated by two subject experts independently other than the original evaluator.
 - b) If the difference of marks between these two valuations is 15% or more of maximum marks, it will be sent for third valuation to another subject expert.
 - c) Nearest of two valuations out of three will be considered and the average of these two will be taken as the final marks obtained.
 - d) If the difference of the final marks after revaluation is 15% or more of maximum marks above the original marks, then the revaluation marks are considered for declaring the result.
 - e) If the revaluation marks are less than the original marks, the original marks are retained and there is no change in the result.
- 4.9 Challenge Valuation:
- The candidates who have applied for revaluation and are not satisfied with the result are only eligible to apply for challenge valuation by paying the prescribed fee in the form of DD payable to the Registrar, AU.
- a) On receipt of the DD, a photocopy of the answer booklet shall be given to the student.
 - b) The paper will be evaluated in the presence of the student by a senior faculty member appointed by the University.
 - c) If there is any change in the marks of 15% or more of the maximum marks, the new marks will be awarded to the student. Otherwise, there will be no change in original secured marks.
 - d) If the change in marks (equal or above 15% of the maximum marks) occurs, the amount paid towards challenge valuation will be refunded. Otherwise, the student will forfeit the total amount which he / she has paid.

5. Attendance Requirements

- 5.1 A student is eligible to write the Semester end examination of a course only if he/she acquires a minimum of 75% attendance in that course of the semester.
- 5.2 Condonation of shortage of attendance up to 10% (65% and above and below 75%) in each course of every semester may be granted on medical grounds as approved by the Academic Council.



- 5.3 A stipulated fee shall be payable towards condonation of shortage of attendance.
- 5.4 Shortage of attendance below 65% in each course shall not be condoned.
- 5.5 However, in respect of women candidates who seek condonation of attendance due to pregnancy, the Vice-Chancellor may condone the deficiency of attendance in each course to the extent of 15% (as against 10% condonation for others) on medical grounds subject to submission of medical certificate to this effect. Such condonation shall not be availed twice during the program of study.
- 5.6 Students whose shortage of attendance is not condoned are not eligible to write semester end examination of that course. Such students are detained and their registration for that examination stands cancelled.
- 5.7 A student detained due to shortage of attendance in a semester may seek re-register that course, as and when offered, within four weeks from the date of commencement of class work with the academic regulations of the batch into which he/she gets re-admitted.
- 5.8 A student will be promoted to the next semester if he/she satisfies the attendance requirement of at least three theory courses of current semester and shall not be eligible for readmission into the same semester.
- 5.9 Attendance of N.S.S/N.C.C Camps or Inter collegiate or Inter University or Inter State or International matches or debates or such other Inter University activities as approved by the authorities, will be taken into consideration while calculating the attendance.
- i. Such leave should be availed with prior permission from the Dean, School of Management and not be availed more than twice during the program of study.
 - ii. Without any prior permission, such leave shall be treated as absence.
 - iii. While calculating the attendance, the no. of classes not attended in each course should be deleted in the denominator.
- 5.10 **Promotion Rules:**
- 5.10.1 A student shall be promoted from I Year to II Year only if he/she fulfills the academic requirements of securing 50% of average credits (27 credits out of 54 credits) up to I Year II Semester, from all the examinations, whether or not the candidate takes the examinations.
- 5.10.2 A student shall register and put up required attendance in all 102 credits and earn all 102 credits for the award of degree.
- 5.10.3 Students, who fail to earn 102 credits as indicated in the course structure within four academic years from the year of their admission, shall forfeit their admission.
- 5.11 When a student is detained due to shortage of attendance in any semester, no grade allotments or SGPA/CGPA calculations will be done for that entire semester in which he/she got detained.



- 5.12 When a student is detained due to lack of credits in any year, he/she may be readmitted after fulfilment of the academic requirements, with the academic regulations of the batch into which he/she gets readmitted.
- 5.13 For readmitted candidates, if there are any professional electives / open electives, the same may also be re-registered if offered. However, if those electives are not offered in later semesters, then alternate electives may be chosen from the set of elective courses offered under that category.

6 Supplementary Examinations

- 6.1 A student eligible to appear for semester end examinations in a course, but absent/failed in that examination, may write the exam in that course during supplementary examinations. In such cases, CIE assessed earlier for that course will be carried over and added to the marks to be obtained in the supplementary examinations for evaluating his performance in that course.
- 6.2 Supplementary examination(s) in the failed courses shall be conducted as per schedule given by the University. If the concerned course is not available in the new regulation the student has to appear for the examinations with the syllabus of equivalent course(s) prevailing for the regular students in that academic year. However, if no such similar subject(s) is offered in the current regulation, the supplementary examination(s) shall be conducted with the same syllabus which is studied during regular course of study with extra fee as specified by the University from time to time.

7. Grade Points

- 7.1 Marks will be awarded to indicate the performance of each student in each theory courses or lab/practical/seminar/project/mini-project etc., based on the percentage of marks obtained in both CIE and SEE taken together as specified above, and a corresponding letter grade shall be given.



- 7.2 A 10-point absolute grading system using the following letter grades and corresponding percentage of marks shall be followed as given below.

% of Marks Secured (Class Intervals)	Letter Grade (as per UGC Guidelines)	Grade Points
90% and above ($\geq 90\%$, $\leq 100\%$)	O (Outstanding)	10
Below 90% but not less than 80% ($\geq 80\%$, $< 90\%$)	A ⁺ (Excellent)	9
Below 80% but not less than 70% ($\geq 70\%$, $< 80\%$)	A (Very Good)	8
Below 70% but not less than 60% ($\geq 60\%$, $< 70\%$)	B ⁺ (Good)	7
Below 60% but not less than 50% ($\geq 50\%$, $< 60\%$)	B (Above Average)	6
Below 50% ($< 50\%$)	F (Fail)	0
Absent	Ab	0

- 7.3 A student obtaining “F” Grade in any subjects shall be considered as ‘failed’ and will be required to re-appear as ‘supplementary candidate’ in the SEE, as and when conducted. In such cases, CIE in those subjects will remain same as those the student obtained earlier.

- 7.4 A letter grade does not imply any specific % of marks.

- 7.5 In general, a student shall not be permitted to repeat any course(s) only for the sake of ‘grade improvement’ or ‘SGPA/CGPA Improvement’.

- 7.6 A student earns grade point (GP) in each course, on the basis of letter grade obtained by him/her in that course (excluding mandatory non-credit courses). Then the corresponding ‘credit points’(CP) are computed by multiplying the grade point with credits for that particular course.

$$\text{Credit Points (CP)} = \text{Grade Point (GP)} \times \text{Credits (for a course)}$$

- 7.7 The student passes the course only when he/she gets $GP \geq 6$ ('B' grade or above).

- 7.8 The SGPA/CGPA at the end of each semester shall be awarded only if he/she passed all the courses up to end of that semester.



8. Registration / Dropping

- 8.1 Each student has to register for course work at the beginning of each semester as per the schedule mentioned in the academic calendar.
- 8.2 A student is allowed to register additional theory course/credits during the course of study with the consent of the faculty advisor.
- 8.3 A student would be allowed to register in an additional course only if he / she satisfies the prerequisites.
- 8.4 Departments will notify at the time of registration about the minimum number of students to be enrolled for a particular course to be offered.
- 8.5 Any student may be barred from registering for any course for specific reasons like disciplinary reasons, non- payment of fees, etc.
- 8.6 A candidate shall be given one chance to re-register and attend the classes for a maximum of two courses, if the CIE marks secured by a candidate are less than 50% and failed in those subjects but fulfilled the attendance requirement. A candidate must re-register for failed courses within four weeks of commencement of the class work and secure the required minimum attendance to appear for SEE. In the event of the student taking this chance, his CIE marks and SEE marks obtained in the previous attempt stand cancelled.
- 8.7 Dropping of courses: Within four weeks after the commencement of the semester, the student may, in consultation with the faculty advisor, drop one or more courses. The dropped courses shall be registered in the subsequent semesters as and when it is offered.

9 Earning of Credit

A student shall be considered to have completed a course successfully and earned the credits if he/she secures an acceptable letter grade in the range 'O' to 'B'. Letter grade 'F' in any course implies failure in that course and no credits earned.

10 Passing Standards

- 10.1 A student shall be declared successful or 'passed' in a Semester, only when he/she gets a SGPA ≥ 6.00 (at the end of that particular Semester); and a student shall be declared successful or 'passed' in the entire program, only when he/she gets a CGPA ≥ 6.00 ; subject to the condition that he/she secures a GP ≥ 6 (B Grade or above) in every registered course in each Semester.
- 10.2 After the completion of each semester, a grade card or grade sheet (or transcript) shall be issued to all the registered students of that semester, indicating the letter



grades and credits earned. It will show the details of the courses registered (course code, title, no. of credits, grade earned etc.), credits earned, SGPA and CGPA.

11. Vertical Progression

It shall also be necessary to lay down uniform minimum standards for SGPA and CGPA together with the minimum number of credits to be earned in a semester for the vertical progression of students. This shall be used in facilitating the mobility of students from one institute to another and also in avoiding any confusion among the students. At the end of each semester the minimum standard for SGPA = 6.0 and CGPA=6.0. However, failure to secure a minimum CGPA = 6.0 at the end of any semester for the first time, shall attract a warning before approval of the student to continue in the following semester.

12. Eligibility for Award of MBA Degree

A student shall be eligible for award of the MBA degree if he/she fulfils all the following conditions:

- 12.1 Registered and successfully completed all the components prescribed in the program of study to which he/she is admitted by securing 102 credits.
- 12.2 Obtained CGPA greater than or equal to 6.0 (minimum requirements for pass)
- 12.3 He/she has no dues to the Institute, Hostels, Libraries, NCC/NSS etc.
- 12.4 No disciplinary action is pending against him/her.
- 12.5 The students, who fail to fulfil the above academic requirements, shall forfeit their admission.

13. Award of Class

- 13.1 After a student has satisfied the requirements prescribed for the completion of the program and is eligible for the award of MBA Degree, he/she shall be placed in one of the following three classes based on the CGPA.
- 13.2 Students who qualify for the award of the degree as listed in item 13.1 shall be placed in the following classes.

CGPA	Class	Conditions
≥ 8.00	First Class with Distinction	<ul style="list-style-type: none">• Should have passed all the courses in 'first appearance' in a semester examination and should complete the program in 2 years of time.• Should not have been detained or prevented from writing the end semester examinations in any semester due to shortage of attendance or



		any other reason
≥ 6.75 - < 8.00	First Class	<ul style="list-style-type: none">The Students who secure CGPA, but not fulfilling the conditions for “First Class with Distinction” shall be awarded ‘First Class’.
≥ 6.00 - < 6.75	Second class	

13.3 A student with final CGPA (at the end of the program) < 6.00 will not be eligible for the award of the degree.

13.4 The CGPA can be converted to equivalent percentage of marks by using the following formula:

$$\text{Percentage (\% of Marks)} = (\text{CGPA} - 0.5) \times 10$$

14. Consolidated Grade Card

A consolidated grade card containing credits & grades obtained by the candidates will be issued after completion of the two years MBA Program.

15. Withholding of Results

If the student has not paid the dues, if any, to the University or if any case of indiscipline is pending against him, the result will be withheld, and he / she will not be allowed into the next semester. In such cases the matter will be referred to the academic council. The decision of the academic council is final.

16. Transitory Regulations

16.1 Discontinued, detained, or failed candidates are eligible for readmission as and when offered next as per the university admission procedure.

16.2 Students on transfer shall complete the prescribed courses of the concerned program not covered earlier and however should take the remaining program along with others.

17. Transcripts

After successful completion of the total Program of study, a Transcript containing performance of all academic years/semesters will be issued as a final record. Duplicate transcripts will also be issued if required after the payment of requisite fee.

18. Convocation



18.1 The University shall conduct convocation ceremony to confer the degree(s).

18.2 The University shall institute Prizes and Awards to meritorious students during convocation.

19. Termination from the program

The admission of a student to the program may be terminated in the following circumstances:

19.1 The student fails to satisfy the requirements of the program within the maximum period stipulated for that program.

19.2 The student fails to satisfy the norms of discipline specified by the university from time to time.

20. Amendments

The regulations hereunder are subject to amendments as may be made by Academic Council from time to time. Any or all such amendments will be effective from such date and to such batches of candidates (including those already undergoing the program).



ANNEXURE – I:

Calculation of Grade Point Average

1 Grade Point Average

1.1 SGPA and CGPA

The *credit index* can be used further for calculating the Semester Grade Point Average (*SGPA*) and the Cumulative Grade Point Average (*CGPA*), both of which being important performance indices of the student. While *SGPA* is equal to the *credit index* for a semester divided by the total number of *credits* registered by the student in that semester, *CGPA* gives the sum total of *credit indices* of all the previous semesters divided by the total number of *credits* registered in all these semesters. Thus, the Grade Point Average (GPA) will be calculated according to the formula:

$$GPA = \frac{\sum C_i G_i}{\sum C_i}$$

Where C_i = number of credits for the course i,

G_i = grade points obtained by the student in the course.

Semester grade point average (SGPA) is calculated up to second decimal point and it is calculated only when all subjects in that semester are cleared / passed.

$$SPGA = \frac{\sum[(\text{Course credits}) \times (\text{Grade points})]}{\sum[\text{Course credits}]}$$

To arrive at cumulative grade point average (CGPA), the formula is used considering the student's performance in all the courses taken in all the semesters completed up to the particular point of time. CGPA is rounded off to TWO decimal places.

$$CPGA = \frac{\sum[(\text{Course credits}) \times (\text{Grade points})]}{\sum[\text{Course credits}]}$$

CGPA is thus computed from the I Year First Semester onwards, at the end of each semester, as per the above formula. However, the SGPA of I year I semester itself may be taken as the CGPA, as there are no cumulative effects.



1.2 Illustrative Example

An illustrative example given below indicates the use of the above two equations in calculating SGPA and CGPA, both of which facilitate the declaration of academic performance of a student, at the end of a semester and at the end of successive semesters respectively.

Year and Semester	Course No.	Credits	Grade	Grade points	Credit points
I Year I Sem.	XX101	4	A	8	32
I Year I Sem.	XX102	4	B	6	24
I Year I Sem.	XX103	4	A+	9	36
I Year I Sem.	XX104	4	A	8	32
I Year I Sem.	XX105	1.5	O	10	15
I Year I Sem.	XX106	1.5	A+	9	13.5
Total		19			152.5
	$SGPA = 152.5/19 = 8.03$			$CGPA = 8.03$	
I Year II Sem.	XX107	4	B+	7	28
I Year II Sem.	XX108	3	A	8	24
I Year II Sem.	XX109	3	B	6	18
I Year II Sem.	XX110	4	C	5	20
I Year II Sem.	XX111	2	A+	9	18
I Year II Sem.	XX112	1.5	O	10	15
I Year II Sem.	XX113	1.5	O	10	15
Total		19			138
	$SGPA = 138/19 = 7.26$			$CGPA = (152.5+138)/(19+19) = 7.64$	

1.3 If two students get the same *CGPA*, the tie should be resolved by considering the number of times a student has obtained higher *SGPA*; But, if it is not resolved even at this stage, the number of times a student has obtained higher grades like O, A, B etc. shall be taken into account in rank ordering of the students in a class.



ANNEXURE – II:

Disciplinary Action against Students – Provisions

1. Student's behavior and discipline will be assessed and will receive the same attention as the academic work. Discipline includes the observance of good conduct and orderly behavior by the students of the University.
2. All students pursuing a Program at the University shall observe code of conduct and maintain discipline and must consider it as a duty to behave decently at all places.
3. Every student shall always carry the Identity card issued by the University. Every student shall have to produce or surrender the identity card, as and when required by the proctorial staff, teaching and library staff and the officials of the university. The loss of the identity card, whenever it occurs, shall immediately be reported in writing to the Registrar.
4. Any violation of the code of conduct or breach of any rules and regulations of the University is construed as an act of indiscipline and shall make him / her liable for disciplinary action.
5. The following acts are treated as gross indiscipline.
 - a) Disobeying the teacher/officials or misbehaving in the class.
 - b) Quarrelling or fighting in the University campus or in the hostels amongst themselves or indulging in any activity which amounts to ragging or harassment of other students.
 - c) Quarrelling or fighting with a University employee(s) or any other public utility functionaries in the campus.
 - d) Indecent behavior in the campus or outside causing inconvenience to others.
 - e) Visiting socially unacceptable websites, smoking or consuming liquor or banned substances like drugs etc.
 - f) Damage to the University property.
 - g) Indulging in acts of theft, forgery, stealing and misappropriating.
 - h) Any other activity that defames the University;
 - i. Use of mobile in the class/academic area.
 - ii. Irregularity in attending classes, persistent idleness, negligence or indifference towards the work assigned.
 - iii. Any other conduct which is considered to be unbecoming of student.



ANNEXURE – III:

Rules for Students Conduct & Behaviour in Campus and Outside

1. The rules and regulations, academic calendar shall be provided to students.
2. In general, Dean - Student Affairs will deal with the welfare and discipline of all students in the campus including Hostel and also outside the campus and will ensure maintenance of good conduct. He/she will be assisted by other members of faculty/ staff/ wardens as nominated.
3. Conduct and Behavior:
 - a) Students should attend all their classes and strictly observe class timings. They should likewise carry out other out-door and extracurricular duties assigned to them. Their attendance and leave are governed by the regulations pertaining to them.
 - b) Students must give their undivided attention to their academic work and must be respectful to their teachers and supervisors.
 - c) Students must conduct themselves with due decorum in the classes, laboratories, library etc. and move in an orderly and disciplined manner in the campus.
 - d) Students should not indulge in abusive behavior/ violence of any kind with fellow students, teaching faculty and employees of the University within or outside the University. Violence by any student or group of students will lead to severe disciplinary action against them.
 - e) No meeting of the students other than those organized under the aegis of the various recognized students' activities shall be called without the prior permission in writing from the Dean, Student Affairs.
 - f) No meetings / functions / outsider address organized by the students are allowed within the University without prior permission from the registrar.
 - g) No students shall use unfair means at any of the examinations and tests or attempt or threaten the staff to get undue advantage.
 - h) Students must pay all fees and other dues on specified dates. If they do not do so, they render themselves liable to penalties as in force from time to time.
 - i) Students must take good care of all University property. Any damage to University property shall be viewed as indiscipline. Such students, in addition to facing the disciplinary action, shall have to replace the damaged property and make good the losses caused due to their action. Students must use the furniture and fittings with due care and must not deface buildings, roads, furniture and fittings etc. in any manner.
 - j) Students must handle the laboratory equipment, instruments and machinery with great care. Any damage or breakage of such equipment etc., due to improper use and negligent handling will have to be made good by the students concerned.
 - k) Ragging in any form is unlawful and strictly prohibited. If a student is found in ragging activity, he/she shall be punished as per the Anti-Ragging Act.



- l) The University shall have a zero-tolerance policy towards Ragging and shall lay down strict guidelines on the same as per policies of the UGC in vogue and in compliance to directions of Hon'ble Supreme Court.
 - m) Mobile/cellular phone shall be kept in silent mode during the classes and violation will lead to confiscation of the mobile phone.
 - n) All the students are required to observe the decorum in the dress code as prescribed by the University. Students not adhering to the prescribed dress code may be denied entry to the University campus;
 - o) Smoking, consumption/possession of liquor, intoxicants, drugs, cigarettes, hookah etc., inside or outside the Campus is strictly prohibited. Any violation will invoke severe penalty including rustication from the Hostel/University.
4. Policy to prevent Sexual Harassment:
- a. The University shall be committed to treating every employee and student with dignity and respect. It shall seek to create a work environment that is free from sexual harassment of any kind, whether verbal, physical or visual;
 - b. A policy shall be prescribed by the University to provide guidelines for prompt redressal of complaints related to sexual harassment which should be in full compliance with "The Sexual Harassment of Women at Workplace (Prevention, Prohibition & Redressal)" Act, 2013;
 - c. All references / complaints and redressal mechanism pertaining to any matter will be handled within the ambit of the said Act and the Rules framed there under. The policy so prescribed shall be communicated to all employees and students.

5. Grievance and Redressal Mechanisms:

The University shall constitute various Grievance and Redressal committees and its guidelines as specified by the statutory authorities of the University.



