



स्वयमेव मृगेन्द्रता ।

Abhinav Education Society's

INSTITUTE OF MANAGEMENT & BUSINESS ADMINISTRATION, AKOLE

Approved by AICTE, New Delhi, Recognised by DTE (Govt of MH) and Affiliated to Savitribai Phule Pune University, Pune

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• DTE Code : MB5320

• Unipune PUNCODE : IMMA017220

Ref. No. :

Date: 04/05/2023

Subject List		
Sr. NO.	Subject	Issues addressed
1	Labour & Social Security Laws	Social Issues, Gender-related issues.
2	Agriculture and Indian Economy	Environment and Sustainability
3	Social Media Marketing	Professional Ethics
4	Email Marketing	Email Marketing Laws and Ethics
5	Mobile Marketing	Mobile Marketing Rules and ethics
6	Managing for Sustainability	Corporate Social Responsibility, Environment and sustainability
7	Global HR	Professional Ethics
8	Introduction to Information Security/ cyber security	Information Security issues related to human values.
9	Introduction to Human Rights Dutis	Human Values and Ethics
10	Legal Aspects of Business	Fundamental Legal issues pertaining to the Business
11	Organisational Behaviour	Personal Behaviour from organisational perspective
12	Human Resource Management	HRM policies and Practices
13	Marketing and The Law	Legal Issues Related to Marketing Issues
14	Lab in Labour Laws	Provision of Various Labour Laws
15	Employee Health and Safety	Provision of Employee Health and Safety
16	Economic Analysis for Business Decision	Indian Economy and Its Aspects
17	Strategic Management	Corporate Culture and Ethics
18	Direct Taxation	Tax issues and policy
19	Indirect Taxation	GST issues and Policy
20	Compensation Management	HR crucial Issues in Compensation



Semester	III	Specialization	HRM
Course Code	305HR	Type	Specialization - Core
Course Title	Labour & Social Security Laws		

Course Objectives:

1	To make the students understand rationale behind labour laws
2	To equip students with important provisions of various labour laws
3	To give students insight into the implementation of labour laws.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to Labour Legislation : Philosophy of Labour Laws, Labour Laws – Concept, evaluation, origin, objective, classification, Need, changing scenario, challenges & problems. International Labour Organization, Indian Constitution & Labour Legislations, Changing perspective of changing scenario of labour laws.	3 + 1
2	Laws on Working Conditions : 2.1 The Factories Act 1948 : #1,3,5,6,7,10,15to20,23,31,40,40A,40B,41,42,44,45,46,47,48,49. All provisions under Chapter VI, VII, VIII.	8 + 2
3	Wages & Labour Laws : 3.1: The Payment of Wages Act 1936: Sections # 1 to 26, 12A,13A,14A,15A,17A,17B,22A,25A, The Minimum Wages Act 1948, Sections # 1,2,11 to 18,20, 3.2: The Payment of Bonus Act 1965: Sections # 2,4 to17,19,20,21,22,26,28,29,30,32	11 + 3
4	Laws for Labour Welfare : 4.1 The Payment of Gratuity Act 1972: Sections# 2,4,6,7,8,10,11,12,14,15,16,17,18,20 4.2 The Workmen's Compensation Act 1923: Sections# 2 to 14, 16,22	8 + 2
5	Social Security Laws : 5.1 The Employee Provident Fund and Miscellaneous Provisions Act 1952 : Sections# 2,5,6,7,8,11,12,14,15,16,17,18,20 (Latest Amendment) 5.2 The Employee State Insurance Act 1948: Sections # 2 and All	5 + 2



	provisions in Chapter IV,V,VIII (Latest Amendment)	
	5.3 The Maternity Benefit Act 1961 (Latest Amendment)	

Learning Resources:

1	Text Books	Labour Law by S.P.Jain Labour Law by Malik
2	Reference Books	Introduction to Labour & Industrial Laws, Avatar Singh, LexisNexis Labour & Industrial Laws by S.N.Mishra, Central law publication Elements of Mercantile Law by N.D.Kapoor, Sultan Chand Bare Acts
3	Supplementary Reading Material	APS Labor Digest
4	Websites	www.india-laws.com www.lawinfo.com www.lawsinindia.com
5	Journals	Management & Labour Studies International Labour Review



Semester	III	Specialization	Rural & Agribusiness Management
Course Code	305RABM	Type	Subject - Core
Course Title	Agriculture and Indian Economy		

Course Objectives:

1	To expose learners to the environment in which the agri-business is conducted.
2	Focus will be on understanding micro and macro environmental forces and their impact on agri-business.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Indian Agriculture under the Five Year Plans : The Green Revolution, The place of agriculture in the national economy, progress of agriculture under the Five Year Plans, Present position of Indian Agriculture : Looming Crisis, New Thrust Areas in Agriculture, National Commissions of Farmers and Green Revolution, Crop Pattern in India since 1951.	7 + 2
2	Food Security in India: Green Revolution, Second Green Revolution – the future prospects, Concept of Food Security , Food self-sufficiency and food security, Poverty and need for Public Distribution Systems, Policy Options for reforms of PDS, Food Insecurity at Global level, Food Security Act – Salient features and implications.	7 + 2
3	Irrigation and other agricultural inputs: Irrigation, multipurpose river valley project – a controversy, irrigation in the 12 th plan, private sector participation in irrigation, fertilizers and manures, improved seeds, soil conservation and reclamation, livestock and dairy development, mechanization of agriculture	7 + 2
4	Land Reforms: The need and scope for land reforms in a developing economy, the abolition of intermediaries, tenancy reforms, ceiling on land holdings, an appraisal of land reforms Size of Farms and Productive Efficiency: Meaning of economic holding, changing pattern of ownership and operational holdings in India, Farms size, Productivity/ Profitability and farm efficiency, the problem of sub division and fragmentation of holdings, cooperative farming	7 + 2
5	Agriculture Labour: Present position of agricultural Labour in India, Agricultural Labour and Minimum Wages, Abolition of Bonded Labour, Recommendations of National Commissions on Rural Labour (NCRL) Unorganized Sector and Informalisation of the Indian Economy: Unorganized sector and India's Informal economy, size of unorganized sector, poverty, vulnerability and unorganized sector employment – the high degree of correlation, estimate of organized and unorganized workers, self-employed workers in non-agricultural sector, agricultural labourers, bonded labour, working conditions, of	7 + 2



	farmers, action programme for the unorganized sector, assessment of NCEUS recommendations	
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Learning Resources:

1	Text Books	Indian Economy, Datt and Sundharam, S Chand Indian Economy Since Independence, edited by Uma Kapila, Academic Foundation Indian Agriculture - issues and perspectives, Edited by N Janardhana Rao, ICFAI University Press
2	Reference Books	Adhikary M. 1986. <i>Economic Environment of Business</i> . S. Chand & Sons. Aswathappa K. 1997. <i>Essentials of Business Environment</i> . Himalaya Publications Francis Cherunilam 2003. <i>Business Environment</i> . Himalaya Publications
3	Supplementary Reading Material	Food Security in India: Performance, Challenges and Policies (http://www.oxfamindia.org/sites/default/files/VII.%20Food%20Security%20in%20India-Performance,%20Challenges%20and%20Policies.pdf) National Food Security Mission - Operational Guidelines (http://agricoop.nic.in/nfsm/nfsm.pdf)
4	Websites	www.agricoop.nic.in/agristatistics.htm www.indiaseeds.com/ www.apeda.gov.in
5	Journals	Agribusiness – An International Journal Decision Indian Cooperative Review Indian Journal of Agricultural Economics Indian Management Studies Journal Journal of Agri-business Management Review Prabandhan Vikalpa



Semester	III	Specialization	Digital Media and Communication Marketing
Course Code	313 DMCM	Type	Subject – Elective
Course Title	Social Media Marketing		

Course Objectives:

1	To understand the social media landscape
2	To be able to develop social media strategy in a given context
3	To measure the effectiveness of social media strategy

Syllabus:

