

DEPARTMENT OF BUSINESS MANAGEMENT, SCHOOL OF MANAGEMENT
H.N.B. GARHWAL UNIVERSITY, SRINAGAR GARHWAL, UTTRAKHAND
Integrated Masters of Business Administration (IMBA)
(For Batch 2025-26 only)

Course Structure along with Credit Distribution

Course Category	Semester-III					
	Subject/Title		Name of paper	Course Code	No. of Paper	Credits
Major (I) (One Subject)	DSC (major)-III		Management and OB	SOM/DBM/DSC-MJ-301	1	5
Minor-I (One Subject) the students should continue same Minor chosen in 1 st semester	DSC (minor) -III	Finance	Working Capital Management	SOM/DBM/DSC-MNF-302	1	4
		Marketing	Industrial Marketing	SOM/DBM/DSC-MNM-302		
		Human Resource	Industrial Psychology	SOM/DBM/DSC-MNH-302		
DSC (Major-Skill-based Course)	DSC-SEC (Major)-IV		India’s Diversity and Business	SOM/DBM/DEC-MJ-303	1	3
(MD/ID)	MD/ID-III		Production and Operations Management	SOM/DBM/MD-304	1	4
AEC (Language based courses)	Indian, Modern, Regional Language-I		English/Sanskrit/Odia/Marathi	University Code	1	2
VAC/AEC	AEC		India knowledge system	University Code	1	2
Total					6	20

Course Category	Semester-IV					
	Subject/Title		Name of paper	Course Code	No. of Paper	Credits
Major (One)	DSC (Major)-IV		Ethics and corporate social responsibilities	SOM/DBM/DSC-MJ-401	1	5
Minor (One)	DSC (Minor) -IV	Finance	Management of Financial Services	SOM/DBM/DSC-MNF-402	1	4
		Marketing	Product Management	SOM/DBM/DSC-MNM-402		
		Human Resource	Compensation Management	SOM/DBM/DSC-MNH-402		
DSC (Major-Skill-based Course)	DSC-SEC Major- VI		Personality Development & Communication	SOM/DBM/DEC-MJ-403	1	3
(MD/ID)	MD/ID-IV		Operations Research for Business Applications	SOM/DBM/MD-404	1	4
AEC (Language based courses)	Indian, Modern, Regional Language-II		Hindi/Garhwali/Heritage of Indian languages/Odia/Marathi	University Code	1	2
VAC/AEC	VAC		Culture, Traditions & Moral Values Or IKS	University Code	1	2
Total					6	20
NHEQF Level 5			Student on exit after successfully completing Second year (i.e., securing minimum required 80 credits + 4 Credits in one vocational course/skills-enhancement course of 4 credits) will be awarded “Undergraduate Diploma” of two year, in related field/discipline/subject.			

SEMESTER – III

Subject: Management & Organization Behaviour

Subject Code: SOM/DBM/DSC-MJ-301

Course Objective: To acquaint the students with the fundamentals of managing business and to understand individual and group behavior at work place so as to improve the effectiveness of an organization. The course will use and focus on Indian experiences, approaches and cases

Course contents:

Unit I

Basic forms of Business Ownership; Special forms of ownership: Franchising, Licensing, Leasing; Choosing a form of Business ownership; Corporate Expansion: mergers and acquisitions, diversification, forward and backward integration, joint ventures, Strategic alliance.

Evolution of Management Theory. Managerial functions and Roles. Insights from Indian practices and ethos.

Unit II

Overview of Planning: Types of Plans & The planning process; Decision making: Process, Types and Techniques. Control: Function, Process and types of Control; Principles of organizing: Common organisational structures; Delegation & Decentralization: Factors affecting the extent of decentralization, Process and Principles of delegation.