ANNEXURE – IV:

Malpractices Rules

S.No	Nature of Malpractice Improper conduct during examinations	Punishment
	<i>If the candidate:</i>	
1. (a)	Possesses or keeps accessible in examination hall, any paper, note book, programmable calculators, Cell phones, pager, palm computers or any other form of material concerned with or related to the subject of the examination (theory or practical) in which he/she is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the subject of the examination)	Expulsion from the examination hall and cancellation of the performance in that subject only.
(b)	Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the exam hall in respect of any matter.	Expulsion from the examination hall and cancellation of the performance in that subject only of all the candidates involved. In case of an outsider, he/she will be handed over to the police and a case is registered against him/her.
2.	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the subject of the examination (theory or practical) in which the candidate disappearing.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that Semester/year. The hall ticket of the candidate is to be cancelled.
3.	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred and forfeits the seat. The performance of the original candidate, who has been impersonated, shall be cancelled in all the subjects of the examination (including practicals and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all Semester end examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the imposter is an outsider, he/she will be handed over to the police and a case is registered against him/her.



4.	Smuggles in the Answer book or additional sheet or takes out or arranges to send out the question paper during the examination. Takes away answer book or additional sheet, during or after the examination.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all SEEs. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
5	Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks	Cancellation of the performance in that subject.
6	Refuses to obey the orders of the Chief Superintendent / Assistant Superintendent / any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the officer-in charge or any person on duty inside or outside the examination hall or causing any injury to himself / herself or to any others or threatens whether by words, either spoken or written or by signs or by visible representation, assaults the officer in-charge, or any person on duty in or outside the examination hall or any others, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall or any part of the college campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.	They shall be expelled from examination halls and cancellation of their performance in that subject and all other subjects the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the subjects of that semester/year. The candidates also are debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case will be registered against them.
7.	Leaves the exam hall taking away answer script or intentionally tears the script or any part-thereof inside or outside the examination hall.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work & shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all Semester examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.



8.	Possess any lethal weapon or firearm in the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits these at.
9.	Who is not a candidate for the particular examination or any person not connected with the University indulges in any malpractice or improper conduct mentioned in clause 6 to 8.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat. Person(s) who do not belong to the University will be handed over to police and, a police case will be registered against them.
10.	Comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year.
11.	Found copying, on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that subject and all other subjects the candidate has appeared including practical examinations and project work of that semester/year examinations.
12.	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the malpractice committee for further action on suitable punishment as per rules.	



ANNEXURE – V:

EVALUATION OF MAJOR PROJECT

Every candidate shall be required to submit a Project work on a topic approved by the Project Review Committee.

- 1 A Project Review Committee (PRC) shall be constituted with Head of the Department as Chairperson, Project Supervisor and one senior faculty member of the Departments offering the MBA programme.
- 2 ***Registration of Project Work:*** A candidate is permitted to register for the project work after satisfying the attendance requirement of all the subjects, both theory and practical up to third semester. The work on the project shall be initiated at the beginning of the II year II Semester and the duration of the project is one semester.
- 3 After satisfying 2, a candidate has to submit, in consultation with his Project Supervisor, the title, objective and plan of action of his project work to the PRC for approval. Only after obtaining the approval of the PRC the student can initiate the Project work.
- 4 If a candidate wishes to change his supervisor or topic of the project, he can do so with the approval of the PRC. However, the PRC shall examine whether or not the change of supervisor or topic leads to a major change of his initial plans of project proposal. If yes, his date of registration for the project work starts from the date of change of Supervisor or topic as the case may be.
- 5 A candidate shall submit his project status report in two stages at least with a gap of 3 months between them. Each stage will be evaluated for 25 marks.
- 6 A candidate is permitted to submit Project work only after successful completion of all theory and practical courses with the approval of PRC not earlier than the Academic Calendar of the Semester from the date of registration of the project work. For the approval of PRC, the candidate shall submit the draft copy of the work to the Head of the Department and make an oral presentation (Pre-submission seminar) before the PRC.
- 7 After approval from the PRC, a soft copy of the Project work should be submitted for ANTI-PLAGIARISM check and the plagiarism report should be submitted to the examination branch and be included in the final Project work. The Project work will be accepted for submission, if the similarity index is less than **30%**. If the similarity index is more than the required percentage, the student is advised to modify accordingly and re-submit the soft copy of the Project work after one month. The maximum number of re-submissions of Project work after plagiarism check is limited to TWO. If the similarity index is more than 30% in the second attempt, then the candidate has to re-register for the project work and work for two more semesters. If he / she fails even after two more attempts, the admission is liable to be cancelled. The college authorities are advised to make plagiarism check of every soft copy of Project work before submissions.



- 8 Three copies of the Project work certified by the supervisor shall be submitted to the College/School/Institute.
- 9 If the report of the examiner is not favourable, the candidate shall revise and resubmit the Project work. If the report of the examiner is unfavourable again, the Project work shall be summarily rejected.
- 10 If the report of the examiner is favourable, Project Viva-Voce examination shall be conducted by a board consisting of the Supervisor, Head of the Department and the external examiner who adjudicated the Project work.
- 11 For Project Evaluation (Viva Voce) in II Year II Sem. there is an external mark of 50 and the same evaluated by the External examiner appointed by the university and PRC.
- 12 If he / she fails to fulfil as specified in 10, the candidate will reappear for the Viva-Voce examination only after three months. In the reappeared examination also, fails to fulfil, he / she will not be eligible for the award of the degree.
- 13 The Project work shall be adjudicated by one examiner selected by the university. For this, Chairperson, BOS of the respective departments shall submit a panel of 3 examiners, who are eminent in that field with the help of the concerned guide and senior faculty of the department.
- 14 The Head of the Department shall coordinate and make arrangements for the conduct of Project Viva- Voce examination.



ANNEXURE – VI: Definitions

In these Regulations, unless the context otherwise requires:

1. Academic Year: Two consecutive (one odd + one even) semesters constitute one academic year.
2. Choice Based Credit System (CBCS): The CBCS provides choice for students to select from the prescribed courses (core, elective or minor or soft skill courses).
3. Course: Usually referred to, as a 'subject' is a component of a program. All courses need not carry the same weightage. The courses should define learning objectives and learning outcomes. A course may be designed to comprise lectures/tutorials/laboratory work/field work/outreach activities/ project work/ vocational training/viva/seminars/ term papers/assignments/ presentations/self-study etc., or a combination of some of these.
4. Credit Based Semester System (CBSS): Under the CBSS, the requirement for awarding a degree or diploma or certificate is prescribed in terms of number of credits to be completed by the students.
5. Credit: A unit by which the course work is measured. It determines the number of hours of instructions required per week. One credit is equivalent to one hour of teaching (lecture or tutorial) or two hours of practical work field work per week.
6. Grade Point: It is a numerical weight allotted to each letter grade on a 10-point scale.
7. Credit Point: It is the product of grade point and number of credits for a course.
8. Letter Grade: It is an index of the performance of students in a said course. Grades are denoted by letters i.e., O, A+, A, B+, B, C and F.
9. Semester Grade Point Average (SGPA): It is a measure of academic performance in a semester. It is the ratio of total credit points secured by a student in various courses registered in a semester and the total course credits taken during that semester. It shall be expressed up to two decimal places.
10. Cumulative Grade Point Average (CGPA): It is a measure of overall cumulative performance of a student. The CGPA is the ratio of total



credit points secured by a student in all semesters and the sum of the total credits. It shall be expressed up to two decimal places.

11. Program: An academic program of the University.
12. Semester: Each semester shall consist of 16 weeks of instruction. The odd semester may be scheduled from June to November and even semester from December to May.
13. Transcript or Grade Card or Certificate: Based on the grades earned, a grade certificate shall be issued to all the registered students after every semester. The grade certificate will display the course details (code, title, number of credits, grade secured) along with SGPA of that semester and CGPA earned till that semester.
14. Types of courses: The courses in a program may be of three kinds: Core, Elective and Foundation.
15. Core course: This is the course which is to be compulsorily studied by a student as a core requirement of a program in a branch of study.
16. Elective course: This is the course to be chosen from a pool of courses. Elective course may be (a) Supportive to the branch of study (b) Providing an expanded scope (c) Enabling an exposure to some other branch/domain (d) Nurturing student's proficiency/skill.
17. Foundation course: This course may be of two kinds, compulsory foundation and elective foundation.
18. Compulsory Foundation courses: These are the courses based upon the content that leads to knowledge enhancement. They are mandatory for all disciplines.
19. Elective Foundation courses: These are value-based and are aimed at man-making education.
20. General:
 - The academic regulations should be read as a whole for the purpose of any interpretation.
 - In case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Chancellor is final.



COURSE CURRICULUM

PROGRAM EDUCATIONAL OBJECTIVES (PEO's):

1. To teach the fundamentals of the key elements of a business organization.
2. To provide a critical perspective on theoretical knowledge and practical approach to various functional areas of management and decision making.
3. To develop analytical skills to identify the link between the management practices in the functional areas of an organization and business environment.
4. To establish and realize a creative research culture among the student community.
5. To provide insights on latest technology, business communication, management concepts and to build teamwork and leadership skills within them.
6. To inculcate the habit of inquisitiveness and creativeness aimed at self actualization and realization of ethical practices.

PROGRAM LEARNING OUTCOMES (PO's)

The learning outcomes specify the knowledge, skills, values and attitudes students are expected to attain in courses or in a program.

1. ***Business Environment and Domain Knowledge:*** Graduates are able to improve their awareness and knowledge about the functioning of local and global business environments and society.
2. ***Critical thinking, Business Analysis, Problem Solving and Innovative Solutions:*** Graduates are expected to develop skills on analyzing the business data, application of relevant analysis, and problem solving in other functional areas such as marketing, business strategy and human resources.
3. ***Global Exposure and Cross-Cultural Understanding:*** Demonstrate a global outlook with the ability to identify aspects of the global business and Cross Cultural Understanding.



- 4. *Social Responsiveness and Ethics:*** Graduates are expected to identify contemporary social problems, explore the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making.
- 5. *Effective Communication:*** Graduates are expected to develop effective oral and written communication especially in business applications, with the use of appropriate technology.
- 6. *Leadership and Teamwork:*** Graduates are expected to collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context.



M.B.A

I MBA I SEMESTER

COURSE STRUCTURE

S.No.	Course Code	Course Title	Hours per week			Credits
			L	T	P	
1	A91001	Financial Accounting and Analysis	3	1	-	4
2	A91002	Micro-Economics	3	1	-	4
3	A91003	Organizational Theory and Practice	3	1	-	4
4	A91004	Legal Aspects of Business	3	1	-	4
5	A91005	Business Statistics and Analytics for Decision Making	3	1	-	4
6	A91101	Data Analysis and Visualization	1	-	2	2
7	A91102	Business Communication	3	1	-	4
TOTAL			19	6	2	26

I MBA II SEMESTER

COURSE STRUCTURE

S.No.	Course Code	Course Title	Hours per week			Credit
			L	T	P	
1	A92001	Human Resource Management	3	1	-	4
2	A92002	Marketing Management	3	1	-	4
3	A92003	Financial Management	3	1	-	4
4	A92004	Operations Research	3	1	-	4
5	A92005	Research Methodology	3	1	-	4
6	A92201	Modelling of Spreadsheets	1	-	2	2
7	A92006	Corporate Communication	2	1	-	3
8	A92202	Skill Integrated Communication Lab	-	-	2	1
9	A92203	Mini Project	-	-	4	2
TOTAL			18	06	08	28



II MBA I SEMESTER

COURSE STRUCTURE

S.No.	Course Code	Course Title	Hours per week			Credit
			L	T	P	
1	A93001	Strategic Management	3	1	-	4
2	A93002/A	Business Ethics & Corporate Sustainability	3	1	-	4
	A93002/B	Managerial Competencies and Career Development				
	A93002/C	Sustainability Management				
	A93002/D	E- Governance				
3	A93003A	Entrepreneurship	3	1	-	4
	A93003/B	Organizational Dynamics				
	A93003/C	Carbon Finance				
	A93003/D	Project Management				
4	A93004/F	Indian Financial Systems	3	1	-	4
	A93004/M	Consumer Behaviour				
	A93004/H	Managing Employee Performance and Compensation				
5	A93005/F	Investment Management	3	1	-	4
	A93005/M	Sales and Retail Management				
	A93005/H	Talent Acquisition				
6	A93006/F	Fintech	3	1	-	4
	A93006/M	Customer Relationship Management				
	A93006/H	Learning and Development				
7	A93101	Professional Development and Career Building	1	-	2	2
8	A93102	Internship	-	-	4	2
TOTAL			19	06	06	28

**II MBA II SEMESTER****COURSE STRUCTURE**

S.No.	Course Code	Course Title	Hours per week			Credits
			L	T	P	
1	A94004/F	International Finance	3	1	-	4
	A94004/M	Digital Marketing				
	A94004/H	Human Resource Planning and Development				
2	A94005/F	Project Finance	3	1	-	4
	A94005/M	Marketing Analytics				
	A94005/H	Strategic and International HRM				
3	A94006/F	Trading Strategies in Emerging Markets	3	1	-	4
	A94006/M	Services Marketing				
	A94006/H	Industrial Relations and Employment Laws				
4	A94101	Major Project	-	-	12	6
5	A94102	Comprehensive Viva-Voce	-	-	-	2
TOTAL			09	03	12	20



ANURAG UNIVERSITY

I Year/ Semester-I

L T / P C
31/0 4

A91001: FINANCIAL ACCOUNTING AND ANALYSIS

Course Objectives:

- To know the basic principles of accounting.
- To understand the steps in preparation of final accounts.
- To examine the various ratios used in analysis of financial statements.
- To know the analysis of financial statements through comparison.
- To understand the concept of funds flow & cash flow statements.

Course Outcomes: At the end of the course the students will be able to

- Apply the basic Principles of Accounting in preparation of Journal & Ledger.
- Prepare the financial statements by classification of Income & Expenditure.
- Calculate Ratios using Ratio Analysis Techniques and analyse the company Profitability
- Interpret the Financial Statements and analyse the position of the company
- Analyse the funds flow & cash flow statements of any company.

Unit I:

Introduction to Financial Accounting: Meaning, Definition and Scope of Financial Accounting, Accounting Concepts and Conventions, their implications on Accounting System, Double Entry Accounting System, Accounting Process, Types of Accounts, Primary and Secondary Record, Preparation of Journal, Ledger Posting, Balancing and Preparation of Trial Balance (Including Numerical Problems), Errors Disclosed and Not Disclosed by Trial Balance, Suspense Account, Accounting Equation, Static and Dynamic View, Accounting Standards, their Rationale and Growing importance in Global Accounting Environment, International Financial Reporting Standards (IFRS).

Unit II:

Final Accounts and Depreciation: Preparation and Presentation of Financial Statements, Trading, Profit and Loss Account, Balance Sheet (Including Numerical Problems), Provisions of the Indian Companies Act regarding Preparation and Presentation of Financial Statements, Depreciation: Concept, Depreciation Methods, Impact on Measurement of Business Income, External Auditor's Report, Report of the Board of Directors, and Voluntary Disclosures

Unit III:



Shares and Debentures: Shares: Entries for Issue of Shares, Forfeiture and Reissue of Forfeited Shares, Issue of Shares at Discount and Premium. Debentures: Issue and Redemption of Debentures, Issue of Debentures for Cash and other than Cash, Treatment of Discounts and Losses on Issue, Redemption out of Capital and Profits.

Unit IV:

Financial Statement Analysis I: Meaning, Interpretation & Objectives of Financial Statements, Types of Financial Statement Analysis, Comparative & Common Size Analysis. Ratios: Meaning, Importance & Classification of Ratios, Rationale and Utility of Ratio Analysis, Calculation and Interpretation of Ratios: Liquidity Ratios, Activity Ratios, Turnover Ratios, Profitability Ratios, Leverage and Structural Ratios (Including Numerical Problems), Diagnostic and Predictive Power of Ratio, Du Pont Chart

Unit V:

Financial Statement Analysis II: Funds Flow Statement: Meaning and Importance of Fund Flow Statement, Statement of Changes in Working Capital, Funds from Operations. Preparation of Funds flow Statement. Cash Flow Statement: Advantages and Utility of Cash Flow Statement, Preparation of Cash Flow Statement, Tax: Tax Planning, Tax Avoidance, Tax Evasion, Balance Score Card, Methodology of BSC and its importance.

Essential Readings:

1. S N Maheshwar, Suneel K Maheshwari & Sharad K Maheshwari, Financial Accounting, 6/e, Vikas Publishing House, 2018.
2. R. Narayanaswamy, Financial Accounting: A Managerial Perspective, PHI, 2014

Suggested Readings:

1. Shirley Carlon, Rosina McAlpine, Chrisann Palm, Lorena Mitrino, Nagaire Kirk & Lily Wong, Financial Accounting: Reporting, Analysis and Decision Making 5/e, John Wiley & Sons 2015.
2. Shashi K Gupta and R K Sharma, Management Accounting Principles and Practice, 13/e, Kalyani Publishers 2017.
3. Ashish K Bhattacharyya, Financial Accounting for Business Managers, 5/e, PHI Publishers 2016.

Journals:

1. Journal of Accounting - Osmania University
2. Journal of Banking and Finance
3. International Journal of Financial Management and Accounting



ANURAG UNIVERSITY

I Year/ Semester-I

L	T / P	C
3	1/0	4

A91002:MICRO ECONOMICS

Course Objectives:

- To understand the concepts of microeconomics and its importance to managerial decision making
- To explain the methods of demand analysis and demand forecasting.
- To analyze the factors influencing the supply and production decisions.
- To understand the role of cost and profit determination and other decisions
- To study the types of market structure and pricing strategies.

Course outcomes: At the end of the course you should be able to

- Implement the concepts of micro economics in an organization
- Plan and forecast demand for organizations using demand forecasting techniques
- Develop supply and production schedules for an organization.
- Design cost strategies for profit maximization
- Develop optimal pricing strategies based on marketing structures.

Unit I:

Introduction to Micro Economics: Definition, Nature and Scope of Micro Economics, Difference between Micro and Macro economics, Limitations of Micro Economics, Micro Economics Relation with other Subjects, Micro Economics Decision Making in Business.

Unit II:

Demand Analysis: Introduction, Determinants of Demand, Law of Demand, Exception of Law of Demand, Elasticity of Demand , Types of Elasticity Demand and Importance.

Demand Forecasting: Introduction to Demand Forecasting, Levels of Demand Forecasting, Criteria for good Demand Forecasting, Methods and Techniques of Demand Forecasting.

UnitIII:

Production Analysis: Introduction to Supply, Determinants of Supply, Supply Function, Elasticity of Supply, Production Function, Law of Variable Proportion Theory, Isoquant, and Iso cost, Laws of Returns to Scale, Economies of Scale.



Unit IV:

Cost Analysis: Cost concept, Types of Costs, Cost Output Relationship, Cost Output Relationship in Short Run, Cost Output Relationship in Long Run, Objective of Firm, Profit Maximization Models.

Unit V:

Market Structure and Pricing Strategies: Introduction to Market, Features of Market, Classification of Markets, Features, Price and Output Determination under Perfect Competition, Monopoly, Monopolistic Markets, Features of Oligopoly Market, Introduction to Pricing, Objectives of Pricing, Methods and Strategies of Pricing under Different Markets.

Essential Readings:

1. Geethika, Piyali Ghosh & Choduary, Managerial Economics, 3/e, McGraw Hill, 2018
2. P.L. Mehta, Managerial Economics: Analysis, Problems and Cases, Sultan Chand & Sons, 2016.
3. D.M. Mithani, Managerial Economics: Theory and Applications, Himalayan Publishing House, 2016
4. M.L. Jhingan, Micro Economic Theory, 7/e, 2014.

Suggested Readings:

1. H.L. Ahuja, Managerial Economics, 9/e, S. Chand, 2017.
2. Sumitra Pal, Managerial Economics Cases & Concepts, Macmillan, 2011
3. G S Gupta, Managerial Economics, 2/e, McGraw Hill, 2017.

Journals:

1. International Journal of the Economics
2. International Journal of Economics and Business Research
3. Economic and Political Review weekly Magazine.



ANURAG UNIVERSITY

I Year/ Semester-I

L	T / P	C
3	1/0	4

A91003: ORGANIZATIONAL THEORY AND PRACTICE

Course Objectives:

- To understand the basic concepts and theories and functions of Management Discipline.
- To study the different types, principles of planning and approaches to Decision making.
- To enable them to organize the department activities effectively by allocating authority
- To analyze the different approaches of selecting and motivating the employees.
- To understand the various techniques of controlling the performance of employees in the organization.