Unit Number	Contents	Number of Sessions
1	Social Media Landscape: Introduction to Social Media, What is Social Media? The basics of the new digital landscape, How Social Media developed, Managing Information, Aggregators, Google Alerts, Word of Mouth and Viral Marketing, Consumer-generated content - Encouraged and Organic, Friends, Fans, Followers , Blogs (compare to websites) - Personal , Corporate. Top tier platforms, such as Facebook, Twitter, LinkedIn, YouTube, etc., Social search, Social media's implications for marketers, Social media integration into the business strategy, Key ways that brand informs social media. The Legal side of Social Media : In-house guidelines, Copyright and Trademark Implications,	4+2
2	Social Media Strategy and Tactics: Getting an organization ready for Social Media, Defining the social media goals, Content Management, Know your audience & what are they doing, Touchpoint analysis, Scheduling & Creating content, Managing content programs, Planning Worksheets, the social media conversation, social media listening tools, the connection between PR efforts and social media, incorporating blogs into social media strategies, Blogging platforms, blogosphere outreach, and micro-blogging, Mass media driving to social media, Advertising in social media, Sweepstakes in social media, Defining the social media strategy, social media tactical implementation calendar, Utilizing photos and videos sites in social media, Using social media to seed the email lists, Instagram for brands versus personal.	4+2
3	Social Media Conversations: Return on Conversations versus Return on Investments, Conversation happens with or without you, Understanding each community, Everyone in the organization has a stake in social media strategy, Social Media policies for employees, professional ethics matter, define who owns the conversation, branding and messaging consistency, transparency, building trust and relationships, Give up control, customers know products better, content value, sharing economy – sharing is the key, ask the audience.	4+2
4	Setting Up Tools: Facebook Creating groups and pages ,Tips and Guides, Posts, Paid Promotion Ads, Contests, Google+ : Set-up and usage, Company profile, Hangouts, Authorship, YouTube Long-form video platforms , Setting up a channel, Managing content , YouTube, Twitter Set-up and usage Tips, LinkedIn : Tips and Guides, Review of profiles, Pinterest, target audience, Visual social media and bookmarking, Set-up and management, Collaborative Marketing & Crowd sourcing, Promoting social media pages in other media, Social commerce implementation, International social media channels, Best social media listening and management tools, Creating positive chatter in social media, Linking social media accounts, Utilizing discussion boards and social groups. Blogs, Blogger, Tumblr, Wordpress , Set-up, Services Influencers - Who are they? How to find them ? How to use them to benefit your brand.	4+2
5	Metrics, Measurement and Evaluation: Defining key terms in social media, Establishing goals and key tracking metrics, Free social media measurement tools, Benefits of popular and custom URL shorteners, difference between buzz monitoring and audience research, Complementing Search Engine Optimization (SEO) and Pay per Click (PPC) marketing, Aligning offline marketing strategies with social media	4+2



	marketing, Social media friendly press-room, Calculating acquisition costs and hard ROI from social media, Creating customized campaign performance reports	
	Social Media Case Studies: Major brand case study, Small company case study, Small B2B case study, Big brand digital media site side optimization, Using social media for brand awareness, Using social media for direct response, Successful use of Pinterest, World Business	

Learning Resources:		
1	Text Books	Social Media Marketing, Liana Li Evans, Pearson.
2	Reference Books	
3	Supplementary Reading Material	
4	Websites	
5	Journals	



Semester	III	Specialization	Digital Media and Communication Marketing
Course Code	314 DMCM	Type	Subject – Elective
Course Title	Email Marketing		

Course Objectives:

1	To understand the technical and functional aspects of email marketing
2	To get an overview of email analytics

Syllabus:

Unit Number	Contents	Number of Sessions
1	Email Marketing Fundamentals: Why Email Marketing? Email Marketing versus Direct marketing, Email marketing versus website based marketing, Inbound Email as a Marketing Tool, Outbound Email Management, Integrating Email With Social Media, Email Best Practices and Myths, Elements of a Solid Email, Challenges of Email Marketing. B2B Email Marketing.	4+2
2	Email Design and Functionality, Software Platforms for Email Delivery, Multi-Part Messages – HTML and Text Versions, White Lists, Black Lists and Other Considerations, Email List Building and Capture Page Design, Email Dialect – HTML Coding, Email for Mobile Phones, Selecting the Right Platform, Developing and Managing the RFP Process.	4+2
3	Email Campaign Planning: Objective Setting, Email Campaign budgeting, Campaign design – targeting – offer – timing – creative. Consumer Demographics and Psychographics in Email, Email creative - Creative brief.- email usage constraints, creative structure, headers, banner and headline, creative formatting, design. Writing Styles and Calls to Action, Design Techniques for Effective Email, Personalization – Rich Media and Graphics, Deployment - Multi- Variate Testing, Landing Page Testing, HTML to Text Email. Mapping the Email Strategy to Stages in the Sales Cycle, Campaign integration with other Media, Email Broadcast Checklist, Correction Email.	4+2
4	Email Marketing Analytics: Modeling and Measuring e-mail marketing effectiveness, Retargeting Campaigns, Impacts on Open Rates, Click-Through Rates and Click-to-Open, Emails Sent vs. Delivered, Hard Bounce vs. Soft Bounce. Email Optimization and Testing - Test and Seed Lists, Unsubscribes, Optimizing for Deliverability, Optimizing for Open Rates, Optimizing for Click-Through Rates, Optimizing for Conversion, Dashboard and Trend Analysis, Targeting Links and Deep Linking, Increasing Response Rates, Lead-Nurture Programs, Offer Strategy, List Management, Performance Tracking – Dashboards. ROI Tracking.	4+2
5	Multipurpose Emails - E-Newsletters and Online Surveys, Viral Email Programs and Web/Email 3.0, In-Store Offer and Coupon Delivery, Deliverability, Reputation Management and Repair, Certified Email Options, Relevance-Enabling Technologies and Clickstream Analytics, Third-Party Integrations, Delivery Service Providers Email Marketing Laws and Ethics – Permission Marketing, E-permission marketing principles, Email Privacy, Database Security and Responsibility, Unsubscribe Procedures, Spamming in Email Marketing	4+2

Learning Resources:

1	Text Books	Total e-mail Marketing, Dave Chaffey, Elsevier, 2 nd edition.
2	Reference Books	
3	Supplementary Reading Material	
4	Websites	
5	Journals	



Semester	III	Specialization	Digital Media and Communication Marketing
Course Code	315 DMCM	Type	Subject – Elective
Course Title	Mobile Marketing		

Course Objectives:

1	To develop an appreciation and understanding of the concepts, principles and technologies of mcommerce and study its application to the marketing function of organizations.
2	To understand, through the use of real-world case studies, how mobile phones are used in four marketing disciplines: sales promotion, advertising, customer relationship management, and brand engagement.
3	To understand the interrelationships between two media channels – mobile and social – and how brands can engage consumers through these channels.
4	To develop a strategic approach to define how mobile phones can be aligned and integrated into an overall marketing strategy in organizations.