Unit III

Importance of organizational Behaviour. Perception and Attribution: Concept, Nature, Process, Personality: Personality: Learning: Concept and Theories of Learning, reinforcement, .. Motivation: Concepts and their application, Need, Content & Process theories, Contemporary Leadership issues: Charismatic, Transformational Leadership. Emotional Intelligence

Unit IV

Groups and Teams: Definition, Difference between Groups and teams; Stages of Group Development, Group Cohesiveness, Types of teams. Analysis of Interpersonal Relationship: Transactional Analysis, Johari Window

Organisational Power and Politics: Nature of organisational politics. Conflict: Concept, Sources, Types, Stages of conflict, Management of conflict, Organisational Change:

Concept, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change. Managing Stress: Insights from Indian ethos

Readings:

1. Gilbert: Principles of Management, McGraw Hill.
2. Greenberg Jerald and Baron Robert A.: Behaviour in Organisations: Understanding and Managing The Human Side of Work, Prentice Hall of India.
3. Kaul Vijay Kumar, Business Organisation & Management - Text and Cases, Pearson.

4. Kaul, Vijay Kumar, Management- Text & Cases, Vikas Publication.
5. Kavita Singh: Organisational Behaviour, Vikas Publication.
6. Koontz & Heinz Weihrich: Essential of Management, McGraw Hill.
7. Luthans Fred: Organisational Behaviour, Tata McGraw Hill.
8. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. - Organisational Behaviour; Tata McGraw Hill.
9. Newstrom John W.: Organisational Behaviour, Tata McGraw Hill.
10. Richard L. Daft: Principles of Management, Cengage Learning India.
11. Robbins Stephen P: Organisational Behaviour, Pearson.
12. Stephen P. Robbins & Mary Coulter: Management, Pearson.
13. Stoner & Wankel: Management, Prentice Hall of India.
14. Y.K. Bhushan: Fundamentals of Business Organisation & Management, Sultan Chand & Sons.
15. Navin Mathur, Management Gurus , National Publishing House, New Delhi

Title: Working Capital Management

Subject Code: SOM/DBM/DSC-MNF-302

Unit-I

Working Capital Decisions: Meaning, Concepts, components Importance & Kinds of working Capital. Working Capital Management: Meaning, objectives, Principles, Importance of adequate working capital & consequences of inadequate working capital, Dangers of excessive working capital determinants of working capital operating cycle. Estimation of working capital requirements (problems) important working capital ratios.

Unit-II

Sources of Working Capital: Financing of long term working capital & short term working capital. Factoring –Meaning mechanism, Functions, types, -merits & demerits.

Unit-III

Liquidity Management: Cash: meaning, nature and motives for holding cash factors determining cash needs, cash management: meaning, objectives and functions. Optimum level of cash balance- Baumol model and miller model. Management of cash inflows & outflows management marketable securities. Cash-Budget (Problems).

Unit-IV

Receivable Management: Definition, Objectives, cost and benefits of receivable. Credit policy & its variables. Types of Credit policy & their merits & demerits, Factors influencing the size of investment in receivables. Control of receivables. Framing optimum credit policy & average collection period (Problems)

Unit-V

Inventory Management: Inventory Meaning, components and motives for holding inventory management: meaning and objectives. Cost and benefits of holding inventory. Tools & Techniques of inventory management, stock level, E.O.Q perpetual inventory system ABC analysis & other techniques.

Readings:

1. Financial-Management-11-I-M-Pandey
2. Gary B. Gorton. Working Capital Management
3. James Sagner; Working capital Management, Willey

INDUSTRIAL MARKETING

Subject Code: SOM/DBM/DSC-MNM-302

Course Contents:

UNIT I

Basics of Industrial Marketing: Introduction to Industrial Marketing; Industrial versus Consumer Marketing; Industrial Marketing Landscape; Economics of Industrial Demand; Classification of Industrial Customers. Buying Behaviour: Unique Characteristics of Organizational Procurement; Purchasing in Government Units; Industrial Buying Behaviour in Indian context; Conceptualization of Buying Behaviour; Stages in Buying.

UNIT II

Strategic Planning: and implementation: Process of Strategic Planning; Macro and Micro Variables Used to Segment Industrial Marketing; Industrial Marketing Strategy in India; Managing the Development of Strategic Planning and McKinsey's 7-s Framework. Strategy Implementation: Understanding Strategy Formulation and Strategy Implementation; Industrial Marketing Strategy Components; Industrial Marketing Strategy in India; Industrial Marketing Research for New Product Development.