Course Outcomes: At the end of course students will be able to

- Apply the various management practices to manage the resources in the organization.
- Plan and make effective decisions while managing the resources in the organization.
- Design effective organization structures for allocation of authority and responsibility.
- Develop the manpower selection process and motivate them for the achievement of the goals.
- Establish the control tools for the effective performance of the employees

Unit I:

Introduction to Management: Evolution of Management Thought, Contribution of Selected Management Thinkers, Various Approaches to Management, Contemporary Management Practices, Managing in Global Environment, Managerial Functions

Unit II:

Planning: Importance of Planning, Types of Planning, Planning Practices, Decision Making Process, Approaches to Decision Making, Decision Models, Pay off Matrices, Decision Trees, Break Even Analysis.

Unit III:

Organizing: Nature of Organizing, Organization Levels and Span of Management, Factors Determining Span, Organizational Design and Structure, Departmentation, Line and Staff Concepts, Delegation, Decentralization and Recentralization of Authority, Responsive Organizations, Span of Control, Recent Trends in Organization Structures.

**Unit IV:**

Staffing: Recruitment, Selection, Induction, Training, Motivation, Motivational Theories, Building Groups into Teams, Intergroup Behavior, Conflict Resolution and Negotiation, Leading, Leadership Styles and Qualities

Unit V:

Controlling: Basic Control Process, Control as a Feedback System, Feed Forward Control, Requirements for Effective Control, Control Techniques, Overall Controls and Preventive Controls

Essential Readings:

1. Stephen P. Robbins and David A. Decenzo, Fundamentals of Management, 9/e, Pearson Education, 2016.
2. Heinz Weihrich, Harold Koontz, Mark V Cannice, Management, a Global and Entrepreneurial Perspective, 15/e, Tata McGraw Hill Publishing Company.

Suggested Readings:

1. Dipak Kumar Bhattacharyya, Principles of Management: Text and Cases, Pearson Publications, New Delhi, 2012.
2. Balasubrahmanian. N., Management Perspectives, MacMillan India Ltd, New Delhi, 2012.
3. J.S.Chandan, Management Concepts and Strategies, Vikas Publishing House, 2002.

Journals:

1. The International Journal of Management Education.
2. Asian Journal of Management, Quarterly



ANURAG UNIVERSITY

I Year/ Semester-I

L	T / P	C
3	1/0	4

A91004: LEGAL ASPECTS OF BUSINESS

Course Objectives:

- To understand the formation of contracts and remedies for breach of contract.
- To provide the understanding of Partnership act and sale of goods act.
- To study about the special contract like contract of agency, Indemnity & Guarantee and Bailment and pledge
- To impart basic provisions of Companies Act concerning incorporation and regulation of business organizations
- To create an awareness about Consumer Protection Act, Cyber law and Intellectual property law.

Course Outcomes:At the end of course students will be able to

- Make valid contracts by considering the essential elements of contract and execute remedies in case of breach of contract
- Describe basics of partnerships and differentiate sale and agreement to sell
- Interpret various concepts related to special contracts like contract of agency, Indemnity & Guarantee and Bailment and pledge
- Analyze the procedure of formation of company and appointment of directors
- Understand the consumer protection mechanism, cyber law and intellectual property law.

Unit I:

The Indian Contract Act, 1872 : Introduction, Essential Elements of Contract, Agreement, Offer, Acceptance, Consideration, Capacity to Contract, Contingent Contract, Quasi Contract, Performance of Contract, Discharge of Contract, Remedies to Breach of Contract.

Unit II:

Partnership Act: Essentials of Partnership, Rights and Duties of Partner, Types of Partners, Dissolution of Partnership.

Sale of Goods Act: Sale and Agreement to Sell, Conditions and Warranties, Transfer of Property, Finder of Goods, Performance of Contract of Sale, Rights of an Unpaid Seller.

Unit III:



Special Contract: Contract of Agency, Essentials of Contract of Agency, Kinds of Agents, Relationship of Principal and Agent, Duties and Rights of an Agent, Duties and Rights of the Principal, Termination of Agency, Indemnity and Guarantee: Rights and Duties of Indemnity holder, Rights of Surety against Principal Debtor, Creditor & Co-Surety, Contract of Bailment and Pledge

Unit IV:

Companies Act: Formation, Memorandum, Articles, Prospective Shares, Debentures, Directors, Appointment, Powers and Duties, Meetings, Proceedings, Management, Accounts, Audit, Oppression & Mismanagement, Winding Up.

Unit V:

The Consumer Protection and Cyber Law: Rights of Consumers, Consumer Protection Councils, Redressal Machinery, District Forum, State Commission, National Commission, Recent Amendments. Cyber Law, Need for Cyber laws, Cyber law In India, Information Technology Act 2000, Defining Cyber Crime, Types of Cyber Crimes, Preventing Computer Crime. Intellectual Property Law: Copyright, Patent, Trademark, Trade Secret.

Essential Readings

1. M.C. Kuchal & Deepa Prakash, Business Legislation for Management 5/e, Vikas Publishing House Pvt Ltd. 2018
2. Balachandran V., Legal Aspects of Business, Tata McGraw Hill, 2012
3. N.D. Kapoor, Mercantile Law, 38/e, Sultan Chand & Sons, 2020

Suggested Readings

1. Pathak, Legal Aspects of Business, Tata McGraw Hill Publishing Company Limited, New Delhi, 2010.
2. P. P. S. Gogna, Mercantile Law, 4/e, S. Chand & Co. Ltd., India, 2008
3. Ravinder Kumar, Legal Aspect of Business, 2/e, Cengage Learning, 2011.
4. S.N. Maheswari & S.K. Maheswari, Mercantile Law, 2/e, Himalaya Publishing House, 2015.

Journals:

1. International Journal of law and Management.
2. Chartered Secretary
3. Labour Law Report



ANURAG UNIVERSITY

I Year/ Semester-I

L	T / P	C
3	1/0	4

A91005: BUSINESS STATISTICS AND ANALYTICS FOR DECISION MAKING

Course Objectives:

To enable Students to Analyze & Apply Various Statistical Techniques for Business Decision Making

Course Outcomes: At the end of the course the students will be able to

- Demonstrate the collection & presentation skills of data
- Solve the problems related to Correlation & Regression Analysis
- Apply relevant techniques for solving problems
- Make use of parametric & nonparametric techniques for problem solving
- Apply time series & other measure for analyzing trends

Unit I:

Sampling: Primary Data and Secondary Data Collection Techniques, Questionnaire Design. Tabulation of Data and General Rules of Tabulation, Diagrammatic and Graphical Presentation of Data

Unit II:

Measures of Central Tendency and Dispersion: Measures of Central Tendency, Measures of Dispersion, Measures of Skewness and Interpretation.

Correlation and Regression analysis: Correlation and Regression Analysis, Types of Correlation and their specific applications

Unit III:

Statistical Inference: Introduction to Null Hypothesis vs. Alternative Hypothesis, Tests of Hypothesis, Procedure for Testing of Hypothesis, Tests of Significance for Small Samples, Application, T-test, ANOVA—One way and Two way Classifications (with business applications).

Unit IV:

Parametric and Non-parametric tests: Chi-square test, Association of Attributes and Inferences Parametric: Parametric vs. Non-parametric, Sign Test, Sign Rank Test, Run Test, Median Test, McNemar's Test, Kruskal-Wallis Test (with business applications).

Unit V:



Time Series: Utility of Time Series, Components, Business Applications, Measurement of Trend through Method of Least Squares, Moving averages, and Graphical Methods, Measurement of Seasonal Variations.

Essential Readings:

1. Donald R. Cooper, Pamela S. Schindler, Business Research Methods, 8/e, Tata McGraw Hill Education, 2009.
2. Gaur, Statistical Methods for Practice and Research, Sage Publication, 2009.

Suggested Readings:

1. Bajpai, Business Statistics, Pearson, 2009.
2. Richard I Levin & David S. Rubin, Statistics for Management, 7/e. Pearson, 2008.
3. Montgomery, Design and Analysis of Experiments, Wiley.



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I Year/ Semester-I

L T / P C

10/ 22

A91101: DATA ANALYSIS AND VISUALIZATION

Course Objectives:

- To explain the fundamentals of computers and operating system.
- To make them understand and practice business communication tools.
- To make them learn and experience data analysis and visualization using Excel.
- To make them learn and experience data analysis and visualization using R.
- To make them do practical project work on learned concepts.

Course Outcomes: At the end of the course students will be able to

- To understand the fundamental computers and operating system.
- To understand and gain practical experience on business communication tools.
- To understand and practical experience the data analysis and visualization using Excel.
- To understand and practical experience the data analysis and visualization using R.
- They are able to do practical project work on learned concepts.

Unit I:

Introduction to Computer Fundamentals: Introduction to Computer, Computer Hardware, Information Systems Components, Basics of Operating System Windows/Linux/macOS.

Unit II:

Introduction to Business Communication Tools: Introduction to MS-Word, Starting MS-Word, MS-Word Screen and its Components, Introduction to MS-Excel, Starting MS-Excel, Basics of Spreadsheet, MS-Excel Screen and Its Components, Introduction to MS-PowerPoint, Starting MS-PowerPoint, Basics of PowerPoint, MS-PowerPoint Screen and its Components.

Unit III:

Data Analysis and Visualization Using Excel: Introduction to Spreadsheets, Spreadsheet functions to organize Data, Introduction to Filtering, Pivot Tables and Charts, Advanced Graphing and Charting.

Unit IV:

Data Analysis and Visualization Using R: Introduction to R and RStudio, Installing R and R Studio, R Data Types, Functions, working with Descriptive Statistics, Vectors, Factors, Lists, Matrix and Data Frames in R, Introduction to Plots, Scatter Plot, Add the Plot Main and Axis,



Label Text, Lines on the Plot, Make Plot Colorful, Time Series Plot, Histogram, Box and Whisker Plot.

Unit V: Unit wise Practical Project Work.

Essential Readings:

1. Anita Goel, Computer Fundamentals, Pearson, 2010.
2. Peter Weverka, Timothy L. Warner, Office 365 All-in-One for Dummies (For Dummies (Computer/Tech)), Dummies, 3/e, 2019.
3. R Programming: A Beginner's Guide to Data Visualization, Statistical Analysis and Programming in R, R Publishing, 2019.

Suggested Readings:

1. Layfe de Micheaux, Pierre, Drouihet, Remy, Liquet, Benoit, The R Software Fundamentals of Programming & Statistical Analysis, 2013.
2. Vishwas R Pawgi, Statistical Computing Using R software, NiraliPrakashan, 2016.
3. John M Quick, Statistical Analysis with R Beginners guide, 1/e, Shroffpubl Direct, 2014.

Journals:

1. The open access journal for Computer Science.
2. International Journal of Computational Science and Engineering.
3. Journal of Statistical Software.



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I Year/ Semester-I

L	T / P	C
3	1/0	4

A91102: BUSINESS COMMUNICATION

Introduction:

The English language is the lingua franca of international business operations. The course, Business Communication, lays emphasis on the importance of communication in the world of business. Therefore, effective communication in English plays a pivotal role for effective and efficient functioning of organization. This course equips the students to acquire core competencies and skill sets to be better communicators in their chosen field of endeavour. It enhances the students' business communication skills, which include presentations, business reports, business proposals, memoranda, e-mail etiquette, curriculum vitae and applications.

Course Objectives:

- To understand the terms: communication, business communication, and effective business communication.
- To describe individual and team presentations effectively.
- To prepare business reports, business proposals, e-mails, summaries and effective resumes.

Course Outcomes:after completion of the students will be able to

- Interpret the subtle nuances of business communication.
- Explain the characteristics of business reports, kinds of reports and elements of effective business report writing.
- Plan and prepare traditional electronic and video resumes.
- Describe effective individual and team presentations.
- Write Business proposals, reports, e-mails and summaries effectively.

Unit I:

Introduction and Communication Basics: Just-A-Minute Presentation Workshop, Feedback and Overcoming Glossophobia, Process, Basic facts about Communication.

Unit II:

Presentations:Oral Presentation Skills, Introduction, Presentations, Management types of Presentations, Planning and Preparing, Visual Aids, Delivery.



Unit III:

Team Presentations: Team Presentations, Benefits and Purposes, Planning and Preparation, Execution, Towards Effective Team Presentation

Unit IV:

Business Communication: Effective Business Correspondence, Basic Principles, Introduction to Reports and Proposals, Kinds of Reports, Characteristics of Business Reports, Elements of Effective Business Report Writing, Business Proposals.

Unit V:

Individual Presentations: Bios and Resumes, Resume Formats, and Video Resumes, E-Mail Etiquette.

Essential Readings:

1. Meenakshi Raman, Prakash Singh, Business Communication, 2/e, Oxford University Press, 2013.

Suggested Readings:

1. J.P.Parikh, Business Communication: Basic Concepts and Skills, Orient Black Swan
2. David Irwin, Effective Business Communications, Viva-Thorogood, 2013.
3. Rajendra Pal, J S Korlahahi, Essentials of Business Communication, Sultan Chand & Sons, New Delhi, 2013.
4. SubbaRao, B.Anitha Kumar, C.HimaBindu, Business Communication, Cengage, 2012.
5. Anjali Ghanekar, Business Communication Skills, Everest, 2011.
6. SaileshSengupta, Business and Managerial Communications, PHI, 2011.



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I Year/ Semester-II

L	T / P	C
3	1/0	4

A92001: HUMAN RESOURCE MANAGEMENT

Course Objectives:

- To understand the Importance and Challenges of today's HRM in Modern Business.
- To explain the need for Human Resource Planning and effective implementation of HR Policies and Practices.
- To understand the Need for Training and Development for Organizational Growth.
- To explain the various Performance Appraisal methods and about Employee Compensation.
- To know the importance of Industrial Relations and Trade Unions.

Course Outcomes: At the end of course students will be able to

- Analyze the Importance and Challenges of today's HRM in Modern Business.
- Design Human Resource Planning for effective implementation of HR Policies and Practices.
- Implement effective Training and Development Programs for Organizational Growth.
- Evaluate various Performance Appraisal Methods and Employee Compensation.
- Assess the importance of Industrial Relations and Trade Unions.

Unit I:

Introduction to HRM: Concept, Nature, Scope, Importance and Functions, Strategic HR in Changing Environment, Challenges of HR, Challenges of HR Manager During Pre and Post Covid 19, HRM in India, HRM in International Firms.

Unit II:

Human Resource Planning: Job Analysis and Job Design, Job Description and Job Specification, Job Evaluation, Need for HR Planning, Determining the Demand for Work Force, Predicting the Future Supply, HR Planning in a Globalized Era.

HR Policies & Practices: Recruitment and Selection Procedures, Recruitment Sources, E-Recruitment, Steps in Selection Procedures, Hiring Decisions, Placement Procedure, Process of Induction, Socialization Process, Global Placement, Transfers, Promotions, Handling Separations, Downsizing.



Unit III:

Training and Development: Need and Importance of Training, Training Methods, Training Need Analysis, Designing a Training Program, Implementing and Evaluating Training Program.

Unit IV:

Performance Appraisal and Compensation: Methods, Purpose Traditional and Modern Approaches, Performance Management, Competency Management, Compensation Planning, Employee Compensation, Employee Benefits and Welfare, Compensation and Salary Administration.

Unit V:

Contemporary Issues and Challenges in HRM: Diversity Management, Cross-Cultural Management, Human Resource Information System (HRIS), HR Accounting, HR Audit. Employer-Employee Relations: Industrial Relations, Nature, Importance, Trade Unions in a Liberalized Era, Collective Bargaining, Workers Participation in Management, Managing Employee Safety and Health.

Essential Readings:

1. Dessler, Human Resource Management, 15/e, Pearson Education, New Delhi, 2015.
2. K. Aswathappa, Human Resource Management: Text and Cases, 8/e, Tata McGraw Hill Education, 2017.

Suggested Readings:

1. Raymond Andrew Noe, John R. Hollenbeck, Barry Gerhart, Patrick M Wright, Human Resource Management, 8/e, The McGraw Hill Pub, 2012
2. Louis & Gomitz Mejia et.al: Managing Human Resources, 7/e, Pearson Education, 2011.

Journals:

1. International Journal of Human Resources Development and Management, Quarterly
2. South Asian Journal of Human Resource Management, Bi-Annually.



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I Year/ Semester-II

	L	T / P	C
3	1/0	4	

A92002: MARKETING MANAGEMENT

Course Objectives:

- To analyze the role of marketing and influence of environmental factors on organization's decision making
- To expose to the factors influencing consumer behaviour and customer value creation
- To study the marketing mix elements and competitive advantage through product and pricing strategies
- To know the decision areas in place and promotion strategies
- To expose to the competitive environments in the domestic and global marketing contexts

Course Outcomes: At the end of course students will be able to

- Display decision making skills for developing effective marketing strategies in an organization
- Develop customer segmentation, targeting and positioning strategies
- Design effective product and pricing strategies customer for value creation
- Develop strategically focused place and promotion strategies for a product or service
- Analyze the domestic and global marketing opportunities for competitive advantage

Unit I:

Introduction to Marketing: Importance and Scope of Marketing, Marketing Process, Marketing Philosophies, Analyzing Marketing Environment, Developing Growth Strategies, Marketing Research Process.

Unit II:

Creating Customer Value: Consumer Decision Making, Consumer Buyer Behaviour, Business Buyer Behavior, Creating and Delivering Customer Value, Market Segmentation, Target Marketing, Positioning for Competitive Advantage

Unit III:

Marketing Mix-I: Elements of Marketing Mix, Product/ Service, Product Classification, Product Decisions, Product Levels, Product Life Cycle, New Product Development, Product Mix, Importance of Pricing, Pricing Strategies, Initiating and Responding to Price Changes.



Unit IV:

Marketing Mix-II: Marketing Channels, Functions, Levels of Channels, Channel Structure, Channel Strategy Decisions and Channel Management. Integrated Marketing Communications Strategy, Advertising, Personal Selling, Sales Promotion, Public Relations, Direct Marketing

Unit V:

Global Marketing: Forms of International marketing, Approaches to International Marketing, Social Responsibility and Ethics, Emerging Trends in Marketing

Essential Readings:

1. Philip Kotler, Gary Armstrong, Principles of Marketing, 17/e, Pearson, 2017
2. Lamb, Hair, Sharma, Mc Daniel, MKTG, A South-Asian Perspective, Cengage Learning, 2016
3. Paul Baines, Chris fill, Kelly Page, Sara Rosengren, and Paolo Antonette, Marketing, 5/e, Oxford University Press, 2019

Suggested Readings:

1. RajanSaxena, Marketing Management, 6/e, McGrawHill, 2019
2. RamaSwamy, Namakumari, Marketing Management: Indian Context, Global Perspective, 6/e, Sage Publications India Private Limited, 2018.

Journals:

1. Journal of Marketing
2. Indian Journal of Marketing
3. Journal of Marketing Theory and Practice



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I Year/ II Semester

L	T / P	C
3	1/0	4

A92003: FINANCIAL MANAGEMENT

Course Objectives:

- To know the role of a financial manager in Present scenario.
- To understand the various methods in evaluating a project proposal.
- To examine the impact of various sources of funds on firm's evaluation.
- To know the management of working capital for every day operations.
- To explain the management of current assets.

Course Outcomes: At the end of this course, the students will be able to

- Analyze the different functions performed by the finance manager in modern day.
- The various methods & techniques adopted in evaluating a capital budgeting proposal.
- Decide the capital structure of the company.
- Design the strategies for managing working capital.
- Know the cash management & inventory management techniques used for decision making.

Unit I:

The Finance Function: Nature and Scope, Evolution of Finance Function, Its new role in the Contemporary Scenario, Goals of Finance Function, Maximizing vs. Satisfying, Profit vs. Wealth vs. Welfare, The Agency Relationship and Costs, Risk-Return Trade Off, Concept of Time Value of Money, Future Value and Present Value and the Basic Valuation Model.

Unit II:

The Investment Decision: Investment Decision Process, Project Generation, Project Evaluation, Project Selection and Project Implementation, Developing Cash Flow Data for New Projects, Capital Budgeting Techniques, Traditional and DCF Methods. The NPV vs. IRR Debate

Cost of Capital: Concept and Measurement of Cost of Capital, Debt vs. Equity, Cost of Equity, Preference Shares, Equity Capital and Retained Earnings, Weighted Average Cost of Capital and Marginal Cost of Capital, Importance of Cost of Capital in Capital Budgeting Decisions.

Unit III:

Capital Structure and Dividend Decisions: Capital Structure vs. Financial Structure, Capitalization, Financial Leverage, Operating Leverage and Composite Leverage. EBIT-EPS



Analysis, Indifference Point/Break Even Analysis of Financial Leverage, Capital Structure Theories, The Modigliani Miller Theory, NI, NOI Theory and Traditional Theory, A Critical Appraisal.