Syllabus:

Unit Number	Contents	Number of Sessions
1	M-commerce concepts & Marketing for a wireless world: E-commerce concepts, Anytime commerce, The dimensions of e-commerce, E-commerce business models, The wireless revolution, The impact of mobility on e-commerce, M-commerce business models, The m-commerce value chain, Mobile Marketing for a wireless world - revenue generating services, value added services, Increasing marketing efficiency. Mobile generations, Importance of Location, M-commerce technology, Mobile clients Types: mobile phones, PDAs, laptop computers, vehicle-mounted devices, hybrid devices. SMS Marketing, Dispelling mobile marketing myths. Mobile Marketing Rules and Ethics - Examining the impacts of Net neutrality.	4+2
2	M-commerce application & issues: Mobile financial services, Mobile advertising, Mobile inventory management, Mobile product location and shopping, Mobile proactive service management, Mobile business services, Mobile auction, Mobile entertainment, Mobile office, Mobile distance education, Mobile information access, Vehicular mobile commerce, Telematics, Location-based applications, Trust, security, and payment, Trust in m-commerce Encryption & Authentication, confidentiality, integrity, and non-repudiation, Mobile payment, M-commerce Technology issues, Mobile client issues, Application issues, Global m-commerce issues, Beyond m-commerce.	4+2
3	Wireless Advertising Models: Improving brand awareness, Making connections, The mobile operator challenge, Advantages of wireless advertising, Effectively using mobile marketing voice tools, Mobile content, Location based mobile retailing and marketing models, Proven techniques of proximity marketing, Implementing augmented reality, 2d barcodes, Bluetooth usage, Top mobile search tools, Understanding WAP and the mobile web.	4+2
4	App Marketing : Building the App Store Presence, App Store Optimization (ASO), Channeling emotion to improve Ratings & Reviews, Leveraging other offline & online media, Alternative App Stores. Organic versus Reward Ads, Calculating Estimated Cost per Install (eCPI), Media Mix to boost Ranking, App Install Creatives, Onboarding the right users - LTV by Traffic Source, Optimizing App Install Campaigns, Profiling Mobile App Users, App Deeplinking, App Indexing, Virality and App Referrals, Churn Prevention, Re-engaging with Push Notifications, Re-targeting, Tracking the Competition, App Business Models, Approaches to Monetize Apps, Advertising based Monetization, Banner versus Native Ads, Freemium models with In-App Purchases, Combining IAP with Reward Ads, Subscription based Services, Ad Monetization Partner.	4+2
5	Developing, Launching and Integrating a Mobile Marketing Campaign: Setting achievable goals for the mobile campaign, Creating a winning mobile marketing	4+2



Semester	IV	Specialization	NA
Course Code	401	Type	Generic Core
Course Title	Managing for Sustainability		

Course Objectives:

1	Apply general ethical principles to particular cases or practices in business.
2	Think independently and rationally about contemporary moral problems.
3	Recognize the complexity of problems in practical ethics.
4	Demonstrate how general concepts of governance apply in a given situation or given circumstances.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Corporate social responsibility: Concept, The nature of corporate responsibility and corporate citizenship, Relevance in the present day business environment. Corporate social responsibility and stakeholders: Internal and external stakeholders, Responsibility to various stakeholder groups, Interest and influence of various stakeholder groups, Formulating and implementing a policy for corporate social responsibility Bottom of the pyramid opportunities: Issues and opportunities for business in socially and environmentally sensitive world, Social and environmental problems and how they shape markets.	7 + 2
2	Sustainable Development: concept, definition of sustainable development, need, importance, education, Philosophical development, Gandhian Thought on Sustainable Development, Sustainable Development and social framework, equitable distribution, difference between sustainable development and green development, criticism. Stakeholder Impact: Stakeholders and the power they wield, Reducing socio-environmental costs and risks: managing the downside, Driving revenues and creating intangible value: managing the upside.	7 + 2
3	3.1 Business case for sustainable development: Three dimensions of sustainable development 1) Environmental: Atmosphere, fresh water and oceans, land use, management of human consumption, energy, food, waste management, Understanding ecological "footprint": Eco-tracking, carbon marketing, carbon credits, economics of sustainability, Designing for the environment and "greening" the supply chain, regulation, case studies.	7 + 2



	2) Economic: environment degradation and economic growth, nature as an economic externality, economic opportunity. 3) Social: Peace, security, social justice, sustainability and poverty, human relationship to nature, human settlements. 3.2 Study of business models for sustainable development: Indian & Global perspectives. 3.3 Sustainability reporting: Triple bottom line reports - The content of sustainability reports (also CSR reports, ESG reports, social and environmental reports) 3.4 Social accountability standard - ISO 26000: Social responsibility guidance standard, Global Compact Principles, Environmental Impact Assessment, Life Cycle Analysis, Social Impact Assessment.	
4	4.1 Corporate Governance : Meaning – OECD principles, Difference between governance and management, Purpose of good governance, Potential consequences of poor corporate governance, Business failure and the contribution of poor governance 4.2 Relevant Theories: Agency theory, transaction cost theory, stakeholder theory. Friedman's theory of CSR. 4.3 Stakeholder value approach: Stakeholder value approach, Enlightened stakeholder approach, stakeholder approach to Governance, risk and financial stability. The balancing of conflicting objectives 4.4 Key issues in corporate governance: Role and composition of the board, remuneration of directors and senior executives, accounting and audit, internal controls, checks and governance, relations with shareholders and other stakeholders. Clause 49 of Listing agreement & Corporate Governance Code, CEO, CFO Certification. Role of regulators – SEBI, IRDA, RBI, ED, etc. 4.5 Applying best practice in governance: Voluntary and regulatory approaches, rules or principles, concept of 'comply or explain'. Governance problems for global companies and groups. Governance issues in the public sector. Governance issues in the voluntary sector (NGOs and charitable organizations) 4.6 Governance aspects: Sarbanes-Oxley Act 2002: Section 302: CEO/CFO certifications, Section 404(a): internal control report, Governance and role of auditors and audit committee. 4.7 Case Studies on Corporate Governance: Satyam, Infosys, Tata, Wipro.	7 + 2
5	Corporate Ethics: 5.1 The Ethical Value System: Universalism, Utilitarianism, Distributive Justice, Social Contracts, Individual Freedom of Choice, Professional Code,	7 + 2



	5.2 Values: Importance, Sources of Value Systems, Values across Cultures 5.3 Indian Values and Ethics: Respect for Elders, Hierarchy and Status, Need for Security, Non – Violence, Cooperation, Simple Living high Thinking, Rights and Duties, Ethics in Work life, Holistic relationship between Man and Nature, Attitudes and Beliefs. 5.4 Business Ethics: Nature, Characteristics and Needs, Ethical Practices in Management, Ethical Values in different Cultures, Culture and Individual Ethics, Relationship between Law and Ethics, Impact of Laws on Business Ethics. 5.5 Ethics and Corporate Excellence: Code of Ethics in Business Houses, Strategies of Organizational Culture Building, Total Quality, Customer Care, Care of the Employees as per Statutes, Objective and Optimistic Approach. 5.6 Indian and Global case studies.	
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Note:

Introductory treatment of all topics is expected to sensitize the students.

Compliance / Regulatory aspects should not be overemphasized.

Learning Resources:

1	Text Books	Corporate Governance by Christine A Mallin, Oxford University Press. Corporate Governance in India – An Evaluation by S C Das, PHI – Eastern Economy Edition. Corporate Governance Codes, Systems and Practices by S C Das, PHI – Eastern Economy Edition. Triple Bottom Line Reporting and Corporate Sustainability by S Singh, PHI – Eastern Economy Edition. Ethics, Business & Society Edited by Ananda Das Gupta, Response Books Business Ethics by Crane and Matten, Oxford University Press, 2nd Edition. Business Ethics – An Indian Perspective, by Ronald Francis and Mukti Mishra, TMGH. Corporate Governance Values and Ethics by Dr. Neeru Vasishth & Dr. Namita Rajput, Taxman Corporate Governance – Principles, Mechanisms & Practice, Swami Dr. Partasarathy, Biztantra Publications.
2	Reference	The Satyam Saga – Business Standard Publication



	Books	Ethics for the Real World by Howard and Korver, Harvard Business Press. Ethics in Practice by Kenneth Andrews, Harvard Business School Press. Mastering Business in Asia by Peter Wallace and John Zinkin, Wiley India. The Sustainable Enterprise – Profiting from best practice by Simmons and Simmons, Kogan Page, 2nd Edition. Corporate Governance – Principles, Policies & Practices, by Bob Tricker, Oxford University Press. Corporate Governance – Principles, Policies & Practices, by A C Fernando, Oxford University Press. Corporate Governance by K Prasad, PHI – Eastern Economy Edition. Corporate Governance – Global Concepts & Practices, Dr. S Singh, Excel Books.
3	Supplementary Reading Material	An Introduction to Business Ethics by Joseph DesJardins, TMGH, 2nd Edition. Business Ethics – Text and Cases by C S V Murthy, Himalaya Publications, 2nd Revised Edition. Case Studies on Ethics and Corporate Governance Vol I and II , ICFAI Books
4	Websites	www.icgn.org/ http://www.oecd.org/document/49/0,3343,en_2649_34813_31530865_1_1_1_1,00.html
5	Journals	Business & Society Corporate Governance: An International Review Corporate Governance: The International Journal of Effective Board Performance Journal of Business Ethics Ethics & Accountability in a Context of Governance & New Public Management