UNIT III

Channel Optimization, Logistics and Marketing Control: Channel Participants; Channel Functions and Dual Channels; Choosing the Right Distributor; Distribution and Manufacturers' Representatives. Logistics and Marketing Control: Purchasing Practices of Industrial Customers in Indian Context; Marketing Logistics: Physical Distribution and Customer Services; Marketing Control.

UNIT IV

Inputs to Industrial Marketing and Sales Force Planning: Uncertainty Management in Industrial Marketing; Purchasing Agents in Industrial Buying; Negotiation in Industrial Marketing. Sales Force Planning: Development of Industrial Sales Force; Motivation of Sales Force; Effective Use of Sales Compensation.

UNIT V

Pricing Price: A Crucial Element in Product Strategy; The nature of Derived Demand; Industrial Product Pricing in India; Segregation of New Product Cost; Pricing in Industrial Marketing. **Suggested Readings:**

1. E. Rayon Coray – *Industrial Marketing: Cases and Concepts*
2. Robert W. Hass – *Industrial Marketing Management*
3. Ralph and Gross – *Industrial Marketing*
4. Webster – *Industrial Marketing*
5. V. Kasturi Rangan – *Business Marketing Strategy*

INDUSTRIAL PSYCHOLOGY

Subject Code: SOM/DBM/DSC-MNH-302

Course Contents:

(i) Industrial Psychology - Introduction, Scope, and Historical Development. Testing—Characteristics of Psychological Tests, Test Norms, Types of Tests, Tests vs Other Selection Devices, Pros and Cons of Testing.

(ii) Interview and Other Selection Devices - Interview, Interview Considerations, Applications and References, and Recommendations.

(iii) Attitude Measurement and Motivation - Attitude and Social Phenomena, Methods of Measuring Attitudes, Attitude Surveys and their Application, The Attitudes of Employees vs Attitudes of Employers, The Motivation Complexity of Motivation, Motivation and Frustration, Motivational Forces, Kinds of Incentives.

(iv) Job Satisfaction and Morale - Factors Measured in Job Satisfaction, Relative Importance of Different Aspects and Job Satisfaction, Job Satisfaction and Job Behaviour, Theories of Job Satisfaction, Morale and Determinants of Morale, Methods of Enhancing Industrial Morale,

Measurement of Morale. Job Analysis Methods, Evaluation of Job Evaluation, Psychological Contributions to Job Analysis and Evaluation, Clustering of Grouping Occupation.

(v) Work Environment and Safety - Music in Industry, the Arousal Hypothesis, Noise, Illumination, Colour, Vibration, Miscellaneous Factors, Accident Prone Principle, Accident Reduction, Predicting Accident, Fatigue, Unproductive Working Time, Rest Pauses, Absenteeism, the Ultimate Work Week.

(vi) Human Performance - Time and Motion Study Methodology, Potential Factors of Time and Motion Studies, Resistance to Time and Motion Studies, Men in Motion, Need for Allowances in Time and Motion Study at Home, Human Engineering, Principle of Human Performance, Perceptual Motor Skills, Information Processing Behaviour, Monitoring Behaviour.

Suggested Readings

1. Keith Davis – *Human Behaviour at Work*
2. Chatterjee, N. R. – *Industrial Psychology*
3. Gilmer, B. V. H. and E. L. Dec – *Industrial Psychology*
4. P. K. Ghosh and M. P. Ghoshpade – *Industrial Psychology*

Title: India's Diversity and Business

Subject Code: SOM/DBM/DEC-MJ-303

Objective : The objective of the paper is to understand the bases of India's diversity and its linkages with the people, livelihood, occupational diversity and socio-economic challenges. Further, it aims at understanding the diversity and its implications for the business.