Dividend Decisions: Dividends and Value of the Firm, Relevance of Dividends, the MM Hypothesis, Factors Determining Dividend Policy, Dividends and Valuation of the Firm, The Basic Models, Forms of Dividend, Major Forms of Dividends, Cash and Bonus shares, Dividends and Valuation, Major theories centered on the works of Gordon, Walter and Lintner. A Brief Discussion on Dividend Policies of Indian Companies.

Unit IV:

Working Capital Management and Finance: Working Capital Management, Components of Working Capital, Gross vs. Net Working Capital, and Determinants of Working Capital Needs, The Operating Cycle Approach, Planning of Working Capital, Financing of Working Capital Through Bank Finance and Trade Credit, Regulation of Bank Finance.

Unit V:

Management of Current Assets: Management of Cash, Basic Strategies for Cash Management, Cash Planning, Cash Budget, Cash Management Techniques/Processes. Management of Inventory, Inventory Management Process, Inventory Control Systems, Analysis of Investment in Inventory

Corporate Restructuring: Corporate Mergers, Acquisitions and Takeovers, Types of Mergers, Economic Rationale of Mergers, Motives for Mergers.

Essential Readings:

1. M.Y Khan, P.K Jain, Financial Management: Text, Problems & Cases, 8/e, Tata McGraw Hill, 2018
2. Prasanna Chandra, Financial Management, Theory and Practice, 10/e, 2019.

Suggested Readings:

1. I M Pandey, Financial Management, 11/e, Vikas Publications, 2016.
2. Eugene F Brigham, Joel F. Houston, Fundamentals of Financial Management, 13/e, Cengage Publications, 2012.
3. Banerjee Bhabatosh, Fundamentals of Financial Management, 2/e, PHI Learning Private Limited, 2015.
4. C Paramasivan T Subramanian, Financial Management, 2/e, New Age International Publishers, 2018.
5. ShashiK.Gupta, R.K.Sharma, Financial Management, 5/e, Kalyani Publishers, 2012.



Journals:

1. Journal of Finance
2. International Journal of Financial Management and Accounting
3. South Asian Journal of Management.



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I Year/ Semester-II

L	T / P	C
3	1/0	4

A92004: OPERATIONS RESEARCH

Course Objectives:

To enable students to utilize various techniques for business decision making

Course Outcomes:At the end of the course the students will be able to

- Explain the concepts of operation research & solve Linear Programming Problem
- Solve simplex & Dual Problems for business decisions
- Solving Transportation & Assignment Problem Models to Decision Making
- Apply various game theory, other decision analysis techniques for business decisions
- Interpret theories of queuing

Unit-I:

Introduction: Nature and Scope of Operation Research, Origin of OR, Applications of Operations Research in different Managerial areas, Linear Programming: Application Areas of LPP, Guidelines for formulation of LPP, Formulation of LPP for Different Areas, Solving LPP by Graphical Method.

Unit-II:

Simplex Method: Solution Methodology of Simplex Algorithm, Artificial Variable techniques (Big-M, Two Phase), Duality Principle, Definition of the Dual Problem, Primal, Dual Relationships, Dual Simplex Method(for business decisions).

Unit-III:

Transportation and Assignment Models: Definition and Application of the Transportation Model, Solution of the Transportation Problem, The Assignment Model, Travelling Salesman Problem for Business Decisions.

Unit-IV:

Game Theory: Introduction, Two Person Zero-Sum Games, Pure Strategies, Games with Saddle Point, Mixed Strategies, Rules of Dominance, Solution Methods of Games without Saddle point – Algebraic, Arithmetic Methods.

Decision Analysis: Introduction, Ingredients of Decision Problems. Decision Making under Risk and Uncertainty for Business Decisions

**Unit-V:**

Queuing Theory: Basic Elements of the Queuing Model, Poisson Arrivals and Exponential Service times, Different Queuing models with FCFS Queue discipline: Single Service Station and Infinite Population, Single service station and finite population, Multi Service Station Models with Infinite Population.

Essential Readings

1. J. K. Sharma, Operations Research: Theory and Applications, Macmillan.
2. Hillier/Lieberman, Introduction to Operations Research, Tata McGraw Hill Education, 2008.

Suggested Readings:

1. ShridharaBhat, Quantitative Analysis for Business Decisions, Himalayan Publishing House, 2009.
2. R.Panneerselvam, Operations Research, PHI, 2008.
3. Gupta and Khanna, Quantitative Techniques for Decision Making, PHI, 2009.



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I Year/ Semester-II

L	T / P	C
3	1/0	4

A92005: RESEARCH METHODOLOGY

Course Objective:

- To Explain the concept of developing research proposals
- To identify the various sources and methods for Literature Review Development
- To Explore Various Qualitative Methods for Data Analysis
- To explain various Quantitative Techniques for Data Analysis
- To Prepare a Research Proposal Report for Decision Making.

Course Outcomes: At the end of the course student will be able to

- Identify research concepts and develop proposals for business research
- Assessing and using various sources and methods for literature review development
- Adopt relevant qualitative methods for data analysis
- Apply relevant quantitative techniques for data Analysis
- Prepare a research report for decision making.

Unit I:

Background to Research: Research Process, Developing Research Proposals, Research Paradigms, Contributions of Research to Theory and Practice, Research Ethics

Unit II:

Literature Review: Identifying, Accessing and Managing Sources of Information and Scholarly Literature, Academic Writing and Referencing, Steps in Literature Review Development.

Unit III:

Qualitative Methods: The Nature and Types of Qualitative Research, Data Collection Methods, Primary and Secondary Sources, Types of Data Analysis Methods, Writing up Qualitative Research

Unit IV:

Quantitative Methods: Data and Variables, The Nature of Quantitative Research, Descriptive and Inferential Statistics, Sampling, Designing and Coding Questionnaires, Data Entry and Screening, Hypothesis Testing, Association, Correlation Coefficients, Bivariate Regression, Association, Chi-Square Tests, Difference, T-Tests, Difference, ANOVA, Reliability, Validity and Rigour.



Unit V:

Research Reporting: Purpose, Nature and Evaluation, Content and Format, Practical Considerations, Timelines, Budgets, Presentation and Defence of Proposals.

Essential Readings:

1. C. R. Kothari & Gaurav Garg, Research Methodology: Methods and Techniques, 4/e, New Age International Publishers, 2019.
2. Dash, Satyabhushan, Naresh K. Malhotra, Marketing Research 7/e, Pearson, 2015.
3. Deepak Chawla and Neena Sondhi, Research Methodology: Concepts and Cases, Vikas Publishing House, India, 2012.

Suggested Readings:

1. Beri GI, Marketing Research, 5/e, Tata McGraw Hill Education, 2013.
2. V Kumar, Marketing Research, A Global Outlook, 1/e, Sage, 2015.
3. Boyd Harper, Marketing Research, AITBS, 2006.
4. Nargundkar, Marketing Research Tests and Cases, 3/e, Tata McGraw Hill Education, 2009.

Journals:

1. Business Research
2. Experimental Business Research
3. Business Research Projects



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I Year/ Semester-II

L	T / P	C
1	0/2	2

A92201: MODELLING OF SPREADSHEETS

Course Objectives:

- To explain the concept of Excel.
- To teach the statistical applications in Excel.
- To teach application of Excel features for Accounting.
- To demonstrate the application of Excel features in HR.
- To teach the Excel features in Marketing.

Course Outcomes: At the end of this course, the students will be able to

- Describe the finance functions used in Excel.
- Apply the statistical models used in Excel.
- Apply the excel in preparing the Financial statements.
- Apply the excel in preparing the HR Applications.
- Apply the excel in preparing the Marketing Applications.

Unit-I:

Understanding Basic Features of Excel: Introduction to Modelling, Introduction to Excel, understanding Advanced Features of Excel, Database Functions in Excel, Creating Charts using Forms and Control Box, Understanding Finance Functions present in Excel, Creating Dynamic Models

Unit-II:

Sensitivity Analysis Using Excel: Scenario Manager, Other Sensitivity Analysis Features, Simulation using different Excel, Different Statistical Distributions used in Simulation, Generating Random Numbers that follow a particular Distribution, Building Models in Finance using Simulation.

Unit-III:

Excel in Accounting: Preparing Common Size Statements directly from Trial Balance, Forecasting Financial Statements using Excel, Analysing Financial Statements by using Spreadsheet Model, Excel in Project Appraisal, Determining Project Viability.

Unit-IV:

Excel in HR: Need of Excel in HR, Pivot Tables, Working with Date and Time, How to work on Holiday list, Working day list etc. Charts, Payroll Analysis, Filter and Advanced Filter to extract



data with Multiple Conditions, Performance Appraisal, HR Dashboard & Analytics Manpower Planning, Mail Merge, Attendance Register using Microsoft Excel VBA.

Unit-V:

Excel in Marketing: Analysis of Marketing Data using Pivot Tables, Common Marketing Metrics, Segmenting Data with Pivot Tables, Building a Weekly Report Template, Data Validation, Analyse Campaign Performance.

Essential Readings:

1. Wayne Winston, Microsoft Excel Data Analysis and Business Modelling, 5/e, Microsoft Press, 2016

Suggested Readings:

1. Alastair L Day, Mastering in Financial Modelling, 3/e, Pearson, 2014.
2. Lokesh Lalwani, Excel 2019 Master the new features of Excel 2019, BPB, 2019.
3. Danielle Stein Fairhurst, Using Excel for Business Analysis: A Guide to Financial Modelling Fundamentals, 2/e, Wiley, 2015.

Journals:

1. International Journal of Data Mining, Modelling and Management.
2. Journal of Economic & Financial Modelling
3. International Journal of Economics & Financial Modelling.



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I Year/ Semester-II

L	T / P	C
2	1/0	3

A92006: CORPORATE COMMUNICATION

Introduction:

The course is intended to expose the students to learn the concepts and techniques of diagnosing, analysing and applying innovative elements of corporate communications, which pave foundations to visualise the linkages of systems, organisations, industries and markets with various forms of communications that are instrumental in critical product /service representations, strategic governance, performative branding and marketing applications.

Course Objectives:

- To understand the meaning, significance and scope of corporate communications.
- To comprehend functions and skills required for corporate communications.
- To apply innovative elements of corporate communications effectively.

Course Outcomes:after completion of the students will be able to

- Comprehend the nature of the corporate communications profession.
- Analyse how communications affect organizations.
- Develop corporate communications strategies.
- Deal with key issues like corporate social responsibility.
- Meet the challenges faced by communications practitioners.

UnitI:

Circumscribing Corporate Communications: Theory and Practice, The Intersection of Theory and Practice, Theory and Practice perspectives on Corporate Communications, The Strategic Management Perspective on Corporate Communications

Unit II:

Corporate Communications in Theoretical Perspective: Stakeholders, Identity and Reputation, Understanding Stakeholder Management and Corporate Communications, Understanding Identity and Corporate Communications, Understanding Reputation and Corporate Communications

Unit III:

Communications Strategy: Theory and Practice, Perspectives on Strategy in Corporate Communications Making strategy: The Process and Practice of Communications Strategy, Challenges and issues in Communications Strategy



Unit IV:

The Organization of Communications: Theory and Practice, Perspectives on Communications Organization, Vertical Structure, Horizontal Structure, Discussion on Structure.

Unit V:

Communications Practitioners: Theory and Practice, The Roles and Practices of Communications Practitioners, The Status and Development of the Communications Profession

Essential Readings:

1. Cornelissen, Joep, Corporate Communications: A Guide to Theory and Practice, 4/e, Sage Publications Ltd. (E-book is available to download)

Suggested Readings:

1. Argenti, Paul, Corporate Communications, McGraw Hill, 2007.
2. Pragyani Rath, K. Shalini, Debankita Ray, Corporate Communication, Cengage Learning India Pvt. Ltd. 2018.
3. Monippally, M.M., Business Communication from Principles to Practice, McGraw Hill Education (India) Private Limited.
4. Subba Rao, B. Anitha Kumar, C. Hima Bindu, Business Communication, Cengage, 2012.
5. Richard R. Dolphin, The Fundamentals of Corporate Communication, Butterworth Heinemann.



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I Year/ Semester-II

L	T / P	C
0	0/2	1

A92202: SKILL INTEGRATED COMMUNICATION LAB

Introduction

The Skill Integrated Language Lab is intended to make the students proficient communicators in English. It aims to develop in the learners the ability to understand English in a wide range of contexts. The Lab focuses on preparing the learners to face the globalized world.

Course Objectives:

- To improve the students' fluency in English, through a well-developed vocabulary
- To enable them to respond to appropriate socio-cultural and professional contexts.
- They will be able to communicate their ideas relevantly and coherently in writing.

Course Outcomes: after completion of the course students will be able

- Make oral presentations effectively
- Participate in group discussions
- Develop vocabulary
- Write project/Business reports
- To take part in social and professional communication

Exercise I:

Presentation Skills: Oral Presentations (individual and group) / JAM sessions/Seminar, Power Point Presentations, Body Language-kinesis, Haptics

Exercise II:

Group Discussion: Dynamics of Group Discussion, Dos and Don'ts, Intervention, Summarizing, Modulation of Voice, Relevance, Fluency and Coherence

Exercise III:

Vocabulary Building: Synonyms and Antonyms, Word Roots, One-Word Substitutes, Prefixes and Suffixes, Study of Word Origin, Analogy, Idioms and Phrases

Exercise IV:

Writing Skills: Structure and Presentation of different types of Writing, Resume Writing /E-Correspondence/Statement of Purpose, Report Writing, Business Report Writing, Research Abilities/Data Collection/Organizing Data/Tools/Analysis

**Exercise V:**

Interview Skills: Concept and Process, Pre-Interview Planning, Opening Strategies, Answering Strategies, Interview through Telephone and Video-Conferencing.

A mini project should be given for the students to work in teams and the assessment is done.

Minimum Requirements:

The Skills Integrated Language Lab with movable chairs and audio-visual aids with Public Address System etc.

Suggested Readings:

1. English Language Communication : A Reader cum Lab Manual by Dr A Ramakrishna Rao, Dr G Natanam & Prof S A Sankaranarayanan, Anuradha Publications, Chennai, 2008.
2. English Vocabulary in Use series, Cambridge University Press, 2008.
3. Communication Skills by Leena Sen, PHI Learning Pvt Ltd., New Delhi, 2009.
4. Master Public Speaking by Anne Nicholls, JAICO Publishing House, 2006.



ANURAG UNIVERSITY

I Year/ Semester-II

L	T / P	C
0	0/4	2

A92203: MINI PROJECT

Aim: The aim of mini projects is to enable students to generate ideas or identify the problem/issues by understanding the remote, non-remote areas or surrounding of their society and apply their practical knowledge and provide the solutions.

The Contents of the Mini Project Report are:

- **Topic of the Project**
- **Chapter I**
 - Brief Introduction
 - Review of Literature
 - Research Gaps
 - Research Questions
 - Objectives of the Study
 - Scope of the Study
 - Period of the Study
 - Sample
 - Data Collection
 - Primary Data
 - Secondary Data
- **Chapter II**
 - Data Interpretation,
 - Suggestions
 - Conclusion

References to be enclosed as:

Appendix I: Questionnaire (if any).

Appendix II: Definition of concepts, models, formulas used in the report.



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II Year/ Semester-I

L	T / P	C
3	1/0	4

A93001: STRATEGIC MANAGEMENT

Course Objectives:

- To explain the concepts of Strategic Management and environmental scanning
- To gain the insights about different tools and techniques of strategic Analysis
- To understand the turnaround and diversification strategies
- To study the issues and important factors in strategy implementation
- To understand the importance and methods of strategic evaluation

Course Outcome: after completion of the course Students will be able to

- Analyze the concepts of Strategic Management and internal and external environment of an organization,
- Apply different types of strategic tools for strategic analysis to cope up in the competition.
- Evaluate turnaround and diversification strategies for making the strategic decisions
- Interpret the role of leadership, structure and culture in implementation of the strategies.
- Evaluate strategies and take corrective steps towards the strategic intent

Unit I:

Introduction to Strategic Management: Definition, Strategic Management Process, Developing a Strategic Vision, Mission, Objectives, Policies, Factors that shape a Company's Strategy, Evaluating Company Resources and Competitive Capabilities, SWOT Analysis, Value Chain Analysis and Competitive Advantage.

Unit II:

Tools and Techniques for Strategic Analysis: Porter's Five Force Model, McKinsey's 7'S Framework, BCG Matrix, GE Model, TOWS Matrix, IE Matrix, The Grand Strategy Matrix, Market Life Cycle Model, Organizational Learning, Impact Matrix and the Experience Curve, Generic Strategies, Offensive Strategy, Defensive Strategy, Exit and Entry Barriers, Tailoring Strategy to Fit Specific Industry and Company Situations.

Unit III:

Turnaround and Diversification Strategies: Turnaround Strategy, Management of Strategic Change, Strategies for Mergers, Acquisitions, Takeovers and Joint Ventures, Diversification Strategy: Need of diversification, Different types of Diversification Strategies, The concept of



Core Competence, Strategies and Competitive Advantage in Diversified Companies and its Evaluation.

Unit IV:

Strategy Implementation: Strategy and Structure, Strategy and Leadership, Strategy and Culture Connection, Operationalizing and Institutionalizing Strategy, Strategies for Competing in Globalizing Markets and Internet Economy, Organizational Values and Their Impact on Strategy, Resource Allocation as a Vital Part of Strategy, Planning Systems for Implementation

Unit V:

Strategy Evaluation and Control: Establishing Strategic Controls for Measuring Performance, Appropriate Measures, Role of the Strategist, Using Qualitative and Quantitative Benchmarking to Evaluate Performance, Strategic Information Systems, Problems in Measuring Performance, Guidelines for Proper Control, Strategic Surveillance, Strategic Audit, Strategy and Corporate Evaluation and Feedback in the Indian and International Context.

Essential Readings

1. Hitt & Ireland et al., Strategic Management: A South Asian Perspective, Cengage Learning, 9/e, 2013.

Suggested Readings

1. Gregory Dess and G.T. Lumpkin, Strategic Management: Creating Competitive advantage, Tata McGraw Hill Education, 2009.
2. V.S.P. Rao, V. Hari Krishna, Strategic Management, 1/e, Excel Books, 2012
3. Adrian & Alison, Strategic Management: Theory & Applications, Oxford University Press, 2010.
4. S K Sarangi, Modern Strategic Management, Everest Publishing, 2012.
5. Thompson & Strickland, Strategic Management, Concepts and Cases, Tata McGraw Hill Education, 2009

Journals:

1. Vikalpa, IIMA, IIMB Review
2. Journal of Human Values, IIM Calcutta



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II Year/ Semester-I

L	T / P	C
3	1/0	4

A93002/A: BUSINESS ETHICS & CORPORATE SUSTAINABILITY

(Open Elective)

Course Objectives:

- To understand the meaning and importance of Business ethics and code of conduct
- To study the Ethical dilemmas and management of ethics
- To interpret the legal aspects of ethics and impact of culture on behaviour
- To gain the knowledge on managing the corporate ethics, corporate values & culture
- To understand the Corporate Social Responsibility and governance business practices.

Course Outcomes: after completion of the course students will be able to

- Interpret the meaning and importance of Business ethics and code of conduct
- Handle the Ethical dilemmas and exhibits the right behaviour
- Analyse the legal aspects of ethics and impact of culture on behaviour
- Evaluate the key factors in managing the corporate ethics, corporate values & culture
- Design the strategies for Corporate Sustainability-CSR and governance business practices

Unit I:

Introduction to Ethics: Definition Nature Business Ethics, Characteristics, Ethical Theories, Causes of Unethical Behaviour, Ethical Abuses, Work Ethics, Code of Conduct, Public Good.

Unit II:

Ethics Theory And Beyond: Management of Ethics, Ethics analysis [Hosmer model], Ethical Dilemma, Ethics in Practice, Ethics for Managers, Role and Function of Ethical Managers, Comparative Ethical Behaviour of Managers, Code of Ethics, Competitiveness, Organizational Size, Profitability and Ethics; Cost of Ethics in Corporate Ethics evaluation, Business and Ecological, Environmental Issues in the Indian Context and Case Studies.

Unit III:

Legal Aspects Of Ethics: Political and Legal environment, Provisions of the Indian Constitution Pertaining to Business, Political Setup, Major Characteristics and their Implications for Business, Prominent features of MRTP & FERA, Social and Cultural Environment and their Impact on Business Operations, Salient features of Indian Culture and Values.