Semester	IV	Specialization	HRM
Course Code	406HR	Type	Subject - Elective
Course Title	Global HR		

Course Objectives:

1	To give exposure to the students to international HR
2	To make students understand various initiatives in global HR
3	To make students understand various issues in global HR

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction: Defining international HR, difference between domestic and international HR, Variables determining difference between domestic and international HR, The path to global status, Talent management, International business ethics and HRM	4 + 1
2	Managing and supporting international assignments: Linking international assignments with organizational strategy, Staffing for international assignments, Issues in staff selection, selection criterion, The role of expatriate, the role of non-expatriate, dual career couples, are female expatriate different? role of the corporate HR function.	6 + 1
3	International HR: Importance of pre departure training, programs, the effectiveness of pre departure training, developing staff through international assignments. Objectives of international compensation, key components of international compensation program, approaches to international compensation. Performance management in multinational, PM of international employees, Appraisal of international employees.	6 + 1
4	Key issues in international HR : Trade unions and international HR , the response of trade unions to multi nationals, the issue of social dumping, the impact of digital economy	4 + 1
5	Virtual Organization study: Field Study/ Desk Research Students to be divided in a group of 5 each. Each group to identify two organizations having presence in other country/countries and study their HR practices in the light of the above topics. This may be desk research or field visit. The groups will give hard copy of the work and also presentation.	5 + 1



Learning Resources:		
1	Text Books	International Human Resource Management by Peter j Dowling, Devis E Welch, 4 th Edition.
2	Reference Books	International Human Resource Management by Hilary Harris, Chris Brewster and Paul Sparrow, VMP Publishers and Distributors International Human Resource Management by K Aswathappa and Sadhna Dash , TMGH
3	Supplementary Reading Material	International HRM- A cross cultural approach, Terence Jackson, SAGE publication.
4	Websites	http://www.cipd.co.uk/global/ www.shrm.org www.hrmguide.net
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management



Introduction to Cyber Security / Information Security

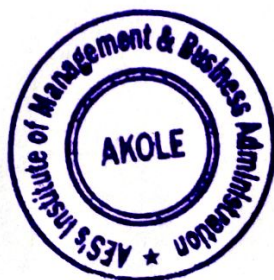
Syllabus for 'Introduction to Cyber Security / Information Security' program* for students of University of Pune is given below.

The program will be of 4 credits and it will be delivered in 60 clock hours**.

*: Course material for this program will be developed by CINS

** : These clock hours also includes practical sessions and demonstrations wherever required.

SR. NO.	TOPIC	HOURS	MARKS
1	Module 1: Pre-requisites in Information and Network Security	14	25
	Chapter 1: Overview of Networking Concepts	3	
	Chapter 2: Information Security Concepts	3	
	Chapter 3: Security Threats and Vulnerabilities	5	
	Chapter 4: Cryptography / Encryption	3	
2	Module 2: Security Management	13	25
	Chapter 1: Security Management Practices	7	
	Chapter 2: Security Laws and Standards	6	
3	Module 3: Information and Network Security	13	25
	Chapter 1: Access Control and Intrusion Detection	3	
	Chapter 2: Server Management and Firewalls	4	
	Chapter 3: Security for VPN and Next Generation Technologies	6	
4	Module 4: System and Application Security	20	25
	Chapter 1: Security Architectures and Models	5	
	Chapter 2: System Security	5	
	Chapter 3: OS Security	5	
	Chapter 4: Wireless Network and Security	5	



The syllabus

Course I

Introduction to Human Rights and Duties

Credit: 1

I) Basic Concept

- a) Human Values- Dignity , Liberty, Equality , Justice, Unity in Diversity, Ethics and Morals
- b) Meaning and significance of Human Rights Education

II) Perspectives of Rights and Duties

- a) Rights: Inherent-Inalienable-Universal- Individual and Groups
- b) Nature and concept of Duties
- c) Interrelationship of Rights and Duties

III) Introduction to Terminology of Various Legal Instruments

- a) Meaning of Legal Instrument- Binding Nature
- b) Types of Instruments: Covenant-Charter-Declaration-Treaty-Convention-Protocol- Executive Orders and Statutes

IV) United Nations And Human Rights

- a) Brief History of Human Rights- International and National Perspectives
- b) Provision of the charters of United Nations
- c) Universal Declaration of Human Rights- Significance-Preamble
- d) Civil and Political Rights-(Art. 1-21)
- e) Economic, Social and Cultural Rights-(Art.22-28)
- f) Duties and Limitations-(Art. 29)
- g) Final Provision (Art. 30)



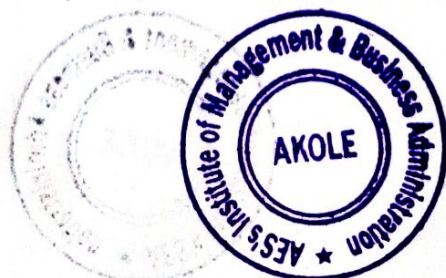
Semester	I	Specialization	NA
Course Code	103	Type	Generic - Core
Course Title	Legal Aspects of Business		

Course Objectives:

1	To acquaint students with general business law issues to help become more informed, sensitive and effective business leaders.
2	To provide the students with an understanding of fundamental legal issues pertaining to the business world to enhance their ability to manage businesses effectively.

Syllabus:

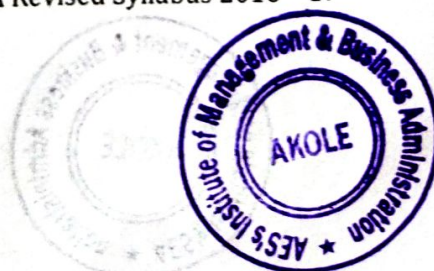
Unit Number	Contents	Number of Sessions
1	The Indian Contract Act 1871 Essential elements of valid contract Performance and discharge of contract Breach of contract - meaning and remedies Contracts of indemnity - meaning, nature-right of indemnity holder and indemnifier Contract of guarantee – meaning, nature and features – types of guarantee – provisions relating to various types of guarantee. Surety and co-surety – rights and liabilities – discharge of surety Agency – agent and principal, creation of agency – classification of agents – relationship between principal and agent – agent's authority – revocation and renunciation – rights duties and liabilities of agents and principal – termination of agency.	7 + 2
2	Sale of Goods Act 1930 Contract of sale of goods – meaning – essentials of contract of sale – formalities of contract of sale Conditions and warranties Transfer of property or ownership Performance of contract of sale Rights of unpaid seller – rules as to delivery of goods	7 + 2



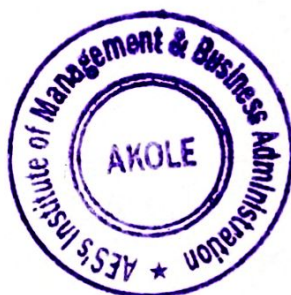
3	Negotiable Instruments Act, 1881 Negotiable Instruments – meaning – characteristics – types – parties – holder and holder in due course Negotiation and types of endorsements Dishonour of negotiable instruments - noting and protesting Liability of parties on Negotiable Instruments	7 + 2
4	The Companies (Amendment) Act, 2015 Definition & meaning of One Person Company, Private Company, Small Company and Dormant Company. Incorporation of a Company and One Person Company, Memorandum of association (MOA), Articles of Association (AOA),Prospectus & Public Offer. Share Capital & Debentures, Acceptance of Deposits, Appointment of Director including Woman Director.	7 + 2
5	Other Laws: Consumer Protection Act 1986 – definitions of consumer, consumer dispute-complaint – goods –service – unfair trade practice – consumer dispute redressal agencies Information Technology Act – Digital Signature – Electronic Governance Intellectual Property Laws – Understanding of concepts of patents, copyrights, trademarks and designs	7 + 2

Learning Resources:

1	Text Books	Elements of Mercantile Law by N.D. Kapoor, Sultan Chand, 32 nd Edition
2	Reference Books	Legal Aspects of Business, Akhileshwar Pathak, Tata McGraw Hill, 4 th Edition Business Law, S.S.Gulshan, Excel Books, 4 th Edition. Business Law for Management, K.R.Bulchandani, Himalaya Publications, revised 6 th Edition. Bare Acts Legal Aspects of Business Scitech Publications Kubendran
3	Supplementary Reading Material	Corporate Law Advisor



		LawZ Legal News & views
4	Websites	www.vakilno1.com www.indiankanoon.org www.sebi.gov.in/ www.companylawonline.com www.claonline.in
5	Journals	Management & Labour studies International Labour Review.



Semester	IV	Specialization	Healthcare Management
Course Code	406 HM	Type	Elective
Course Title	Healthcare Organizational Behavior		

Course Objectives:

1	The Objective of the course is to introduce organisational Behaviour concepts and process.
2	Mainly the course is focus on human behaviour in organizations.

Syllabus:

Unit Number		Number of Sessions
1	Organizing – Principles of Organization – Span of Control – Delegation and decentralization – Empowerment – Line and Staff relations – Directing	2 + 4
2	Leadership Styles – Motivation Theories: Maslow, Herz berg, Vroom – Managerial Communication – Communication Styles	2 + 4
3	Organizational Behaviour – Emergence of OB – Personality, Values and attitudes – Learning and Perception – Individual and Group Behaviour – Elton Mayo theory – Behavioural characteristics.	2 + 4
4	Organizational Change and Development – Change Process – OD interventions – Organizational Conflicts.	2 + 4
5	Organizational Culture – Organizational Effectiveness, Corporate Governance and Social Responsibility.	6

Learning Resources:

1	Text Books	1. Mirza, S. Saiyadain, "Organizational Behaviour", Tata McGraw Hill Publishing Company Ltd., New Delhi, 2003. 2. Fiedler FE, A Theory of Leadership Effectiveness. 3. Organizational Behaviour by K Ashwatapp. 4. Organisational Behaviour by Hema Balakrishnan Scitech Publication.
2	Reference Books	1. Harold Koontz Y & Henz Weihrich: Management; 2. Robbins SP, Organizational Behaviour
3	Supplementary Reading Material	1. Steven L McShane and Mary Ann Vouglinow, "Organizational Behaviour" Tata McGraw Hill Publishing Company Ltd., New Delhi. 2. Angelo Kinichi and Robert Kreitner "Organizational Behaviour – Concepts Skills and Practices", Tata McGraw Hill Company Ltd., New Delhi, 2006.
4	Websites	
5	Journals	



		Financial Management by Sudarshan Reddy
3	Supplementary Reading Material	Fundamentals of Financial Management by Brigham and Houston (Cengage Learning)
4	Websites	NSE, BSE
5	Journals	Indian Journal of Finance

Semester	II	Specialization	NA
Course Code	203	Type	Generic - Core
Course Title	Human Resource Management		

Course Objectives:

1	To understand the role of HRM in an organization
2	To learn to gain competitive advantage through people
3	To learn to study and design HRM system

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to HRM & Framework - Nature of HRM, Scope of HRM, HRM: Functions and Objectives, HRM: Policies and practices, SHRM, Nature of SHRM, Global competitiveness and Strategic HR, Linkage of organizational and HR strategies, SHRM Model - The Integrated system model, Devanna et. al - strategic human resource management "matching model".	2+2



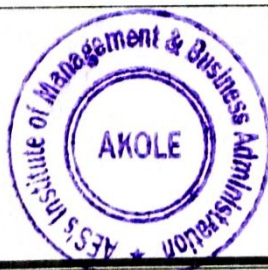
2	HR Procurement: 2.1 Human Resource Planning - Job Analysis, Job Design: Writing job description, introduction, and factors affecting job design. Job characteristics model (Hackman and Oldham, 1976) of effective job and job satisfaction. The need of man power planning , What is Human Resource Planning, Definition, objectives, importance, benefits, the process of Human resource planning, Preparing manpower inventory.(Supply Forecasting) 2.2 Recruitment & Selection - Strategic approach to recruitment, Labour markets and recruitment, Recruiting and diversity considerations, Employment advertising, Recruiting Diverse workers, Recruiting Source choices: internal vs. external, Introduction to selection process, Selection procedure. 2.3 Career Planning: Succession Planning.	7+2
3	Training and Development - Employee Training and Development Nature of training, Training process, Training needs assessment, Training evaluation, Training design, Implementing Training programs(Training methods), Implementing management development programs.	7+2
4	Employee Appraisal & Compensation - Performance- Definition, Why to measure performance, Use of performance data, measurement process, Performance feedback, Performance Appraisal Methods, Compensation -concept, Traditional approach, current trends in compensation, Linking compensation with performance- Advantages & Problems, Team based Incentives.	11+2
5	Managing Employee Relations - Concept, Importance, Organizational Entry, employee Status, Flexible Work arrangement, Employee Surveys, Handbooks, Violations of Policy/ Discipline, Industrial Relations & Disputes, Grievance Procedure, Termination, Resignation, downsizing, Lay off Retirement, Organizational Exit.	8+2

Learning Resources:

1	Text Books	Human Resource Management by Narayanappa ,Scitech Publication Personnel/ Human Resource Management by David DeCenzo, Stephen Robbins, Prentice Hall of India,2008, 3 rd Edition Human Resource Management by J. John Bernardin, Tata McGraw Hill Publishing, 4 th Edition
2	Reference Books	HR Cengage Learning-DeNisi/Graffin/Sarkar



		Human Resource Management, A case study approach, Muller Camen, Croucher Leigh, Jaico Publishing House HRM Ethics & Employment Ashly Pinnnington, Rob Macklin, Tom Campbell, 2nd Edition Human Resources Management by Gary Dessler Managing Human Resources by R.S. Dwiwedi Human Resources Management by V.P. Michael Human Resources Management by Mirza & Zaiyadin Human Resources Management by L.M. Prasad Human Resources Management by Ashwathappa Managing Human Resources by Arun Monappa
3	Supplementary Reading Material	Case studies in Human Asset Management, Vol. I by Doris John, ICFAI Books, 1st Edition HRM in Organizations by Izabela Robinson, Jaico Publishing House, 1st Edition Armstrong's Essential Human Resource Management Practice- A guide to people management by Michael Armstrong, Koganpage, 1st Edition Applied Psychology in HRM by Cascio & Aguins, PHI, 6th Edition.
4	Websites	www.shrmindia.org www.peoplematters.com www.hrmguide.net
5	Journals	International Journal of Human Resource Management Human Resource Management Journal Human Resource Management Journal of Human Values Journal of Human Resources



Semester	III	Specialization	Marketing
Course Code	313MKT	Type	Subject - Elective
Course Title	Marketing and the Law		

Course Objectives:

1	To understand the pervasive impact of the Law and our legal system on marketing activities.
2	To highlight how decisions of marketing executives raise issues which should be carefully evaluated as to their legal consequences before they are implemented?
3	The underline that a failure to appreciate these legal implications can lead to seriously damaging, if not disastrous, results for a firm
4	To address National Laws and court decisions that relate to the four main areas of marketing study, the so-called "four P's" of marketing: product, price, place and promotion.