Unit IV:

Managing Ethics Internally: Managing corporate Ethics, Corporate Values & Culture, Compliance Groups, Ethical Change Management Responsibility in Managing People and Operations: Managing People Ethically, Traditional Human Resource Issues, Redundancy and Openness, HR planning and Staffing levels, Rights and Discrimination, Violence/harassment at Work.

Unit V:

Corporate Sustainability: Definition, Evolution, Need for CSR, Theoretical Perspectives, Corporate Citizenship, Business Practices, Strategies for CSR, Challenges and Implementation, Evolution of Corporate Governance, Governance Practices and Regulation, Structure and Development of Boards, Role of Capital Market and Government, Governance Ratings, Future of Governance, Innovative practices; Case Studies with Lessons learnt.

Essential Readings

1. S.A. Sherlekar, Ethics in Management, Himalaya Publishing House, 2009.
2. William B. Werther and David B. Chandler, Strategic Corporate Social Responsibility, Sage Publications Inc., 2011
3. Robert A.G. Monks and Nell Minow, Corporate Governance, John Wiley and Sons, 2011.

Suggested Readings

1. W.H. Shaw, Business Ethics, Cengage Learning, 2007.
2. Beeslory, Michel and Evens, Corporate Social Responsibility, Taylor and Francis, 1978.
3. Philip Kotler and Nancy Lee, Corporate Social Responsibility: Doing the Most Good for the Company and Your Cause, Wiley, 2005.
4. Subhabrata Bobby Banerjee, Corporate Social Responsibility: The Good, the Bad and theUgly, Edward Elgar Publishing, 2007.
5. Satheesh Kumar, Corporate governance, Oxford University, Press, 2010.

Journals:

1. Vikalpa, IIM, Ahmadabad.
2. Management Review, IIM, Bangalore.



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II Year/ Semester-I

L	T / P	C
3	1/0	4

A93002/B: MANAGERIAL COMPETENCIES AND CAREER DEVELOPMENT

(Open Elective)

Course Objectives

- To understand the theoretical foundations for competency identification and its role in career development
- To Study the techniques for competency mapping and career planning
- To understand the competency approaches to career development.
- To gain the insights about techniques of competency appraisal for Career development
- To explain the suitable training programmes for competency management

Course Outcomes: after completion of the course students will be able to

- Interpret the theoretical foundations for competency identification and its role in career development
- Apply the techniques for competency mapping and career planning
- Analyze the competency approaches to career development.
- Develop the techniques of competency appraisal for Career development
- Design the suitable training programmes for competency management

Unit I:

Concept of Competencies: Meaning and Significance of Managerial Competencies for Effective Work Performance, Theoretical Foundations for Competency Identification and its Role in Career Development, Managerial Competency and Career Development in a Dynamic Business Environment and in Global Workplace, PJ Job fit Theory, PE fit Theory, Holland Theory

Unit II:

Competency Mapping for Career Development: Competency Mapping - Concept and Scopes, Significance of Competency Mapping for Effective HRM, Techniques for Competency Mapping, Career Planning, Role of Competency Mapping in Career Planning and Development, Traditional Career Development vs. Protean Career development Theory, Contribution of Effective Competency Mapping in Effective Career Development System.



Unit III:

Competencies and Career Development Practices : Career Anchors, Relevant Issues in Career Development, Competency Approach to Career Development, Competency Building, Competencies and Career Development Strategies, Mentoring for Career Development, Succession planning, Fast Tracking, Dual Laddering

Unit IV:

Competency Appraisal for Career Development: Need and benefits of Effective Appraisal for Career Management by Organizations, Techniques of Appraisal, Identifying Performance Dimensions for Competency Building.

Unit V:

Training for Competency Management and Career Development: Drawing Career Paths for Self and the Employees of the Organization, Career Translation and Career Planning, Identifying Training Needs, Develop Suitable Training Programmes for Competency Management, Challenges in Training for Career Development of Employees, Implementing and Managing Training Programmes Consistently.

Essential Readings:

1. Seema Sanghi, The Handbook of Competency Mapping, 3/e, Sage Publication, 2016.
2. Spencer and Spencer, Competency at Work, 2/e, Wiley Publication, 2008.

Suggested Readings:

1. T.B. Rao, Vasant Naik, Assessment Center
2. Lisa a Manero, Cheryl Tromley, Developing Managerial Skills in OB
3. Nitin Sarawadekar, Career Development
4. Radha Sharma, 360 degree Feedback, Competency Mapping and Assessment Center

Journals:

1. International Journal of Human Resources Development and Management, Quarterly
2. International Journal of Learning and Development, Published Quarterly (Scopus)
3. South Asian Journal of Human Resource Management, Bi-Annually



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II Year/ Semester-I

L	T / P	C
3	1/0	4

A93002/C: SUSTAINABILITY MANAGEMENT

(Open Elective)

Course Objectives:

- To understand the sustainability drivers associated with addressing sustainability management challenges.
- To evaluate the strategic benefits of integrating and engaging the business value chain for sustainability outcomes.
- To understand the guiding principles and values that are a foundation for an effective sustainability vision, strategy and implementation plans.
- To observe the systems thinking and life cycle thinking to core business strategy.
- To explore the factors in developing a credible business case for common sustainability management approaches.

Course Outcomes: At the end of the course the students are able to:

- Identify the sustainability drivers associated with addressing sustainability management challenges.
- Promote strategic benefits of integrating and engaging the business value chain from suppliers through to end customers for achieving and communicating breakthrough sustainability outcomes.
- Apply the guiding principles and values that are a foundation for a holistic mindset that guides an effective sustainability vision, strategy and implementation plans.
- Link systems thinking and life cycle thinking to core business strategy and decision-making using product life cycle assessment based on international ISO standards.
- Identify the factors in developing a credible business case for common sustainability management approaches that deliver actual improvements and breakthrough sustainability performance.

Unit I:

Business Sustainability Management: Sustainability Matters, State of the World, Sustainability Pillars: Environmental, Social, Economic & Governance, Redefining Capitalism.



Unit II:

Integrating Sustainability into Business: Systems Thinking for Sustainability, Value Chain Perspective, Beyond Corporate Social Responsibility, Sustainability Strategy and Planning, Stakeholder Engagement, Integrated Sustainability Management.

Unit III:

Sustainability Reporting: Sustainability Performance Management, Continuous Improvement, Integrated Sustainability Management Systems, Sustainability Reporting Frameworks, Materiality Assessment.

Unit IV:

Product Sustainability Management: Product Life Cycle Management, Life Cycle Thinking, Environmental Life Cycle Assessment, Life Cycle Costing, Sustainability Management Approaches, Eco-business and Environmental Management, Lean Manufacturing, Social Sustainability Management

Unit V:

Product Sustainability Frameworks and Tools: Sustainable Procurement, Supply Chain Sustainability, Product Stewardship, Extended Producer Responsibility, Environmental Claims and Marketing, Environmental Claims, Labels and Declarations, Environmental Marketing.

Essential Readings:

1. Deb Prasanna Choudhury, Sustainability Management Zorba books, 2018.
2. Mark W. McElroy, J.M.L. Van Engelen, Corporate Sustainability Management: The Art and Science of Managing Non-Financial Performance, Routledge, 1/e, 2011.

Suggested Readings:

1. Nikos Avlonas & George P. Nassos, Practical Sustainability Strategies: How to Gain a Competitive Advantage, 1/e, Wiley, 2013.
2. Jay Heizer, Barry Render & Chuck Munson, Operations Management: Sustainability and Supply Chain Management, Pearson, 13/e, 2019.

Journals:

1. Organizational Dynamics
2. MIT Sloan Management Review
3. Public Works Management & Policy



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II Year/ Semester-I

L	T / P	C
3	1/0	4

A93002/D: E- GOVERNANCE

(Open Elective)

Course Objectives:

- To understand the E-governance in digital age. is a new concept and implies
- To explain the theories and models of e- Governance.
- To teach the applications of e- governance.
- To discuss the e-governance through selected cases
- To give insights of the issues and challenges in e-governance.

Course Outcomes: At the end of the course the students are able to:

- Upgrade the efficiency and effectiveness of the administrative machinery through the combination of ICT to deliver better, cost effective and speedy services to the citizens.
- Apply the theories and models of e-Governance and can contribute for national E-Governance plan.
- Evaluate the transition to electronic delivery of services in government to bring changes to the relative services.
- Understand the applications of e-governance.
- Adapt the new Technology and Administrative Reforms.

Unit I:

Governance in Digital Age: Introduction of ICTs in administration, Technological Adaptation, Reorganization of Administrative Structures and institutions, Meaning, Scope and Importance of e-Governance, Evolution of e-Governance: Evolution of Computer and Internet, Application to Administrative Systems

Unit II:

Theories and models of e-Governance: Theories: Six perspectives and Six theories, Models of e-Governance: The General Information Dissemination Model, the Critical Information Dissemination Model, the Advocacy Model, the Interactive Model, National E-Governance Plan

Unit III:

Applications:e-Governance in Rural Development, e-Governance in Urban Administration, e-Governance in Economic Development



Unit IV:

Cases: e-Literacy: Akshaya in Kerala, Electronic Citizen Services: A Comparative outlook, Digitization of Land Records Administration: Bhoomi in Karnataka, Atomizing District Administration: The e-district project

Unit V:

e- Governance Issues and Challenges: e-Readiness, Digital Divide: Gender, Geographical, Economic, Social and Political, e-Governance, Critical Factors: Technology, People, Process, Resources, Infrastructure, Nature of PPP models, Issues and Challenges: Resistance to Change, Laws, Skills, Competency, Capacity Building, Adaptation of Technology and Administrative Reforms

Essential Readings:

1. Satyanarayana, J, E-Government: The Science of the possible, PHI Learning Pvt Ltd, New Delhi, 2004.
2. Bhatnagar, S.C, Unlocking E-Government Potential: Concepts, Cases and Practical Insights, Sage Publications, New Delhi, 2009.

Suggested Readings:

1. Bellamy, Christine, and John, A.Taylor, Governing in the Information Age, Buckingham, Open University Press, 1998
2. Bhatnagar, S.C. E-Government – from Vision to Implementation: A practical guide with case studies, Sage Publications, New Delhi, 2004
3. Bouwman, Harry, and et.al, Information and Communication Technology in Organisations, Sage Publications, London, 2005.
4. Heeks, R., Implementing and Managing eGovernment: An international text, Sage, 2006.
5. Marchionini, G., Information Seeking in Electronic Environments, New York, The Press Syndicate of the University of Cambridge, USA, 1995
6. Michael E. Milakovich, digital governance - New Technologies for improving Public Service and Participation, Routledge, Taylor and Francis group, New York, 2012.
7. Pardhasaradhi, Y. (et.al), E-Governance and Indian Society: An Impact of Study, Kanishka, New Delhi, 2009.

Journals:

1. Government Information- Quarterly
2. The International Information and Library Review
3. Environmental Science & Policy



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II Year/ Semester-I

L	T / P	C
3	1/0	4

A93003/A: ENTREPRENEURSHIP

Course Objectives

- To explain the fundamental concepts of entrepreneurship and intrapreneurship
- To clarify the characteristics of the entrepreneur and the entrepreneurial mindset
- To understand the business plan preparation elements and startup opportunities
- To create awareness of basic legalities of an organization
- To know the various funding mechanisms for a start-up

Course Outcomes: At the end of the course students will be able to

- Interpret the diverse concepts of Entrepreneurship and Intrapreneurship
- Assess the mindset and key attributes of an Entrepreneur
- Develop business plan and strategies for startup opportunity identification
- Evaluate the venture formats and the required legalities
- Evaluate various funding opportunities of Entrepreneurs

Unit I:

Introduction to Entrepreneurship: Entrepreneurship and Intrapreneurship, Similarities and Variance, India's Start up Revolution, Trends, Imperatives, Benefits; Business Incubators, Rural Entrepreneurship, Social Entrepreneurship, Women Entrepreneurs.

Unit II:

The Entrepreneurial Mind-Set: Key Attributes of An Entrepreneur, Desirable And Acquirable Attitudes And Behaviors-Readiness, The Right Time, Right Age, Right Conditions, Myths And Realities of Entrepreneurship, Entrepreneurial Stress, and Entrepreneurial Motivation, Different Life Stages and Disagreements.

Unit III:

Idea to Business Plan: Idea, Opportunity and Retrospective Determinism, Sources of Ideas, Creating and Appropriating Value, Identifying 'Paying Customer', Developing Market Understanding, End User Profiling, Market Segmentation, Marketing Plan, Pricing Strategy, Developing Business Plan, Components of Business Plan, Venture Feasibility Analysis, Business Model, Pitching.



Unit IV:

Legal Matters: Organizational Form, Partnership, Sole Proprietorship, Corporation, Intellectual Property Rights: Copyright, Trademark, Patents, Law Vs Ethics, Legal Expenses, Digital Economy as A Resource, Promotion Tools, The Value of Likes and Shares, Micro–Apps.

Unit V:

Funding and Incubation: Informal Capital–Friends & Family, Angel-Venture Capitalists, Financing Mix and The Financing Continuum, Relative Importance of Operational Involvement, Idea / Patent, Minimum Viable Product, Causes of Failure, Management Succession.

Essential Readings:

1. Robert Hisrich, Peters, Sheperd, Entrepreneurship, 10/e, McGraw Hill, 2018
2. Bruce R. Barringer, R. Duane Ireland, Entrepreneurship – Successfully Launching New Ventures, , 5/e, Pearson 2015
3. Vasant Desai, Entrepreneurship Development, Himalayan Publishing House, 2019.

Suggested Readings:

1. Rajeev Roy, Entrepreneurship, 2/e, Oxford, 2012
2. Stuart Read, Saras Sarasvathy, Dick, Wiltbank, Effectual Entrepreneurship, 2/e, Routledge, 2016.
3. D F Kuratko and T V Rao, Entrepreneurship- A South - Asian Perspective, Cengage Learning, 2012.
4. Nandan H, Fundamentals of Entrepreneurship, PHI, 2013.

Journals:

1. The Journal of Entrepreneurship, Entrepreneurship Development Institute of India, Ahmadabad.
2. International Journal of Entrepreneurship
3. International Journal of Entrepreneurship and Innovation

MOOCS Course:

Entrepreneurship Foundation Course of National Entrepreneurship Network, Wadhvani Foundation.



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II Year/ Semester-I

L	T / P	C
3	1/0	4

A93003/B: ORGANIZATIONAL DYNAMICS

(Open Elective)

Course Objectives:

- To explain the foundations OB and importance of Interpersonal skills in the organization.
- To study different aspects related to Individual behaviour
- To understand the foundations Group Behavior and stages of group development
- To explain the various theories of Leadership and motivation
- To understand the foundations of Organizational structures.

Course Outcomes: after completion of the course students will be able to

- Analyze the foundations OB and importance of Interpersonal skills in the organization
- Interpret the individual behaviour through personality and perception concepts
- Handle the groups effectively by understanding the foundations and groups development
- Adopt the suitable leadership and motivation theories for the positive organization behaviour
- Design the effective conflict resolution strategies and organization structures

Unit I:

Introduction to Organizational Behavior: Foundation of O.B, Conceptual Model for O.B, Organization System in Global Environment, Importance of Interpersonal Skills, Challenges and Opportunities for O.B, Developing O.B, Model, Approaches to O.B.

Unit II:

Individual Behavior: Diversity, Biographical Characteristics, Ability, Implementing Diversity Management, Strategies, Attitudes and Job satisfaction, Personality, Theories of Personality, Perception, Process of Perception, Perception and Individual Decision Making, Motivation from Concepts of Applications.

Unit III:

Group Behavior: Foundations of Group Behavior, Defining and Classifying Groups, Stages of Group Development, Group Properties, Roles, Norms, Status, Size and Cohesiveness, Group Decision making, Understanding Work teams, Types of Teams, Creating Effective Teams.



Unit IV:

Leadership and Motivation Theories: Leadership Theories, Challenges to Leadership Construct, Finding and Creating Effective Leaders, Power and Politics, Maslow's Hierarchy of Needs, Two-Factor Theory of Motivation, Alderfer's ERG Theory, McClelland's Need based Motivational Model.

Unit V:

Foundation of Organizational Structure: Conflicts and Negotiations, Types of Conflict, Conflict Resolution Strategies, Organization Structure, Types of Organization Structures, Organization Change and Stress Management, Self Management, Managing Careers.

Essential Readings:

1. Stephen P. Robbins and David A. Decenzo, Fundamentals of Management, 9/e, Pearson Education, 2016.
2. K.Ashwathappa, Organizational Behaviour, Himalayan Publishing House, 2017.
3. Moorhead, Griffin, Managing Organizational Behavior, Cengage 2013.

Suggested Readings:

1. P.G. Aquinas, Organizational Behavior Concepts, Realities, Application and Challenges, 2/e, Excel Books 2012.
2. Laurie Mullins, Management and Organizational behaviour, Pearson 2013.
3. Fred Luthans, Organizational Behavior, 12/e, Tata McGraw Hill Education, 2013.
4. Nelson, ORGB, Cengage, 2/e, 2012.
5. ChandraShekhar Dash, Organizational Behavior, International Book House, 2013.
6. Jennifer M. George, Gareth R Jones, Understanding and Managing Organizational Behavior, Pearson, 2009.

Journals:

1. Vikalpa, IIMA.
2. IIMB review.
3. Indian Journal of Industrial Relations, New Delhi.



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II Year/ Semester-I

L	T / P	C
3	1/0	4

A93003/C: CARBON FINANCE

(Open Elective)

Course Objectives:

- Understanding the science of climate change and related impact on the environment.
- Carefully examine the financial tools and techniques that can be applied to combat climate change in the context of evolving global policy.
- Understand the challenges and opportunities of investing in energy efficiency in the real estate sector.
- Understand the challenges and opportunities of investing in the capture and sequestration of greenhouse gases from fossil fuel production.
- Analysis of the most recent and innovative investment tools and products for tackling climate change

Course Outcomes: at the end of this course students will be able to

- Identify the problem and can address the problem with carbon finance
- Analyse the financial tools that have been used and their relative effectiveness in combating climate change.
- Evaluate the challenges and opportunities of investing in energy efficiency in the real estate sector.
- Evaluating the challenges and opportunities of investing in the capture and sequestration of greenhouse gases from fossil fuel production.
- Finance the renewable energy projects and increase the availability of the renewable energy projects through project financing.

Unit I:

Capital Markets Tools: Understanding the Science of Climate Change and Related Impact on the Environment, Critical analysis of Carbon Markets, Including Allowance Markets and Carbon Credit Offset Programs. The EU Emissions Trading System, The Kyoto Protocol and the Clean Development Mechanism, International Treaties and Market-based Mechanisms, Credit Trading Systems, and Forestry Offsets.



Unit II:

Investment Tools: Investing in Companies and Projects that have the Potential to Reduce Emissions of Greenhouse Gases, Including Renewable Energy Sectors such as Biofuels, Wind and Solar.

Unit III:

Financing Energy Efficiency: Evaluating the Challenges and Opportunities of Investing in Energy Efficiency in the Real Estate Sector

Unit IV:

Carbon Capture and Sequestration: Evaluating the Challenges and Opportunities of Investing in the Capture and Sequestration of Greenhouse Gases from Fossil Fuel Production.

Unit V:

Socially Responsible Investing: Analysis of the Most Recent and Innovative Investment Tools and Products for Tackling Climate Change, Including the Movement to Divest Portfolios of Fossil Fuel Investments, and the Growth of the Green Bond Sector.

Essential Readings:

1. Sonia Labatt, Rodney R. White, Carbon Finance: The Financial Implications of Climate Change, Wiley, May 2007.
2. Sahoo, Climate Mitigation and Carbon Finance: Global Initiatives and Challenges, New India Publishing Agency, January 2012.

Suggested Readings:

1. Bruce usher, Renewable Energy, The earth institute Columbia University, 2012.
2. Frank Ackerman and Elizabeth A. Stanton, Climate Economics: The State of the Art, Routledge; 1/e, 2013.
3. Yulia Veld-Merkoulova, Svetlana VitevaCarbon, Carbon Finance: How Carbon and Stock Markets are affected by Energy Prices and Emissions Regulations, Springer; 1st ed. 2016
4. Axel Michaelowa, Carbon Markets or Climate Finance: Low Carbon and Adaptation Investment Choices for the Developing World, Routledge, 1/e, 2012.

Journals:

1. Energy policy
2. Journal of Cleaner production
3. Global Environmental Change



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II Year/ Semester-I

L	T / P	C
3	1/0	4

A93003/D: PROJECT MANAGEMENT

(Open Elective)

Course Objectives:

- To understand the concept of Project Management.
- To know about the different approaches to project screening and planning.
- To explain about the factors of risk involved in project execution.
- To understand about team leading and functional cooperation.
- To know about the project performance and future trends in the project management.