Syllabus:

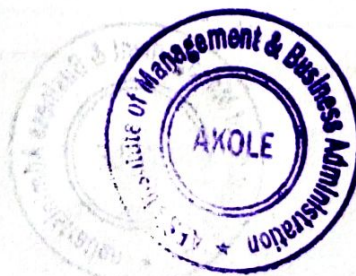
Unit Number	Contents	Number of Sessions
1	1.1 Legal Issues Relating to Product Quality and Material Movement: Conditions and warranties, Implied Conditions, Rule of Caveat Emptor [Buyer Beware], Transfer of Title, Nemo Dat Quod Non Habet, Sea Transit: FOB, CIF, Ex. Ship, Rights of Unpaid Seller, Lien, Stoppage in Transit, Right to Resale, Remedies. 1.2 Laws Relating to Services Marketing: Concept of Service, Deficiency in Service, Real Estates, Hospital, Carrier, Courier, Bank, Transport Service	5 + 1
2	Legal Aspects of Unfair Trade Practices and Some Aspects of Advertisement: False and Misleading Representation, Bait Advertising and Bargain Price, Offering Gifts and Prizes and Conducting Promotional Contests, Withholding Information about Final Results of scheme, Hoarding and Destruction of Goods, Spurious Goods	5 + 1
3	3.1 Legal Aspects of Restrictive Trade Practices: Salient features of MRTP Act, Tie-in Sales or Full Line Forcing, Price Fixing, Predatory Pricing, Exclusive Dealing, Territorial Restriction, Refuse to Deal 3.2 Restraint of Trade: Knock-Out Agreement, Trade Combination, Solus or Exclusive Dealing Agreements, Restraints upon Employees	5 + 1
4	4.1 Laws Relating to Common Carrier: Definition of Common Carrier, Distinction between Common Carrier and Pvt. Carrier, Liabilities of Common Carrier 4.2 Legal Aspects of Delivering Goods for Carriage and Warehousing:	5 + 1



	Rights of Warehouse, Duties and Liabilities of Warehouse	
5	Competition Law: Introduction, Meaning, Anti-competitive Agreement, Anti-competitive Agreement: Competition Commission of India (CCI) Competition within India & Effects Doctrine, Anti-competitive Agreement: Horizontal, Anti-competitive Agreement: Fixing Prices - Cartels, Anti-competitive Agreement: Vertical Agreements, Anti-competitive Agreement: Limiting and Controlling Production & Investment.	5 + 1

Learning Resources:

1	Text Books	Elements of Mercantile Law, N.D. Kapoor, 32nd Edition, Sultan Chand
2	Reference Books	Sale of Goods Act, by Avtar Singh Consumer Protection, by Dr. V.K. Agarwal Competition Law, by D.P. Mittal Legal aspects of Marketing Strategy, by Louis W. Stern / Thomas L. Eovaldi Law of Contract, by Avtar Singh Law of Carriage, by Avtar Singh
3	Supplementary Reading Material	Bare Acts of Sale of Goods Act 1930 (Unit one) Consumer Protection Act, 1986 (Unit two) The Monopolies & Restrictive Trade Practices Act (Unit three) Sale of Good Act 1930 & The Carriers Act, 1865 (Unit four) The Competition Act, 2002 (Unit five) All India Reports (AIR)
4	Websites	http://www.ebc-india.com www.lawmin.nic.in www.mca.gov.in/Ministry/mrtpc.html www.eximguru.com http://www.wto.org http://www.indianembassy.org/policy/WTO



Semester	III	Specialization	HRM
Course Code	317HR	Type	Subject - Elective
Course Title	Lab in Labor Laws - I		

Course Objectives:

1	To give students insight into the implementation of labour laws
2	To acquaint students with calculation of due/ compensations/ contributions etc.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Calculations of: Bonus, Gratuity, Compensations under W.C. Act, Provident Fund, ESI contributions, Accident Report Writing	10
2	Inviting industry experts to understand calculations of the above in their respective organizations.	10
3	Students to be given assignments either realistic or hypothetical to calculate above	10

Learning Resources:

1	Text Books	Labour Law by S.P. Jain Labour Law by Malik
2	Reference Books	Introduction to Labour & Industrial Laws by Avatar Singh Labour & Industrial Laws by S.N.Mishra, Central law Publication Labour Laws by S.D. Geet, Nirali Prakashan Elements of Mercantile Law by N.D.Kapoor, Sultan Chand Bare Acts
3	Supplementary Reading Material	APS Labor Digest
4	Websites	www.india-laws.com www.lawinfo.com www.lawsinindia.com www.lawforyou.com
5	Journals	--



Semester	III	Specialization	HRM
Course Code	307HR	Type	Subject - Elective
Course Title	Employee Health, Safety		

Course Objectives:

1	To learn the basic concepts of safety management
2	To study the various provisions of employee health and safety.

Syllabus:

Unit Number	Contents	Number of Sessions
1	Health and Safety Organization and Administration : Safety Organization, Safety Planning, Safety policies, Safety officer, Fire hazards, Fire inspection, Safety inspection, Plant inspection list, Record keeping	8 + 1
2	Occupational and Work Related Health and Safety: Occupational health , Occupational Safety , Occupational Disease, Fire Basic Chemistry/Mechanism , Reasons, Prevention and Types of Fire, Extinction of Fire, Loss Prevention, Association- Objective Formation, Scope and Significance	5 + 1
3	Labour Welfare & Labour Welfare Officer: Introduction & Origin, Welfare from Indian prospective, Objectives, principals, approaches, classification of welfare. Need, role, functions, duties, Qualification, disqualification, Duties under Maharashtra Welfare officers Rules 1966	6 + 2
4	Statutory & Non Statutory welfare facilities : Study of all statutory & Non statutory welfare facilities	3
5	Environmental Pollution and Protection: Air pollution, Water pollution, Soil pollution, Noise pollution, The Air Prevention and Control Act 1981, The Water Prevention and Control Act 1974 , The Environment Protection Act 1986: Definitions, General powers of the central Government: Power of Central Government to take measures to protect and improve environment, appointment of officers and their powers and functions, rules to regulate environmental pollution.	3 + 1



Learning Resources: Employee Welfare, Health & Safety

1	Text Books	Industrial health and Safety Management by A.M. Sarma Aspects of Labour Welfare & Social Security by A.M. Sharma
2	Reference Books	T Safety Management: John V. Grimaldi, Rollin H. Simonds Industrial Safety Management by L.M. Deshmukh Labour Welfare, Trade Unionism by S.D. Punekar Labour Problems & Social Welfare by R.C. Tyagi
3	Supplementary Reading Material	BARE Acts APS Labour Digest
4	Websites	www.lawsinindia.com www.lawforyou.com www.articlesbase.com http://industrialrelations.naukrihub.com/employee-welfare.html
5	Journals	Management & Labour Studies International Labour Review International Journal of Human Resource Management Human Resource Management Journal



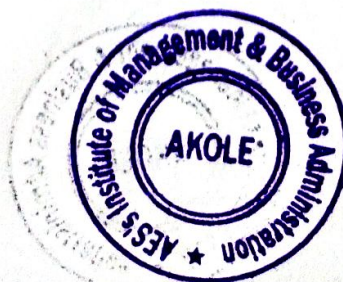
Semester	I	Specialization	NA
Course Code	102	Type	Generic - Core
Course Title	Economic Analysis for Business Decisions		

Course Objectives:

1	To equip the students of management with time tested tools and techniques of managerial economics to enable them to appreciate its relevance in decision making.
2	To explore the economics of information and network industries and to equip students with an understanding of how economics affect the business strategy of companies in these industries.
3	To develop economic way of thinking in dealing with practical business problems and challenges.

Syllabus:

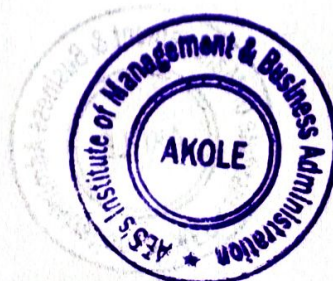
Unit Number	Contents	Number of Sessions
1	Basic Concepts of Economics: Introduction to Economics , Basic Economic Problem, Circular Flow of Economic Activity , Nature of the firm - rationale, objective of maximizing firm value as present value of all future profits, maximizing, satisficing, optimizing, principal agent problem, Accounting Profit and Economic Profit , Role of profit in Market System , Adam Smith and Invisible Hand.	7 + 2
2	Demand Analysis and Forecasting: Determinants of Market Demand at Firm and Industry level – Elasticity of Demand - Market Demand Equation – Use of Multiple Regression for estimating demand – Case study on estimating industry demand (formulating equation and solving with the aid of software expected) Demand and Supply: Market Equilibrium – Pricing under perfect competition, monopolistic competition, Case study on pricing under monopolistic competition , Oligopoly - product differentiation and price discrimination; price- output decision in multi-plant and multi-product firms.	7 + 2
3	Cost Concepts: Cost Concept, Opportunity Cost, Marginal, Incremental and Sunk Costs, Cost Volume Profit Analysis, Breakeven Point, Case Study on marginal costs. Risk Analysis and Decision Making: Concept of risk, Expected value	7 + 2



	computation, Risk management through Insurance, diversification, Hedging, Decision Tree Analysis, Case Study on Decision tree Technique.	
4	Money and Capital Markets in India: Role and Functions of Money Markets, Composition of Money Market, Money Market Instruments, Reserve Bank of India – Functions, Regulatory Role of RBI w.r.t. Currency, Credit and Balance of Payment, Open Market Operations. Role and Functions of Capital Markets, Composition of Capital market, Stock Exchanges in India, Role of SEBI, understanding of stock market quotations in financial press expected.	7 + 2
5	Public Finance Infrastructure: Familiarity with important terms/agencies/approaches/practices related to National Income (such as GDP, PPP, Growth Rate), Foreign Trade (such as GATT, WTO) and union budget (such as Revenue Account, Capital Account, Revenue Deficit, Fiscal Deficit, Plan and Non-plan expenditure) is expected. Understanding of Summarized budget for the current financial year is required (knowledge of detailed budget provisions not required).	7 + 2

Learning Resources:

1	Text Books	Managerial Economics by Peterson, Lewis, Sudhir Jain, Pearson, Prentice Hall Indian Economy by Datt & Sundaram, 61st Edition, S Chand Managerial Economics by D. Salvatore, McGraw Hill, New Delhi. Managerial Economics by Pearson and Lewis, Prentice Hall, New Delhi Managerial Economics by G.S. Gupta, T M H, New Delhi. Managerial Economics by Mote, Paul and Gupta, T M H, New Delhi. Managerial Economics and Financial Analysis Raghunatha Reddy et.al. Scitech Publications Managerial Economics Mithani Himalaya Publications
2	Reference Books	Macro Econ- McGuigan/ Moyer/ Harris- CENGAGE Learning Managerial Economics by Homas and Maurice, Tata McGraw Hill, 8th Edition Indian Economy by Mishra and Puri, 24th Edition, Himalaya Publishing House Managerial Economics by Analysis, Problems and Cases, P.L. Mehta, Sultan Chand Sons, New Delhi. Managerial Economics by Varshney and Maheshwari, Sultan Chand and Sons,



Semester	III	Specialization	NA
Course Code	301	Type	Generic - Core
Course Title	Strategic Management		

Course Objectives:

1	To expose participants to various perspectives and concepts in the field of Strategic Management
2	To help participants develop skills for applying these concepts to the solution of business problems
3	To help students master the analytical tools of strategic management.

Syllabus:

Unit Number	Contents	Number of Sessions
1	1.1 Understanding Strategy: Concept of strategy, Corporate, Business and Functional Levels of Strategy. 1.2 Introduction to Strategic Management: Meaning and Characteristics of strategic management, strategic management Vs. operational management. 1.3 Four Phases in Strategic Management Process: Stakeholders in business and their roles in strategic management. 1.4 Hierarchy of Strategic Intent: Meaning & attributes of strategic intent, Meaning of Vision, Process of envisioning, Meaning of mission, difference between vision & mission, characteristics of good mission statements, Business definition using Abell's three dimensions, objectives and goals, Linking objectives to mission & vision. Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA). 1.5 Analyzing Company's External Environment: Environmental appraisal Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP). Analyzing Industry Environment: Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers, Strategic Group analysis.	7 + 2



2	2.1 Analyzing Company's Internal Environment: Resource based view of a firm, meaning, types & sources of competitive advantage, analyzing Company's Resources and Competitive Position, VRIO Framework, competitive advantage, competitive parity & competitive disadvantage, Core Competence, characteristics of core competencies, Distinctive competitiveness, Benchmarking as a method of comparative analysis. 2.2 Value Chain Analysis Using Porter's Model: primary & secondary activities. 2.3 Organizational Capability Profile: Strategic Advantage Profile, Concepts of stretch, leverage & fit, ways of resource leveraging –concentrating, accumulating, complementing, conserving, recovering. 2.4 Portfolio Analysis: Business Portfolio Analysis - BCG Matrix – GE 9 Cell Model.	7 + 2
3	3.1 Generic Competitive Strategies: Meaning of generic competitive strategies, Low cost, Differentiation, Focus – when to use which strategy. 3.2 Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment – Turnaround, Divestment, Liquidation, Outsourcing Strategies.	7 + 2
4	4.1 Strategy Implementation: Components of a strategic plan, barriers to implementation of strategy, Mintzberg's 5 Ps – Deliberate & Emergent Strategies, Mc Kinsey's 7s Framework. 4.2 Organization Structures for Strategy Implementation: entrepreneurial, functional, divisional, SBU, Matrix, Network structures, Cellular/ Modular organization, matching structure to strategy, organizational design for stable Vs. turbulent environment, 4.3 Changing Structures & Processes: Reengineering & strategy implementation – Principles of Reengineering, Six Sigma – Process consisting of defining, measuring, analyzing, improving & establishing steps, Lean Six Sigma (Concepts only). 4.4 Corporate Culture: Building Learning organizations, promoting participation through technique of Management by Objectives (MBO), Total Quality Management (TQM). 4.5 Strategy Evaluation: Operations Control and Strategic Control - Symptoms of malfunctioning of strategy –Use of Balanced Scorecard for strategy evaluation.	7 + 2
5	5.1 Blue Ocean Strategy: Difference between blue & red ocean strategies, principles of blue ocean strategy, Strategy Canvas & Value Curves, Four	7 + 2



	Action framework. 5.2 Business Models: Meaning & components of business models, new business models for Internet Economy– E-Commerce Business Models and Strategies – Internet Strategies for Traditional Business –Virtual Value Chain. 5.3 Sustainability & Strategic Management: Threats to sustainability, Integrating Social & environmental sustainability issues in strategic management, meaning of triple bottom line, people-planet-profits.	
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Learning Resources:

1	Text Books	Strategic Management and Business Policy by Azhar Kazmi, Tata McGraw-Hill, Third Edition.
2	Reference Books	Strategic Management by Ireland, Hoskisson & Hitt, Indian Edition, Cengage Learning, 2008 Edition Crafting and Executing Strategy- The Quest for Competitive Advantage by Thompson, Strickland, Gamble & Jain, Tata McGraw-Hill, 16th Edition Concepts in Strategic Management & Business Policy by Thomas L. Wheelen & J. David Hunger, Pearson, 12th ed., Strategic Management by Dr. Yogeshwari L. Giri
3	Supplementary Reading Material	The Essentials, Harvard Business Press, 2011 Edition Competitive Strategy: Techniques for Analyzing Industries and Competitors by Michael E. Porter, First Free Press Edition, 1980 Competing for the Future by Gary Hamel & C.K. Prahalad, TMGH. Blue Ocean Strategy by Kim & Mauborgne
4	Websites	http://www.thepalladiumgroup.com http://www.mckinsey.com
	Journals	Managing Core Competence of the Organization by Srivastava, Shirish C., Vikalpa: The Journal for Decision Makers, Oct-Dec2005, Vol. 30 Issue 4 Core Competence, Distinctive Competence, and Competitive Advantage: What Is the Difference? by Mooney, Ann. Journal of Education for Business, Nov/Dec2007, Vol. 83 Issue 2 The Five Competitive Forces That Shape Strategy by Porter, Michael E., Harvard Business Review, Jan2008, Vol. 86 Issue 1



Semester	III	Specialization	Finance
Course code	305 FIN	Type	Specialization - Core
Course Title	Direct Taxation		

Course Objectives:

4. To understand the basic concepts in Income Tax Act, 1961.
5. To Calculate Gross Total Income and Tax Liability of an Individual.
6. To acquaint with online filling of various forms and Returns.