Course Outcomes: At the end of the course students will be able to

- Explain about the life cycle and other concepts of Project Management.
- Apply different approaches to project screening and planning
- Analyze different risk factors in project execution
- Estimate how to lead a team, to get functional cooperation
- Build performance evaluation reports and future trends in project management.

Unit I:

Introduction to Project Management: Meaning, Need, Principles, Project Lifecycle and its Phases, Project Management Research in brief, Project Management today, Organization Strategy, Structure and Culture, Format of Organization Structure, Stakeholder Management, Organization Culture, Creating a Culture for Project Management.

Unit II:

Project Identification and Planning: Defining the Project, Project Identification Process, Approaches to Project Screening and Selection, Project Planning, Work Breakdown Structure, Financial Module, Getting Approval and Compiling a Project Charter, Setting up a Monitoring and Controlling Process.

Unit III:

Project Execution: Initiating the Project, Controlling and Reporting Project Objectives, Conducting Project Evaluation, Risk, Risk Management Factors, Project Management, Four Stage Process, Risk Management an Integrated Approach, Cost Management, Creating a Project Budget.



Unit IV:

Leading Project Teams: Building a Project Team, Characteristics of an Effective Project Team, Achieving Cross-Functional Cooperation, Virtual Project Teams, Conflicts Management, Negotiations.

Unit V:

Performance Measurement and Evaluation: Monitoring Project Performances, Project Control Cycles, Earned Value Management, Human factors in Project Evaluation and Control, Project Termination, Types of Project Terminations, Project Follow-up, Current and Future Trends in Project Management.

Essential Readings:

1. Gray, Larson, Project Management, Tata McGraw Hill, 2015
2. Jeffery K. Pinto, Project Management, Pearson Education, 2015

Suggested Readings:

1. Enzo Frigenti, Project Management, Kogan, 2015
2. R. Panneerselvam & P. Senthil Kumar, Project Management, PHI, 2015
3. Thomas M. Capps, Financially Focused Project Management, SPD, 2008.



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II Year/ Semester-I

L	T / P	C
3	1/0	4

A93004/F: INDIAN FINANCIAL SYSTEMS

Course Objectives:

- To provide insights into basic characteristics and process of Indian Financial Systems
- To understand the functioning of various Banking and Non-Banking Institutions
- To identify the importance of Commercial Banking and Merchant Banking in India
- To study about major differences between Leasing & Hire Purchasing
- To create awareness about the various Financial Services available in the market.

Course Outcomes: At the end of the course students will be able to

- Explore the investment options in primary, secondary markets and Money & Capital Markets.
- Analyse the Regulatory framework of Financial Institutions in India and
- Explore the investment opportunities offered by Commercial Banks & Merchant Banking.
- Make effective decisions for leasing and hire purchasing.
- Venture the capital financing and also work for good credit ratings for the Financial Services.

Unit I:

Financial Systems Overview: Organizational Structure of the Indian Financial System, Major Components, Classification of Financial System, Financial Markets, Functions and Significance of Primary Market and Secondary Market, Capital Market & Money Market.

Unit II:

Financial Institutions & Regulatory Framework: Financial Institutions: Types of Banking and Non-Banking Financial Institutions. Constitution, Objectives Functions of IDBI, SFCs, SIDCs, LIC, EXIM Banks. Regulatory Framework: Introduction to regulatory framework, Company Law Regulations, Securities Contracts (Regulation) Act, Securities Contracts (Regulation) Rules (SCRRS), Reserve Bank of India (RBI) Securities and Exchange Board of India (SEBI), Buy Back of Securities

Unit III:

Commercial Banks & Merchant Banking: Commercial banks: Role of Commercial Banks, Functions of Commercial Banks, Investment Policy of Commercial Banks. Merchant Banking: Concept Evolution of Merchant Banking to India, SEBI Regulations to MB 1992, Functions of MB. SEBI Guidelines related to Issue Management.



Unit IV:

Leasing & Hire Purchasing: Leasing: Meaning, Definition, Advantages to Lessor and Lessee, types of Leases, Operating and Finance Lease, Leverage Lease, Sales and Lease Back, Leveraged, Cross Border. Hire Purchasing: Concepts & Characteristics, Legal and Tax Framework, Financial evolution of Hire Purchase Details.

Unit V:

Other Financial Services: Credit Rating: Steps in Credit Rating, Rating Symbols and Meaning, Credit Rating, Agencies (CRISIL, ICRA, CARE), Venture Capital Financing (VCF): Meaning, Steps in VCF Methods of VCF, Disinvestment Mechanism in India. Other services like Mergers and Acquisitions, Insurance & Other Services.

Essential Readings:

1. E. Gordon and K. Natarajan, Financial Markets and Services, 11/e, Himalaya Publishing House, 2016.
2. M.Y. Khan, Indian Financial System, 10/e, Tata McGraw Hill, 2017.

Suggested Readings:

1. Meir Kohn, Financial Institutions and Markets, 2/e, Oxford University Press, 2013.
2. Bhole, Financial Institutions and Markets, 6/e, Tata McGraw Hill, 2017.
3. PathakBharthi, Indian Financial System, 5/e, Pearson, 2018.

Journals:

1. Indian Journal of Finance
2. Journal of Banking and Finance
3. Journal of Money, Credit and Banking



ANURAG UNIVERSITY

MBA II Year/I Semester

L	T/P	C
3	1/0	4

A93004/M:CONSUMER BEHAVIOUR

Course Objectives

- To understand the concepts of consumer behaviour
- To explain the influence of psychographic dimensions on consumer behaviour
- To know the cultural and group dynamics in consumer decision making process
- To identify the relevance of consumer decision making models to marketer
- To distinguish between consumer and organizational buyer behaviours

Course Outcomes: At the end of the Course students will be able to

- Apply the concepts of consumer behaviour in STP decisions and strategy development
- Identify the role of psychographic influences on consumer decision making and adapt strategies accordingly
- Develop differentiated strategies for consumer markets on the basis of the cultural and group influences
- Apply the concepts of consumer decision making models and deduce strategies
- Develop differentiated strategies for consumer and organizational buyers

Unit I:

Introduction to Consumer Behaviour: Consumer Behaviour, Applications to Marketing, Market Segmentation Strategies, Positioning Strategies, Opportunity Identification, Market Analysis and Evaluation.

Unit II:

Psychographic Dimensions: Consumer Motivation, Motivational Theories, Consumer Perception, Components of Learning, Theories of Learning, Attitudes, Functions of Attitude, Attitude Models, Personality, Personality Theories

Unit III:

Culture and Group dynamics: Characteristics of Culture, Sub-cultures, Cross-Cultural Influences, Social Factors, Reference Groups, Types of Reference Groups, Reference Group Influences, Family Life Cycle Stages, Family Influences, Opinion Leadership.



Unit IV:

Consumer Decision Models: Consumer Decision Making Process, Pre Purchase, Purchase and Post Purchase Behaviour, Nicosia Model of Consumer Decision Making, Howard-Sheth Model, Engel, Blackwell, Miniard Model.

Unit V:

Organizational Buyer Behaviour: Organizational Buyer Characteristics, Organizational Buyer Decision Process, Online buying Behaviour, Global Consumer Behaviour.

Essential Readings

1. Kumar, Leon G, Schiffman, Joe, Wisenblit, S. Ramesh, Consumer Behaviour, 12/e, Pearson, 2018
2. Zubin Sethna, Jim Blythe, Consumer Behaviour, 4/e, Sage, 2019
3. David L. Mothersbaugh, Del I. Hawkins et.al., Consumer Behaviour, Building Marketing Strategies, 13/e, McGraw Hill, 2019

Reference Books

1. Michael R. Solomon Consumer Behaviour: Buying, Having, & Being, Pearson, 12/e, 2017
2. David L. Loudon and Albert J. DellaBitta, Consumer Behaviour, Tata McGraw Hill Education, 4/e, 2011
3. Suja R Nair, Consumer Behaviour and Marketing Research, Himalayan Publishing House, 2/e, 2015

Journals:

1. Journal of Consumer Behaviour
2. Indian Journal of Marketing
3. International Journal of Marketing and Advertising



ANURAG UNIVERSITY

II Year/ Semester-I

L	T / P	C
3	1/0	4

A93004/H:MANAGING EMPLOYEE PERFORMANCE AND COMPENSATION

(HR Specialization)

Course Objectives:

- To explain the significance and process of Performance Management and also Legal and Ethical Problems in Performance Appraisal.
- To analyze the different Appraisal Methods and Metrics.
- To Interpret the Employee Assessment and different Techniques.
- To understand the Compensation and Reward Management in the Organization.
- To design the Pay Structures of the Organizations.

Course Outcomes: At the end of the course students will be able to

- Analyze the Performance Management Process and different Legal and Ethical problems in Performance Appraisal.
- Identify the appropriate Performance Appraisal methods and of Metrics.
- Evaluate the Employee Assessment and different techniques like Balanced Score Card, Competency Mapping etc.
- Analyze the components and new Trends of Compensation and Reward System.
- Design the Pay for Knowledge Program and Building Pay Structures for Individual Contributions.

Unit I:

Performance Management: Scope and Significance, Advantages of Performance Management, Organizational Structure, Impact of Organizational Structure and Operational Problems, Performance Management Process, Performance Management Vs Performance Appraisal, Legal and Ethical Perspectives in Performance Appraisal, Performance Mentoring, Performance Management and Strategic Planning.

Unit II:

Communication of Performance Expectations: Job Description, Defining Performance and Choosing a Measurement Approach, Measuring Results and Behaviors, Gathering Performance Information, Presentation, Information and Taking Corrective Action, Metrics- Types of Metrics, Critical Success Factors, Indicators, Managing Metrics, Ownership and Responsibility.



Unit - III:

Performance Management and Employee Development: Performance Management Skills, Performance Management Framework, Employee Assessment System, Role of HR Professionals in Performance Management, Performance Feedback and Counselling, Benchmarking, Six Sigma, Competency Mapping, Balance Score card.

Unit-IV:

Introduction to Compensation Management: Concept of Compensation, Exploring and Defining the Compensation Context, Compensation Dimensions, Role of Compensation in Organization, Non Financial Compensation System, Concept of Reward, Concept of Total Reward System, New Trends in Compensation Management, The 3P Compensation Concept.

Unit-V:

Designing Compensation System: Building Internally Consistent Compensation System, Creating Internal Equity through Job Analysis and Job Evaluation, Building Market Competitive Compensation System, Compensation Surveys, Integrating Internal Job Structure with External Market Pay Rates, Building Pay Structures that Recognize Individual Contributions, Constructing a Pay Structure, Designing Pay for Knowledge Program.

Essential Readings:

1. Soumendra Narain Bagchi, Performance Management, 2/e, Cengage Learning 2013.
2. Herman Aguinis, Performance Management, 3/e, Pearson, 2014.

Suggested Readings:

1. Henderson, Richard I. Compensation Management in a Knowledge Based World, 9/e, Pearson, 2007.
2. Dr. Kanchan Bhatia, Compensation Management, Himalaya Publishing House, 2011.

Journals:

1. International Journal of Human Resource Management: Cambridge University Press.
2. International Journal of Human Resource Management: Chartered Institute of Personnel and Development (CIPD).



ANURAG UNIVERSITY

II Year/ Semester-I

L	T / P	C
3	1/0	4

A93005/F: INVESTMENT MANAGEMENT

Course Objectives:

- To know the basic Investment Analysis and Investment Process.
- To know the concepts of Portfolio.
- To understand the process of Bond Valuation.
- To explain equity valuation models, Fundamental & Technical Analysis.
- To know the performance models of Mutual Funds with various evaluation models.

Course Outcomes: At the end of this course, the students will be able to

- Describe the Investment Process & Avenues.
- Apply various techniques for Construction of an Efficient Portfolio.
- Apply the concepts of bonds in Valuation.
- Apply advanced Evaluation Techniques of Securities for Equity valuation.
- Evaluate Mutual Funds schemes by using in Different Models of Mutual Funds.

Unit I:

Introduction to Investment: Investment, Speculation and Gambling, Features of Investment, Investment Avenues, Investment Process.

Unit II:

Portfolio Analysis: Risk and Return Analysis, Markowitz Portfolio Theory, Mean, Variance Approach, Portfolio Selection, Efficient Portfolios, Single Index Model, Capital Asset Pricing Model, Arbitrage Pricing Theory

Unit III:

Bond Valuation: Classification of Fixed Income Securities, Types of Bonds, Interest Rates, Term Structure of Interest Rates, Measuring Bond Yields, Yield to Maturity, Yield to Call, Yield to Maturity, Holding Period Return, Bond Pricing Theorems, Bond Duration, Active and Passive Bond Management Strategies, Bond Immunization, Bond Volatility, Bond Convexity.

Unit IV:

a) Equity Valuation: Equity Analysis & Valuation, Equity Valuation Models, Relative Valuation Techniques, Earnings Multiplier Approach, Valuation using P/E ratio, Price to Book Value, Price/Sales Ratio, Economic Value Added Approach.



b) Fundamental Analysis, Technical Analysis, Efficient Market Hypothesis.

Unit V:

Performance Evaluation: Mutual Funds, Types of Mutual Funds Schemes, Structure, Trends in Indian Mutual Funds, Net Asset Value, Risk and Return, Performance Evaluation Models- Sharpe Model, Treynor Model, Jensen Model, Fama's Decomposition.

Essential Readings:

1. Prasanna Chandra, Investment Analysis and Portfolio Management, 4/e, Tata McGraw Hill, 2017.
2. Kevin S, Security Analysis and Portfolio Management, 2/e, PHI, 2015.

Suggested Readings:

1. William.F.Sharpe, Gordon J Alexander & Jeffery V Bailey, Fundamentals of Investments, 3rd Edition, Prentice Hall, 2000.
2. ZVI Bodie, Alex Kane, Alan J Marcus & Pitabas Mohanty, Investments, 11/e, McGraw Hill, 2019.
3. Donald E Fischer, Ronald J Jordan, Security Analysis and Portfolio Management, 6/e, Pearson, 2012.

Journals:

1. The Journal of Portfolio Management.
2. International Journal of Investment Management.
3. Journal of Financial Markets



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II Year/ Semester-I

L	T / P	C
3	1/0	4

A93005/M: SALES AND RETAIL MANAGEMENT

Course objectives:

- To recognize the importance and process of sales management
- Understand the planning process of sales management
- Explain the elements of sales force management
- Discuss the retail management functions and strategies
- Study the store management techniques

Course Outcomes: At the end of the Course students will be able to

- Develop sales and relationship management skills required for an organization.
- Design an effective sales plan and budget
- Apply suitable techniques of organizing, staffing and training sales force
- Develop retail planning strategies
- Implement relevant store management techniques

Unit I:

Introduction: Evolution of Sales Management, Nature and Importance, Roles, Types and Skills of Sales Managers, Sales Objectives, Strategies and Tactics, Emerging Trends, Linking Sales and Distribution Management, Buying Decision, Sales Knowledge and Sales Related Marketing Policies, Sales Process, Transactional and Relationship Selling

Unit II:

Sales Planning and Budgeting: Strategic Planning, Role of Marketing & Sales, Marketing & Personal Selling Strategies, Sales Strategy, Developing Sales Forecast, Forecasting Approaches, Sales Budget, Defining Sales Territories, Procedures, Assigning Territories, Managing Territories, Sales Quotas

Unit-III:

Sales Force Management: Concepts of Sales Organization, Types of Sales Organization Structures, Specialization within Sales Organization, Sizing and Staffing the Sales Force, Training and Motivating Sales Force, Compensating and Leading Sales Force, Sales force Expenses, Marketing Audit, Sales Force Audit, Evaluating and Controlling the Performance of Sales Force.



Unit IV:

Retailing Management: Introduction, Functions of Retailing, Types of Retailing, Retailing Strategy, Target Market & Retail format, Growth Strategies, Strategic Retail Planning Process, Retail Organization Structures, Retail pricing Strategies, Pricing Adjustments, Promoting the Merchandise

Unit V:

Store Management: Objectives of a Good Store Design, Store Design, and Store Layout, Space Planning, Merchandise Presentation Techniques and Atmospherics. Location strategies: Shopping Centers, Freestanding Sites, Location and Retail Strategies, E-tailing.

Essential Readings:

1. Still, Cundiff, Govoni, Sandeep Puri, Sales and Distribution Management, 6/e, Pearson, 2017
2. Levy & Weitz, Retailing Management, 8/e, Tata McGraw Hill Education, 2017
3. Tapan K Panda, Sunil Sahadev, Sales and Distribution Management, 3/e, Oxford, 2019

Suggested Readings:

1. Krishna K. Havaldar, Vasant M. Cavale Sales and Distribution Management, 3/e, McGrawHill, 2017.
2. Berman, Retail Management, A strategic Approach, 13/e, Pearson India, 2018.
3. Philip Kotler, Gary Armstrong, Principles of Marketing, 17/e, Pearson, 2018.

Journals:

1. Journal of Personal selling and Sales Management
2. Journal of Retailing
3. Journal of Retailing and Consumer Services



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II Year/ Semester-I

L	T / P	C
3	1/0	4

A93005/H: TALENT ACQUISITIONS

(HR Specialization)

Course Objectives

- To understand the role of talent management to build sustainable competitive advantage.
- To explain the Strategic Trends in Talent Acquisition.
- To know the Process of recruitment, selection and employee engagement.
- To understand the concept of employee retention.
- To explain Emerging trends in talent acquisition practices

Course Outcomes: Students will be able to

- Analyze the role of talent management to build Sustainable competitive advantage.
- Evaluate the strategic trends in talent acquisition.
- Implement psychometric and assessment test for selecting the best talent in the organization.
- Design the appropriate retention and compensation strategies for employee engagement.
- Analyze and adopt the emerging trends in talent acquisition practices.

Unit I:

Introduction to Talent Management: Concept, Meaning, Objectives, Role of Talent Management in Building Sustainable Competitive Advantage to a firm, Talent Vs. Knowledge, Consequences of Failure in Managing Talent.

Identifying and Assessing High Potential: Current Organizational Practices, Case studies

Unit II:

Talent Acquisition: Job Analysis, Questionnaires, Interviews, Developing Job Description and Job Specification, Attracting and Recruiting the Best Talents, Strategic Trends in Talent Acquisition, Talent Acquisition Management Solutions.

HR Planning for Talent Management: Evaluation of Factors Effecting HRP, Case studies.

Unit III:

Recruitment and Selection Process: Introduction, Sources of Recruitment, Psychometrics, Use of Assessment Centers, Selection Errors and Minimizing Selection Errors, Reliability and Validity of Selection Tests, Choosing Suitable types of Interviews, Formulating a Recruitment Strategy for Senior level Executives.



Employee Engagement: Process and Outcomes of Employee Engagement, Ways of achieving Employee Engagement, Talent Development: Need, Analysis, Knowledge Management, Competency Development, Developing Leadership Talent.

Unit IV:

Employee Retention: Comprehensive Approach to Employee Retention, Managing Voluntary Turnover, Dealing with Job Withdrawal.

Strategic Compensation plan for Talent Engagement: Defining the Elements of Total Rewards, Designing Integrated Rewards, Career and Succession Planning.

Unit V:

New paradigms in Talent Acquisition: Employer Branding, Candidate Experience, Emotional Intelligence, Internet based Selection, Social Recruiting, Artificial Intelligence, Chatbots, Data Analytics, Diversity and Inclusion, Equality and Legal issues

Essential Readings:

1. Gowri Joshi and Veena Vohra, Talent Management, Cengage Learning. 2018.
2. Dessler Gary, Varkkey Biju, Fundamentals of Human Resource Management, Pearson Publication, 14/e, 2019.

Suggested Readings

1. K. Ashwathappa, Human Resource and Personnel Management, Tata McGraw Hill, 2017.
2. Lance A. Berger, Dorothy R. Berger, Talent Management Hand Book, McGraw Hill, 2018.

Journals

1. Management and Labour Studies (MLS) , XLRI School of Business and Human Resources
2. International Labour Office, Geneva



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II Year/ Semester-I

L	T / P	C
3	1/0	4

A93006-F: FIN TECH

Course Objectives:

- To provide students with an overview of FinTech and introductions to its applications in financial services.
- To make them understand digital Payments, Cryptocurrencies and Blockchain concepts.
- To explain and exercise Digital and Alternative Finance, Artificial intelligence.
- To teach the FinTech Regulation and RegTech.
- To develop knowledge and skills for security of information and information systems within FinTech organizations.

Course Outcomes: At the end of this course, the students will be able to

- To develop a broad understanding of the recent FinTech development and its impact on different parts of the financial world.
- To understand Payment Systems, Cryptocurrencies and Blockchain.
- To understand and analyze Digital and Alternative Finance, Artificial intelligence.
- To understand FinTech Regulation and RegTech.
- To know the rapidly evolving and critical international arenas of Privacy, Information Security, and Critical Infrastructure for FinTech.

Unit I:

Introduction: FinTech, FinTech Transformation, Evolutions, FinTech Typology, Emerging Economics Opportunities and Challenges. From too-small-to-Care to too-big-to-fail, FinTech Regulation.

Unit II:

Payments, Cryptocurrencies and Block chain: Introduction to Payments, Mobile Money and Regulation of Mobile Money, RTGS Systems, ABCDs of alternative Finance, Crypto Currencies, Legal and Regulatory Implications of Crypto Currencies, Overview of Blockchain Technology.

Unit III:

Digital Finance and Alternative Finance: History of Financial Innovation, Digitization of Financial Services, AI role in Transforming the Future of FinTech and overview of AI, Lending and Crowd Funding.

**Unit IV:**

FinTech Regulation and RegTech: FinTech Regulations, Evolution of RegTech, RegTech Ecosystem, Financial Institutions, Start-ups, Challenges and Regulators.

Unit V:

Data and TechFin: Data Regulation, Data in Financial Services, Application of Data Analytics in Finance, Methods of Data Protection, New Challenges of AI and Machine Learning, Data, Metadata and Differential Privacy.

Essential Readings:

1. Pranay Gupta, T Mandy Tham, Fintech: The New DNA of Financial Services, 1/e, DeG Press, 2018.
2. Susanne Chishti & Janos Barberis, The FinTech Book-The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries, Wiley, 2016.

Suggested Readings:

1. Richard Hayen, FinTech: The Impact and Influence of Financial Technology on Banking and the Finance Industry, Kindle Edition, 2016.
2. Digital Press, Scorpio, FINTECH: Beginner Guide to Fintech Innovation, Regulation and Startup, Kindle Edition, 2019.
3. Swanson, Seth, FinTech For Beginners: Understanding & Utilizing the Power of Financial Technology, Kindle Edition, 2016.

Journals:

1. Journal of Banking and Financial Technology.
2. Journal of Banking & Finance.
3. Journal of Management Information Systems.



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II Year/ Semester-I

L	T/P	C
3	1/0	4

A3006/M:CUSTOMER RELATIONSHIP MANAGEMENT

Course objectives:

- To outline the need for customer relationship management applications
- To explain the customer profiling and CLV concepts
- To explore the concepts of customer acquisition and retention process through CRM
- To describe the CRM strategy development and implementation
- To understand the applications of CRM in digital media.

Course Outcomes: At the end of the course the student will be able to

- Identify the need and implications of customer relationship management in an organization
- Apply the customer lifetime value analysis techniques
- Determine and develop the customer value propositions using CRM strategies
- Evaluate the effectiveness of CRM implementation strategies
- Identify and adopt the opportunities arising from latest developments of CRM trends

Unit I:

Introduction to CRM : Introduction, Need, Evolution and Growth of CRM, Components of CRM, Benefits of CRM, CRM significance to Stakeholders, Value to the Customer, Managing the Customer Life Cycle, Customer Acquisition, Retention.

Unit II:

Customer Portfolio: Customer Profile Analysis, Customer Portfolio Management, Customer Perception, Customer Experienced Value, Customization, Selection of Profitable Customer Segments, Customer Life Time Value.

Unit III:

Value Creation Process: Value Proposition, Sources of Customer Value, Value Assessment, Value through Marketing Mix, Acquisition, Customer Retention, Customer Satisfaction, Customer Retention Strategies, Types of Relationship Management, Models of CRM.



Unit IV:

Strategic CRM: CRM Process, CRM Perspectives, Steps in Developing a CRM strategy, Characteristics of a Defined CRM strategy, Types of CRM Implementation Projects, CRM Implementation Effectiveness, Challenges in Implementation,

Unit V:

Analytical CRM: CRM Tools: Analytical CRM, Operational CRM, e-CRM, Functional Components of e CRM, CRM in Social Media, Applications of CRM in B2B and B2C, Data warehousing, Data mining for CRM

Essential Readings:

1. Jagadish N Sheth, Parvatiyar Atul, G Shainesh, Customer Relationship Management, 1/e, 2017.
2. V. Kumar, Werner Reinartz, Customer Relationship Management – Concept, Strategy and Tools, 3/e, Springer, 2018.

Suggested Readings:

1. Francis Buttle, Stan Maklan, Customer Relationship Management: Concepts and Technologies, 3/e, Routledge, 2015.
2. Paul Greenberg, CRM at the speed of light, 4/e, Tata McGraw Hill Education, 2017.
3. N H Mullick, Customer Relationship Management, 1/e, Oxford University Press, 2016.

Journals:

1. Journal of marketing research, Sage, Bimonthly
2. Indian Journal of Marketing, Monthly
3. International Journal of Customer Relationship Marketing and Management



ANURAG UNIVERSITY

II Year/ Semester-I

L	T/P	C
3	1/0	4

A93006/H:LEARNING AND DEVELOPMENT

(HR Specialization)

Course Objectives:

- To Study the forces involved in the process of learning in different organizations and analyze their effectiveness.
- To Understand the forces influencing working & learning
- To explain the training needs analysis and prepare the contents of the training programs.
- To study the various training methods and training program implementation.
- To understand the self assessment through different tools like FIRO-B etc

Course Outcomes: At the end of course students will be able to

- Analyze the concepts of learning and development and its role in organization Development.
- Designing Effective Training and Learning Environment.
- Evaluate the training needs analysis and prepare the contents of the training programs
- Apply the suitable training methods for effective implementation of the training program
- Apply the self assessment tools like FIRO-B etc. for self awareness and effective learning

Unit I:

Introduction to Employee Learning and Development: Learning, Meaning and Significance, The Forces Influencing Working and Learning, Classification of Learning Capabilities, Learning Theories: Reinforcement Theory, Social Learning Theory, Goal Theories, Expectancy Theory, Adult Learning Theory, Pedagogy and Andragogy, The basic Principles of Learning, The Learning Process, Mental and Physical Processes, The Learning Cycle, Instructional Emphasis for Learning Outcomes.

Unit II:

Learning and Training: Introduction, Relationship, Meaning, Designing Effective Training, Forces Influencing working & Learning, Strategic Training, Work Environment, Characteristics Influencing Transfer of Training, Organizational Environments Encouraging transfer.



Unit-III:

Training Need Analysis: Analysis of Skill Variety and Task Identity, Evaluating the Skill, Gap Analysis, Data collection, Analysis and Interpretation. Meaning and Significance of Training Design and Development, Principles of Training Design, Design Process, Identifying the Training Objectives, Determining Structure, Content, Duration, Method, Learning Activities.

Unit-IV:

Training Implementation: Choosing Training Methods, Technology's Influence on Training Designing the successive Approximations, Five Steps in Program Design, Outlining Program Sequences and Themes, Compose Detailed Syllabus, Modular Approach to Program Design, Building in Flexibility, Monitoring and Improving Training Program, Evaluate the Training Program.

Unit -V:

Learning Cycle: Learning Cycle, Instructional Emphasis on Learning and Development, The Forces Influencing Effective Learning Strategies in Organizations, Exercises on Self Assessment, Self awareness Questionnaires, Fundamental Interpersonal Relations Orientation, Behaviour (FIRO-B), Setting Goals for Subordinates, Coaching, Counselling and Mentoring, Empowering People through Delegation, Working with Teams

Essential Readings:

1. P Nick and Blanchard, Effective Training, 6/e, Pearson Education/PHI, 218.
2. Noe A Raymond, Employee Training & Development, 5/e, McGraw Hill Publication, 2017.
3. Rolf Lynton, Udai Pareek, Training for development, Sage Publications, 2011

Suggested Readings:

1. Gupta B.L, Management Training and Development, 1/e, Vrinda Publications, 2011.
2. Dr. Rishipal, Training and Development Methods 1/e, S. Chand, 2011.
3. Ruchi Srivastava, Personal Growth and Training & Development, 1/e, Vrinda Publications, 2011.
4. Dr. B. Janakiraman, Training & Development, Biztantra, Wiley Dreamtech, 2005.
5. Ratan Reddy, Effective HR Training Development Strategy, Himalayan Publishing House, 2005.

Journals:

1. International Journal of Learning and Development-Published Quarterly (Scopus)
2. European Journal of Training and Development, Published Annually



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II Year/ Semester-I

L	T / P	C
1	0/ 2	2

A93101: PERSONALITY DEVELOPMENT AND CAREER BUILDING LAB

Introduction:

The world is in need of skilful employees who can contribute towards organizational growth. The professionals are expected to be confident and maintain amicable relations with clients and customers. With this backdrop, this course helps the students understand the importance of various aspects of professional life.

The course aims at making the students familiar with the corporate world and grooms them accordingly. This course is designed to improvise communication principles, interpersonal communication and public speaking of learners.

Course Objectives:

- To prepare the students to understand and acquire different personality traits
- To mould the students for global challenges and international careers
- To excel the students in areas of self – management and Ethics at work place

Course Outcomes:after completion of the course students will be able

- Apply the learning from the class in day-to-day life
- Manage and Implement their expertise in personal and professional life
- Evaluate their learning everyday and enhance the requisite skills

Exercise- I:

Self – Improvement: Self Esteem, SWOT-Analysis, Attitude, Image Matters

Exercise – II:

Communication Essentials: Communication Basics, Barriers to Communication, Listening Skills, Communication Styles, Fitting In and Getting Along, Communicating Electronically

Exercise – III:

Work Skills: Self-Management Tools, Efficient Work Habits, Our Diverse Society, Understanding Other Cultures, Fairness in the Workplace, Right and Wrong in the Workplace



Exercise – IV:

Leadership Skills: What Makes a Leader, Empowering and Influencing Others, Leading Change and Innovation

Exercise – V:

Career Planning: Analyse Your Interest and Qualifications, Networking and Other Sources of Job Leads, Job Search Documents, the Job Interview, Planning Your Career, Networking – It Never Stops

Minimum Requirement of infra structural facilities for PDCB Lab:

A Spacious room with movable chairs and audio-visual aids with Public Address System etc.

Suggested Readings:

1. Masters Wallace, Personal Development for Life and Work, CENGAGE Learning.
2. Covey, Stephen, Seven Habits of Highly Effective People, Simon and Schuster, Inc., New York, 1989.
3. Ruble, Peter “Is Perception Reality?”, www.ezinearticles.com
4. Peale, Norman V., The Power of Positive Thinking, Simon and Schuster, New York, 2002.
5. Carneige, Dale, How to win friends & Influence People, Maanu Graphics Publishers.
6. Sharma, Robin, Jaico, The Monk Who Sold His Ferrari



ANURAG UNIVERSITY

II Year/ Semester-I

L	T / P	C
0	0/2	2

A93102: INTERNSHIP

Course Objective: The Objective of this course is to Engage and Empower Students by allowing them to discuss and Solve Real Business Challenges.

Course Outcomes: At the end of the course the students are able to

1. Demonstrate their ability to apply learned skills and also students push boundaries
2. Propose and explore much needed solutions across disciplines and cultures.
3. Improve the personality and become confident to face the employment process.

Exercise:

1. Apply Business Concepts and Theories to Real-World Decision-Making.
2. Address the Specific Business Disciplines; such as Human Resources Management, Operations Management, Marketing, Accounting, Statistics, Economics, Finance, and Business Law.
3. Observe and Participate in Business Operations and Decision-Making.



ANURAG UNIVERSITY

II Year/ Semester-II

L	T / P	C
3	1/0	4

A94004/F:INTERNATIONAL FINANCE

(Finance Specialization)

Course Objectives:

- To understand the international financial transactions and relationships in order to benefit from globalization and international monetary system.
- To describe the foreign exchange markets and foreign exchange risks and its management and international capital market based on the parity conditions.
- To study the Euro currency market, euro bond market and other euro markets.
- To understand the international investment instruments and how to invest.
- To understand the international tax environment and approach to International Project appraisal.

Course Outcomes: At the end of the course students will be able to

- Identify the Operational aspects of international markets, Analyse the Balance of payments.
- Enable to participate in the forex market by determining the exchange rate and can arbitrage in international capital markets.
- Able to hedge foreign bonds, calculate Risk & Return from Foreign Equity Investments.
- Identify derivative instruments and strategies used by multinational corporations to hedge financial risks.
- Apply capital budgeting techniques and Practice International Project appraisal.

Unit I:

International Finance Relationships: Importance of International Finance, Scope of International Finance, Globalization of the World Economy, Goals of International Finance, The Emerging Challenges in International Finance, Balance of Payments: Accounting Principles, Components, Balance of Payment Identity Indian Heritage in Business, Management, Production and Consumption, Evolution of International Monetary Systems

Unit II:

International Foreign Exchange Systems: Exchange Rates and Markets: Foreign Bank Note Market, Spot Foreign Exchange Market, Exchange Rate Quotations, spread, Factors Affecting Exchange Rates, Structure of Foreign Exchange Markets, Arbitrage, Forward Quotations



(Annualized Forward Margin). International Foreign Exchange Markets, International Parity Relationships & Foreign Exchange Rate: Interest Rate Parity, Purchasing Power Parity & Fishers Parity, Forecasting Exchange Rates, Global Financial Markets & Interest Rates.

Unit III:

International Portfolio Management: Euro Currency Bond Markets: Introduction to Euro Currency Market, Euro Bond Market, Competitive Advantages of Euro Banks, Control & Regulation of Euro Bond Market, Currency Hedging Foreign Bonds, International Equity Markets & Investments International Equity Market Benchmarks, Risk & Return from Foreign Equity Investments, Equity Financing in the International Markets, Depository Receipts, Emerging Equity Markets, Currency Hedging Foreign Stocks.

Unit IV:

International Financial Instruments: Currency Futures: Introduction to Currency Futures, Futures Contracts, Markets & the Trading Process, Hedging & Speculation with Interest Rate Futures. Currency Options: Introduction to Currency Options (Option on Spot, Futures & Futures Style Options), Currency Options in India and International. Other Currency derivatives: Currency swaps and their use, Uses and abuses of Currency Derivatives.

Unit V:

International Project Appraisal: International Capital Budgeting: Capital Budgeting Decisions, Incremental Cash Flows, Cash Flows at Subsidiary and Parent Company, Repatriation of Profits, Capital Budgeting Techniques, NPV, International Tax Environment, International Project Appraisal: Review of Net Present Value Approach (NPV), Option Approach to Project Appraisal, Project Appraisal in the International Context, Practice of Investment Appraisal.

Essential Readings:

1. Alan C Shapiro, Multinational Financial Management, 9/e, Wiley India, 2012
2. Maurice D Levi, International Finance, 3/e, Routledge, 2009
3. Sugata Ray, Principles of Quantitative Equity Investing: A Complete Guide to Creating, Evaluating, and Implementing Trading Strategies 1/e, FT Press- June 28, 2015.

Suggested Readings:

1. P G Apte, International Financial Management, 2/e, McGraw Hill Education, July 2017
2. Eun & Resnick, International Finance Management, 7/e, Tata McGraw Hill Education, Publication, July 2017.
3. Jeff Madura, International Finance Management, 7/e, Thomson Publication, January 2015.
4. David K Eiteman, Arthur I Stonehill, Michael H Moffett & Alok Pandey, Multinational Business Finance, 10/e, Pearson Publication, July 2015



Journals:

1. International Finance
2. Finance India
3. Indian Journal of finance



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L	T / P	C
3	1/0	4

A94004/M:DIGITAL MARKETING

(Marketing Specialization)

Course Objectives:

- To understand the importance and role of digital marketing in organizations marketing strategies
- To explain the social media marketing strategies
- To explain affiliate marketing promotion strategies
- To understand the role of CRM and digital analytics techniques
- To know the integrative digital and media strategies.

Course Outcomes: At the end of the course students will be able to

- Exhibit skills required to perform marketing functions in the digital media
- Develop the social media marketing strategy for consumer engagement.
- Design affiliate marketing promotion strategies
- Apply the CRM and digital analytics techniques for effective competitive advantage
- Adopt integrative digital and social media strategies

Unit I:

Introduction: Evolution of Digital Marketing, Importance, Scope, The Digital Consumer & Communities Online, Digital marketing Landscape.

Unit II:

Social Media Marketing: Ad words, ORM, Search Engine Marketing, PPC and Online Advertising, Social Media Marketing, Social Media Strategy & Customer Engagement.

Unit III:

Affiliate Marketing: Affiliate Marketing & Strategic Partnerships, Affiliate Marketing Networks, Promoting the Affiliate Products, Social Affiliate, Content Strategies.

Unit IV:

Analytics: CRM & CX in Digital Marketing, Digital Marketing, Data and Analytics, Social Listening, Web Analytics, Social media analytics



Unit V:

Integrating Digital & Social Media: Email Marketing, Mobile Marketing, Integrating Digital and Social Media, Strategies, Putting together the Digital Marketing Strategy 5 stages.

Essential Readings:

1. Ian Doodson, The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaign, Wiley, 2016
2. Simon Kingsnorth, Digital Marketing Strategy: An Integrated Approach to Online Marketing, Kogan Page Publishers, 2019
3. Social Media Marketing for Beginners: Create successful campaigns, Gain more Fans, and boost sales from any Social Network by F.R. Media, 2/e, June 2014

Suggested Readings:

1. Aleksej Heinze, Gordon Fletcher, Tahir Rashid, Ana Cruz, Digital and Social Media Marketing: A Results-Driven Approach, Routledge, 2016
2. Daniel Rowles, Digital Branding: A Complete Step-by-Step Guide to Strategy, Tactics and Measurement, Kogan Page Publishers, 2014
3. Ian Zimmerman and Deborah Ng, Social Media Marketing All in One For Dummies , 2012

Journals:

1. Journal of Direct, Data and Digital Marketing Practice
2. Journal of Digital and Social Media Marketing
3. Journal of Marketing Management



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L	T / P	C
3	1/0	4

A94004/H:HUMAN RESOURCE PLANNING AND DEVELOPMENT

(HR Specialization)

Course Objectives:

- To understand the purpose & process of human resource planning & development
- To know HR planning as a strategic process in the context of different organizational strategies.
- To explain HRD needs for organization growth & development
- To assess the impact of HRD Programs.
- To understand the global perspective of HRD

Course Outcomes: At the end of the course, the students will be able to

- Apply the human resource planning strategies to meet the organization requirements.
- Analyze HR Planning, Corporate strategies & Procurement Techniques.
- Evaluate the importance of HRD techniques & methods
- Relate the impact of HRD programs on organization effectiveness.
- Apply the Implications of Globalization on HRD

Unit I:

Human Resource Planning & Development: Human Resource Planning: Overview, Nature and Need of HRP, HRP and Corporate Objectives, Process, Methods and Techniques, HRP Tools and Techniques, Functions of HRD, HRD Climate, Roles & Competencies of HRD Professional, Aligning HRD with Corporate Strategy, Evolution of the HRD theory, Relationship Between HRP, HRM and HRD.

Unit II:

HR Planning and Corporate Strategies: HR Planning as Strategic Process, Employees as Resources, Goal Attainment, Linking HR Process to Strategy, Involvement in Strategic Planning Process, Strategic HR Planning Model, Staffing System, Model of Employee Behavior and Employee Influences Work System of Human Resource Planning, Human Resource Planning and Procurement Techniques



Unit III:

HRD Instruments: Purpose of Assessment, Different Level of Need Assessment (Personal/Task/Organizational/Strategic), Prioritizing HRD needs, A Systematic Approach to Training Need Assessment, Training & HRD process Model Designing Effective HRD Programs, Defining the Objectives of the HRD interventions, Make versus Buy Decision, Selecting the Trainer, Preparing a Lesson Plan, Selecting Training Methods, Preparing Training Materials, Scheduling HRD Programs.

Unit IV:

HRD Evaluation: Models and Frameworks of Evaluation, Assessing Impact of HRD Programs, Different Approaches for Evaluation like Stakeholder/Business Approaches like, ROI, Human Capital Measurement and HR Profit Center, Utility analysis etc. The Training Evaluation Process, Data Collection for HRD evaluation, Ethical issues concerning Evaluation

Unit V:

Global Perspectives of HRD: Implications of Globalization on HRD, Current and future International Trends in HRD, Cultural Diversity Management, HRD and Knowledge Management, Management Development and Management Education/Training, Socialization & Orientation of Employees, Employee Counselling and Wellness Services, Coaching and Performance Management

Essential Readings:

1. Deepak Kumar Bhattacharya, Human Resource Planning, 3/e, Excel Books, 2016,
2. T.V. Rao and Udai Parekh, Designing and Managing Human Resource System, 3/e, Excel Books, Oxford Publications, 2015.