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	Introduction: Income Tax Act, 1961 – Definitions and concepts (Section 1 to 4), Scope of Total income and Residential Status (Sections 5 to 9) Income do not form part of Total Income and Tax liability (Sections 14, 14A, 288A & 288B).	(Hours: 6+2)
Unit – 2	Income under the Head "Salaries" - (Section 15 to 17)	(Hours: 7+2)
Unit – 3	a. Income under the Head "Income from House Property" (Section 22 to 27). b. Income under the Head "Capital Gain" (Section 45 to 55A). c. Income under the Head "Income from other Sources" (Section 56 to 59).	(Hours: 7+2)
Unit – 4	4.1 Income under the head "Profit and Gains of Business or Profession" (Section 28 to 44D). 4.2 Income of other Person Included in Assessee's Total Income – (Section 60 to 65). 4.3 Set off or carry forward and set off of losses (Section 70 to 80). 4.4 Agriculture Income and its Tax Treatment (Section 2(1A) to 10(1)).	(Hours: 7+2)
Unit – 5	5.1 Deductions to be made in Computing Total Income (Section 80A to 80U) (Chapter VI) 5.2 Assessment of Individual / Computation of Total Taxable Income and Income Tax. 5.3 Advance Tax Payment (Section 207 to 211, 217 & 219). 5.4 Deduction of Tax at Source (Sections 190 to 206AA).	(Hours: 8+2)



	5.5 Return of Income (Sections 139 to 140A).	
	5.6 E-filing of Income Tax Return.	
	Note: 1. The Problems will be asked on Income from Salary, Income from House Property, Profits and Gains of Business or Profession and Computation of Taxable Income, Tax Liability of an Individual. Weightage for Numerical will be 70% and for Theory 30%. 2. Students have to do practicals on TDS, Advance Tax and E-filing of IT Returns in the Computer lab as a part of their Concurrent Evaluations.	

Learning Resources:

1	Text Books	Direct Taxes – Ravi Kishore Direct Taxes – J.P. Jakhotiya Direct Taxes – Ahuja Direct and Indirect Tax Planning & Management – Bangar Yogendra, Bangar Vandan Direct Taxation – Dr. E. B. Khedkar and Dr. D.B. Bharati
2	Reference Books	Students Guide to Income Tax- Dr. Vinod & Kapil Singhania Students Handbook on Taxation – T.N. Manoharan & G.R. Hari Students Guide to Income Tax – Gupta & Ahuja Systematic Approach to Taxation – Dr. Girish Ahuja & Dr. Ravi Gupta
3	Supplementary Reading Material	Direct Taxes – Law and Practice – Dr. Vinod and Kapil Singhania Income Tax Law and Practice – N Hariharan
4	Websites	www.incometaxindia.gov.in www.tin.nsdl.gov.in www.aaykarsamparkkendra.gov.in
5	Journals	The chartered Accountant Taxman Journal



Semester	IV	Specialization	Finance
Course code	403 FIN	Type	Specialization – Core
Course Title	Indirect Taxation		

Course Objectives:

1. To understand the basic concepts in various Indirect Tax Acts.
2. To understand procedural part of Indirect Taxes
3. To acquaint with online filling of various Forms & Returns.

Syllabus:

Unit Number	Contents	No. of Sessions
Unit – 1	Central Excise Duty : Introduction to Central Excise, Goods, and Excisable goods, Manufacture and Manufacturer, Classification of goods, Assessment of Duty and Valuation of Goods, Small Scale Industries (SSI's) Scheme, General Procedure under central Excise, E-filling of Central Excise Return.	(Hours:7+2)
Unit – 2	Custom Duty : Introduction to Custom Duty, Levy and types of Duties, Clearance of Goods, Valuation of Goods, E-Filling of Customs Duty Return.	(Hours: 7+2)
Unit – 3	Central Sales Tax : Introduction to Central Sales Tax, Formulation of Principles for Determining (a) When a sale or purchase of goods takes place in the course of Inter State Trade and Commerce (b) Outside a State (c) Inter State Sales Tax (d) Rates, Levy and collection of Tax (e) Goods of Special Importance in Inter State Trade and commerce.	(Hours: 7+2)
Unit – 4	Value Added Tax : Evaluation of VAT in India and it's Justification, Design of State level VAT, Principals, Variants and Methods of Computation of VAT, General requirement for VAT system, E-filling of Sales Tax Return.	(Hours: 7+2)
Unit – 5	Service Tax : Service Tax – Concept and general Principles, Charges of Service Tax, Mega Exemption and other exemptions, Negative list of Services not taxable, place of provision of services Rules 2012, Registration, Valuation of Taxable Services, Payment of Service Tax, E-filling of service Tax Return, CENVAT Credit.	(Hours: 7+2)
	Note: 1. The theoretical questions will be asked on all topics. 2. Students have to do Practical's on E-filling of Central Excise Duty, Custom Duty, VAT	



	and Service Tax in the Computer Lab as a part of their Concurrent Evaluation.	
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Learning Resources:		
1	Text Books	Systematic Approach to Indirect Tax- Kumar, Sanjeev Text Book of Indirect Tax – Sinha P.K
2	Reference Books	Indirect Taxes : V.S.Datey – Taxman Publication M Vat Subramanian Snow White Publication Systematic Approach to Taxation – Dr. Girish Ahuja & Dr. Ravi Gupta
3	Supplementary Reading Material	Various Bare Acts
4	Websites	Website of Custom Department, Website of Excise Department, Website of Sales Tax Department
5	Journals	The Chartered Accountant The Management Accountant



Semester	III	Specialization	HRM
Course Code	308HR	Type	Subject - Elective
Course Title	Compensation Mangement		

Course Objectives:

1	To make the HR PROFESSIONAL understand the nuances of the crucial issues in compensation management.
2	To study various techniques of employee retentions
3	To acquaint students with various salary structures

Syllabus:

Unit Number	Contents	Number of Sessions
1	Concept of Wages & Salary, Minimum Wage, Fair Wage and Living Wage Salary Fixation– Statutory provisions governing different components of reward systems– Wage criteria and wage machinery— Wage Components—Salary Benchmarking, designing KRA & KPI	4 + 1
2	Pay Grade, and understanding inter and intra-industry compensation differentials: Concept of Internal Equity, External Equity: Designing pay structure and administrating compensation package; understanding different components of compensation package like fringe benefits, incentives and retirement plans; Profit Sharing plans and pay for performance plans.	7 + 1
3	ISSUES RELATED TO COMPENSATION Dearness Allowance Concept - Emergence and Growth in India. Computation of CPI & Dearness Allowance. The role of fringe benefits in reward systems Retirement Plans including VRS/Golden Handshake Schemes.	4 + 1
4	Cost to the Company - Valuation of Perquisites - Taxability of various components of salary and wages; Fixation of Tax Liability - Tax deduction at source - Deductions and Tax Rebates to be considered while deciding tax deducted at source - Tax Deduction Certificates	5 + 1
5	EXECUTIVE COMPENSATION Executive Compensation. Compensation Systems in Multinational Companies and IT companies including ESOP.	5 + 1

Learning Resources:

1	Text Books	Belchor, David W. "Compensation Administration", Prentice Hall, Englewood Cliffs. NT.
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2	Reference Books	Henderson, R.I. Compensation Management in a Knowledge Based World. New Delhi: Pearson Education Department of Commerce, University of Delhi 38 Milkovich.G; Newman.J and Ratnam, C.S.V, Compensation, Tata Mc Graw Hill, Special Indian Edition. Armstrong, M. & Murlis, H. Reward Management: A Handbook of Salary administration, London: Kegan Paul
3	Supplementary Reading Material	Government of India Report of the National Commission on Labour Ministry of Labour and Employment, New Delhi(latest) Relevant bare Acts and Rules.
4	Websites	www.articlesbase.com
5	Journals	Human Resource Management Journal