Suggested Readings:

1. Josiane Fahed-Sreih Human Resource Planning for the 21st Century, Intechopen, 2018.
2. M. Sudhir Reddy, Human Resource Planning, Discovery Publishing House, 2005.
3. Monica Belcourt, Mark Podolsky, Strategic Human Resources Planning, Nelson Education Limited, 2018

Journals:

1. The International Journal of Human Resource Management
2. IBM, Smarter Workforce Institute



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II Year/ Semester-II

L	T / P	C
3	1/0	4

A94005/F:PROJECT FINANCE

Course Objectives:

- To explain the concepts of Project Finance.
- To explain the Project Finance Structure and how to analyze sources of capital.
- To teach Valuing the Project and Project Cash Flows.
- To explain to them how to manage Project Risks and Credit Risk in Project Finance.
- To teach and Make them understand how credit analysis is done by the lenders.

Course Outcomes: At the end of this course, the students will be able to

- To evaluate the concepts of Project Finance.
- To understand Project Finance Structure and how to analyze sources of capital.
- To analyze how to Valuing the Project and Project Cash Flows.
- To understand and experiment to manage Project Risks and Credit Risk in Project Finance.
- To understand and experiment the process of credit analysis by the lenders.

Unit I:

Project Finance Overview and Fundamentals: Introduction to Project Finance, Origin and Evolution of Project Finance, Reasons for Project Finance, Rationale and Scope, Parties to a Project Financing, Advantages and Disadvantages of Project Finance, Prerequisites to a Project Financing.

Unit II:

Project Finance Structure and Sources of Capital: Structuring, Key Project Parties, Key Contractual Parties, Key Transaction Documents and Contracts, Key Project Documents, Financing Documents, Capturing Cash Flows, Security Documents, Various Sources of Debt and Equity Capital. Public and Private Partnerships and Project Finance, Global Project Finance Markets, Sources of Funds for Large Projects

Unit III:

Valuing the Project and Project Cash Flows: Operating Cash Flows, Creating Cash Flow Models, Cost of Capital, Free Cash Flow and Capital Cash Flow, Methods of Valuing Projects, Credit Ratios, Accounting Ratios, Optimal Capital Structure of a Project.



Unit IV:

Managing Project Risks and Credit Risk in Project Finance: Risk Identification, Project Specific, Supply Risk, Off-take and Sales Risk/Market Risk, Market Quantity, Sales Contracts, Capacity Contracts, Transportation Risk, Repayment Risk, Legal Risk, Preparation of Risk Matrix, Credit Risk Management, Bank Capital and Risk Management, Basel Accords, Project Finance Sub-class of Specialized Lending, Basel II and Project Finance, Risk Assessment of Infrastructure Loans by Banks, Analysis of Project Finance Bank Loan Default Data, Risk-based Pricing.

Unit V:

Credit Analysis by the Lenders: How do lenders assess projects, Assessing credit worthiness, Getting started with Credit, Business and Commercial Risk, Risk Evaluation Framework, Developing a Methodology, Industry Products, Market Suppliers, Contracted Purchases. Project Production Facilities, Infrastructure, Technical, Contractors, Management and Project's Sponsors.

Essential Readings:

1. John D. Finnerty, Project Financing: Asset-Based Financial Engineering, Wiley, 2013.
2. Prasanna Chandra, Projects: Planning, Analysis, Selection, Financial, Implementation and Review, 9/e, Tata McGraw Hill, 2019.

Suggested Readings:

1. Stephen Gatti, Project Finance in Theory and Practice: Designing, Structuring, and Financing Private and Public Projects, 2/e, Elsevier, 2012.
2. Thomas N. Duening and John M. Ivancevich, Management: Principles and Guidelines, Biztantra, 2012.
3. E R Yescombe, Principles of Project Finance, 2/e, Academic Press, 2014.

Journals:

1. International Journal of Financial Studies.
2. Journal of Risk and Financial Management.
3. International Journal of Financial Research.



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II Year/ Semester-II

L	T / P	C
3	1/0	4

A94005/M: MARKETING ANALYTICS

Course Objectives:

- To explain the concepts of marketing analytics and the importance
- To explain the market development strategies and CLV
- To study the marketing mix analytics
- To enable usage of pricing and revenue management techniques
- To explain the application of digital marketing concepts

Course outcomes: At the end of the course, student will be able to

- Acquire skills to perform fundamental marketing analytics
- Develop strategies to increase customer lifetime value through value addition.
- Design the marketing mix strategies in response to marketing analytics
- Implement the pricing tools to support pricing strategies
- Assess and adopt the contemporary digital marketing techniques for strategy formulation

Unit I:

Introduction: Introduction to Marketing Analytics, Marketing Analytics and Marketing Strategy, Resource Allocation Perspective for Marketing Analytics, Product Management

Unit II:

Market Development: Market Sizing, Segmentation, Targeting, Customer Satisfaction, and Customer Lifetime Value, Brand Equity

Unit III:

Marketing Mix: Modelling, Allocation, Consumer Analytics, Product Management, Promotion, Retail Tracking

Unit IV:

Pricing and Revenue Management: Strategic Pricing Approach, Implementing Tools to Support Pricing Strategy, Tactical Pricing

Unit V:

Digital Marketing: Web Analytics, Search Engine Marketing Vs Search Engine Optimization, Data Mining, Social Media, Customer Management, Future of Marketing Analytics

Essential Readings:



1. Lilien, Gary L., Arvind Rangaswamy, Arnaud de Bruyn, Principles of Marketing Engineering and Analytics, 3/e, State College, PA: Decision Pro, Inc., 2017
2. Rajkumar Venkatesan, Paul Farris, Ronald Wilcox, Cutting Edge Marketing Analytics: Real World Cases and Data Sets for Hands On Learning, 1/e, Pearson FT Press, 2014
3. Mike Grigsby, Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques, 2/e, Kogan Page, 2018.

Suggested Readings:

1. Wayne L Winston, Marketing Analytics: Data Driven Techniques with Microsoft Excel, Wiley, 2014.
2. Ashok Charan, Marketing Analytics: A Practitioner's Guide to Marketing Analytics and Research Methods, World Scientific Publishing Co, 2015.
3. Stephen Sorger, Marketing Analytics, Strategic Models and Metrics, San Bernadine Calif, Admiral Press, 2013.

Journals:

1. Journal of Marketing Analytics
2. Applied Marketing Analytics
3. International Journal of Business Analytics



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II Year/ Semester-II

L	T / P	C
3	1/0	4

A94005/H:STRATEGIC& INTERNATIONAL HRM

(HR Specialization)

Course Objectives:

- To understand the theoretical and practical role of HR professionals as a strategic partner in organizations.
- To identify the influence of demographic factors in the HR environment.
- To study different SHRM strategies of Recruitment, Training, Compensation & Retrenchment.
- To know the practices of Human Resource Managers in International context.
- To learn the different approaches to dealing with Performance Appraisal and Compensation in the International context.

Course outcomes: At the end of the Course students will be able to

- Implement HR strategies in accordance with the business strategy
- Analyze the influence of demographic factors in the HR environment
- Apply different SHRM strategies of Recruitment, Training, Compensation& Retrenchment
- Solve the Issues related to expatriate in International Human resource management.
- Implement the relevant strategies of performance appraisal and compensation of expatriates in an international context.

Unit I:

Introduction to SHRM: Strategic Vs Traditional HRM, Barriers and the Process of Strategic HRM, Introduction to Business and Corporate Strategies, Integrating HR Strategies with Business Strategies.

Unit II:

SHRM Practices: Analyzing HR Practices followed by Different Firms, HR System,HR as a Strategic Partner.

HR Environment:HR Environment, Technology, Structure, Workforce Diversity, Demographic Changes, Temporary and Contract Labor, Global Environment

Unit III:



HRM Strategies & Implementation: Strategic Role of HR Planning, Recruitment, Selection of Employees, Retention, Training & Development, Performance Management, Reward and Compensation Strategies, Attrition, Retrenchment Strategies

Unit IV:

International HRM: Introduction to International HRM, Difference between Domestic and International HRM, Impact of Country Culture on IHRM, Linking HR to International Expansion Strategies.

Unit V:

Performance Appraisal & Compensation of International Workforce: Appraisal of Expatriate, Third and Host Country Employees, Issues in International Performance Management. Compensation: Objectives of International Compensation, Key Components & Approaches to International Compensation, Managing People in International Context.

Essential Readings:

1. Mello, Jeffrey A. Strategic Management of Human Resources, 3/e, Cengage Learning, New Delhi, 2015
2. Dowling, P.J. and Welch, D. E. International Human Resources Management.4/e, Cengage Learning. 2015

Suggested Readings:

1. Greer, Charles, R. Strategic Human Resource Management, 2/e, Pearson Education, 2012.
2. Fresher Dougherty, Human Resource Strategy, Cengage Learning, 2008.
3. Aswathappa, K. and Dash, S. International HRM. Tata McGraw Hill Publishing Company Limited, 2008.
4. SubbaRao, P. International Human Resource Management, Himalaya Publishing House, 2009.

Journals:

1. International Journal of Human Resource Management, Annual (Scopus).
2. Journal of Strategic Human Resource Management, Triannual (Scopus).



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A94006/F:TRADING STRATEGIES IN EMERGING MARKETS

(Finance Specialization)

Course Objectives:

- To understand the most important sources for obtaining information regarding a company's performance.
- To analyse the ways of building a portfolio of strategies and integrating the same into a hedge fund.
- To provide back test results for all the strategies in developed and emerging markets.
- To learn various methods of building a robust back testing system for the strategies
- To develop new trading strategies, evaluate them using the tools learned in the course.

Course Outcomes: At the end of the course students will be able to

- Draw the important details from the financial reports of the company and use the F score and PEAD score in a strategy.
- Pick an appropriate benchmark for a proposed fund.
- Do back testing without succumbing to either look ahead (or) survival bias.
- Differentiate between mere data mining and results based on solid empirical or theoretical foundation.
- Integrate the trading strategies with the existing portfolio and also develop a plan to start a hedge fund.

Unit I:

Trading Basics and Algorithms: Final Accounts, Cash Flow Statement, Market and Limit Orders, Limit Order Book, Limit Price Placement, Stop-Loss Orders, Short Selling, Transaction Costs. Trading Algorithms: Forms of Market Efficiency, Reading Academic papers, Piotroski F-Score, Post Announcement Drift (PEAD)

Unit II:

Advanced Trading Algorithms: Accrual- Calculations, Rations and Strategy, Betting against Bet:-CAPM & Strategy, Momentum: Lookback Period, Strategy & Returns, Momentum Crashes: Option Primer, Abstract & Strategy, G Score: Background, Economic Intuition, Strategy, Numericals and Closure.

Unit III:



Creating a Portfolio: Market Anomalies: Market Efficiency, Types, Anomalies, Performance Measurement: Market Timing, Performance Attribution: Timing Measurement, Performance Attribution, Mutual Fund Performance, Utility Theory, Risk and Return, Capital Allocation, Risky Portfolios.

Unit IV:

Portfolio formation: Diversification & Efficient Frontier, Two Fund Separation, Diversification Revisited, Investment Opportunity set with Two Risk Assets and Risk-free Assets, 3 Assets and Risk-free Assets, Market Portfolio and Capital Market Line, Backtesting: Strategies Based on Text Mining, Benchmarking, Reporting, Financial Instruments.

Unit V:

Designing Trading Strategy: Pairs Trading Strategy, Scaffolding Materials (Reading an Academic Paper), Pairs Trading: Performance of a Relative Value Arbitrage Rules, Scaffolding Materials, Measuring Portfolio Fund Returns, Benchmark for Portfolio Performance Evaluation, Alternative Performance Measures.

Essential Readings:

1. Mark Mobius, Emerging Markets: How To Make Money in the World's Fastest Growing Markets, Wiley, 1/e, 2012.
2. Sugata Ray, Principles of Quantitative Equity Investing: A Complete Guide to Creating, Evaluating, and Implementing Trading Strategies, 1/e, FT Press, 2015.

Suggested Readings:

1. Koontz and Weihrich, Essentials of Management, McGraw Hill, 2012.
2. Marko Dimitrijevic, Timothy Mistele, Frontier Investor: How to Prosper in the Next Emerging Markets, Columbia Business School Publishing, 2016
3. Christopher H Browne, Roger Lowenstein, Value Investing, 1/e, Wiley, 2009

Journals:

1. Journal of Financial Economics
2. Review of Financial Studies
3. Institutional Investors



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3	1/0	4

A94006/M: SERVICES MARKETING

Course objectives:

- To provide an in-depth understanding of services marketing concepts
- To explain the consumer behaviour and expectations from service develop STP strategies
- To develop the knowledge of service product design strategies
- To communicate about service pricing and delivery strategies
- To facilitate understanding of service promotion and physical evidence strategies

Course Outcomes: At the end of the course student will be able to

- Develop marketing strategies for service products
- Design customer relationship strategies for service customers
- Exhibit the skills required for designing services and process
- Design competitive pricing and delivery strategies for services
- Make optimal decisions on service promotion and service landscape strategies

Unit I:

Introduction to Services Marketing: Contribution of Services Sector, Service Characteristics. Classification of Services, 7PS of Service, Gaps Model, SERVQUAL, Challenges in Measuring Service Quality

Unit II:

Consumer Behaviour in Services: Understanding Consumer Expectations, Managing Customer Service Expectations, Zone of Tolerance, Factors that Influence Consumer Perception of Service, Building Customer Relationship, Market Segmentation, Targeting, Positioning of Services.

Unit III:

Service Design: Service Product Levels, Designing the Service, New Service Development Stages, Flower Model of Service, Planning a Service Process, Service Blue Print, Demand Management in Services, Service Encounters, Place in Services.

Unit IV:

Service Pricing and Delivery Strategies: Service Pricing Approaches and Strategies, Service Delivery, Employee Role in Services, Service Profit Chain, Conflicts in Boundary Spanning Roles, Quality, Productivity Tradeoff, Customer's Role in Service Delivery, Strategies for Enhancing Customer Participation.



Unit V:

Service Promotion and Physical Evidence: Setting Communication Strategies for Communication, Meeting Customer Defined Service Standards, Physical Evidence and the Servicescape, Globalization of Services.

Essential Readings:

1. Valarie Zeithaml, Mary Jo Bitner, Dwayne Gremler, Services Marketing – Integrating customer focus across the firm, 7/e, McGraw Hill, 2017.
2. Jochen Wirtz, Christopher Lovelock, Essentials of Service marketing, 3/e, Pearson, 2017.
3. Vinnie Jauhari, Kirti Dutta, Services Marketing- Text and Cases, Oxford University Press, 2017.

Suggested Readings:

1. Douglas Hoffman, E.G. Bateson, Services Marketing, Concepts, Strategies and Cases, 5/e, Cengage Learning, 2017.
2. Ramneek Kapoor, Justin Paul, Biplob Halder, Services Marketing Concepts and Practices, Tata McGraw Hill Education, 2011.
3. Wirtz, Jochen, Christopher Lovelock, Chatterjee Jayanthaa, Services Marketing, People, Technology, Strategy, 8/e, Pearson, 2017.

Journals:

1. Journal of Services Marketing
2. Indian Journal of Marketing
3. International Journal of Services, Technology and Management



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A94006/H:INDUSTRIAL RELATIONS & EMPLOYMENT LAWS

(HR Specialization)

Course Objectives:

- To understand the basic concepts and approaches to Industrial Relations.
- To study the role and functions of the Trade Unions in Industrial Relations.
- To understand the importance of Collective bargaining and negotiation for Industrial Harmony.
- To explain different approaches to Grievance Procedure and Discipline Management.
- To understand the basic concepts of various labour legislations.

Course outcomes: At the end of the Course students will be able to

- Analyze the various practices to design programs for better industrial relations.
- Implement the IR approaches for a peaceful environment between Trade unions and Management.
- Handle the conflicts with the help of collective bargaining and negotiations
- Design the Grievance Handling mechanism to solve the disputes in the organization.
- Apply the appropriate employment policies in the organization in regards to different legislations.

Unit I:

Introduction: Background of Industrial Relations, Definition, Scope, Objectives, Factors affecting IR, Participants of IR, Importance of IR, Approaches to Industrial Relations, System of IR in Indian Historical Perspective & Post-Independence Period, Code of Discipline and Historical Initiatives for Harmonious IR, Government Policies Relating to labour, ILO and its Influence on Legal Enactments in India. Industrial Disputes act of 1947.

Unit II:

Trade Unions: Meaning, Trade Union Movement in India, Objective, Role and Functions of the Trade Unions in Modern Industrial Society of India, Procedure for Registration of Trade Unions, Grounds for the Withdrawal and Cancellation of Registration, Union Structure, Rights and Responsibilities of TUs, Problems of Trade Unions, Employee Relations in IT sector, The Factories Act 1948.



Unit III:

Collective Bargaining: Definition, Meaning, Nature, Essential Conditions for the Success of Collective Bargaining, Functions of Collective Bargaining, Importance of Collective Bargaining, Collective Bargaining Process, Prerequisites for Collective Bargaining, Implementation and Administration of Agreements.

Negotiations: Types of Negotiations, Problem Solving Attitude, Techniques of Negotiation, Negotiation Process, Essential Skills for Negotiation, Workers Participation in Management, Minimum Wages Act, 1948

Unit IV:

Grievance Procedure and Discipline Management: Meaning and Forms, Sources of Grievance, Approaches to Grievance Machinery, Grievance Procedures, Model Grievance Procedure. Disciplinary Procedures, Approaches to Manage Discipline in Industry, Principles of Hot stove Rule, Contract Labour Act

Unit V:

Employment Laws: Employees State Insurance (ESI) Act, 1948, Maternity Benefit Act, 1961, Child Labour (Prohibition & Regulation) Act, 1986, Payment of Wages Act, 1936, Payment of Gratuity Act 1972, Employees' Provident Fund and Miscellaneous Provisions Act 1952, Payment of Bonus Act, 1965.

Essential Readings:

1. Arun Monappa, Ranjeet Nambudiri, Patturaju Selvaraj, Industrial Relations and Labor Laws, Tata McGraw Hill Education, 2012.
2. BD Singh, Labor Laws for Managers, Excel Books, 2009
3. SC Srivastava, Industrial Relations and Labor laws, 5/e, Vikas Publications.

Reference Books:

1. P R N Sinha et al, Industrial Relations, Trade Unions & Labour Legislation, Pearson Education, 2004.
2. Shyam Boregowda Ramu, N K Ramachandra Gowda, Y T Krishne Gowda, Fundamentals of Industrial Relations, New Age International Publications, 2019.
3. Mishra S.N, Labour and Industrial Laws, Central Law Publication, 2012.

Journals:

1. Labour Law Reporter
2. Labour Law Journal
3. Indian Journal of Industrial Relations



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A94101: MAJOR PROJECT

The final Project is divided into Stage I, Stage II, Main Project Report Submission and Project Report Viva-Voce

Aim: The aim of multi-stage evaluation is to enable students to do original work on their own so that they can get the benefit in terms of gaining practical knowledge and possible employment.

Stage I:

Research Methodology: This is the Chapter I and Chapter II of the Main Report which carries **25 Marks and a Seminar Presentation is to be given.**

Students should be advised to do final MBA projects on topics close to the job they prefer to do after MBA. The faculty should guide them and focus on the methodology of doing a project so that the students can understand how to study the problems they come across while working. The following is the suggested checklist for doing Stage I of the project.

- **Topic**
- **Chapter I**
 - Brief Introduction
 - Research Gaps
 - Research Questions
 - Objectives of the Study
 - Hypotheses
 - Scope of the Study
 - Period of the Study
 - Sample Data Collection
- **Chapter II**
 - Review of Literature

Stage II: This stage consists of Chapter III, IV & V and a **Seminar Presentation is to be given** which carries 25 marks

- Chapter III
 - Company Analysis and Industry Analysis.
- Chapter IV
 - Data Analysis and Interpretations
- Chapter V
 - Findings, Suggestions and Conclusion



Main Project Report and Viva-Voce:

In addition to the above two stages the students should attend Viva-Voce with the external Examiner and PRC.

Appendices of the project report should consist of:

Appendix I: Questionnaire (if any).

Appendix II: Definition of concepts, models, formulas used in the report.