Unit I Recognizing, Accommodating and valuing diversity • Challenges and dilemmas posed by diversity and drive for homogenization; Sources of dilemma and tension—immigration, competition for limited resources; • Regional bases of India's diversity: regional approach to understanding diversity in terms of India's topography, drainage, soil, climate, natural vegetation, rural and urban settlements • Social diversity in India: Peopling, demography, languages, castes, ethnicity, religions, sects, family, kinship and social institutions; socio-cultural regions

Unit 2 People, Livelihood and Occupational Diversity • Traditional livelihoods and their nature - agriculture, crafts, industry and services; • Region, occupation and employment

Unit 3 Linkages between Diversity and India's Socio-economic challenges • Regional variations in terms of geographic and socio-economic factors- trends and emerging options; •

Food insecurity, economic inequalities and poverty, environmental degradation and sustainable development;

Unit 4 Diversity and Business Indian Consumers and marketing; Rural and Urban context Diversity, manufacturing, industry and services; Diversity and Innovation; Workforce diversity and management

References:

1. Bhatt, B. L(1980)-“ India and Indian Regions: A Critical Overview” in David E. Sopher ‘An Exploration of India- Geographical Perspectives on Society and Culture’. Cornell. Pages- 35-61 for Socio cultural regions.
2. Bill Aitken, Seven sacred rivers, Penguin Books, 1992
3. Bose NK (1969) Unity in Indian Diversity in Desai AR (1969) Rural Sociology in India, reprinted 2009, Popular Prakashan, (for diversity as strength Part II chap 3 pp 134-136)
4. Chakravarti AK (2004) Regional Preferences for Food: Some Aspects of Food Habit Patterns In India in Grover N and KN Singh (eds) 2004,Cultural Geography: Form and Process , Concept Publishers, Delhi (for regional specificity of food -Chap 23 pp 355 to 375)
5. Fernando Mart in-Alcazar• Pedro M. Romero-Fernandez• Gonzalo Sanchez Gardey, Transforming Human Resource Management Systems to Cope with Diversity, Journal of Business Ethics, 2012, 107:511-531 6. Gadgil and Guha Ecology and Equity: The use and abuse of nature in contemporary India. Penguin 1995 7. Gail Robinson and Kathleen Dechant, Building a business case for diversity, Academy of Management Executive 1997, Vol 11, No. 3.

Title: Production and Operations Management

Subject Code: SOM/DBM/MD-304

Course Objectives: To understand the production and operation function and familiarize students with the technique for planning and control.

Course contents:

Unit I

Introduction to Production & Operations Management: Definition, need, responsibilities, key decisions of OM, goods vs. services. Operations as a key functional area in an organisation.

Operation Strategies-Definition, relevance, strategy formulation process, order qualifying and order winning attribute

Maintenance Management: Need of maintenance management, equipment life cycle (Bathtub curve), measures for maintenance performance (MTBF, MTTR and availability).

Lean production: Definition of lean production, lean Demand Pull logic, waste in operations, elements that address elimination of waste, 2 card kanban Production Control system.

Unit II

Forecasting-Definition, types, qualitative (grass roots, market research and delphi method) and quantitative approach (simple moving average method, weighted moving average and single exponential smoothing method), forecast error, MAD.

Scheduling: Operation scheduling, goals of short term scheduling, job sequencing (FCFS, SPT, EDD, LPT, CR) & Johnson's rule on two machines, Gantt charts.

Unit III

Process Selection: Definition, Characteristics that influence the choice of alternative processes (volume and variety), type of processes- job shop, batch, mass and continuous, product-process design Matrix and Services design matrix, technology issues in process design, flexible manufacturing systems (FMS), computer integrated manufacturing (CIM).

Layout Decision: Layout planning – Benefits of good layout, importance, different types of layouts (Process, Product, Group technology and Fixed position layout). Assembly line balancing by using LOT rule; Location Decisions & Models: Facility Location –Objective, factors that influence location decision, location evaluation methods- factor rating method.

Capacity Planning: Definition, measures of capacity (input and output), types of planning over time horizon. Decision trees analysis

Unit IV

Aggregate Planning: Definition, nature, strategies of aggregate planning, methods of aggregate planning (level plan, chase plan and mixed plan, keeping in mind demand, workforce and average inventory), Statistical Quality control: Variations in process (common & assignable causes), Control charts: Variable measures (mean and range chart), Attribute measures (proportion of defects and no. of defects) using control tables. Elementary Queuing Theory: Poisson- Exponential Single Server Model with Infinite Population.(question based on M/M/1.

Readings:

- Mahadevan B, Operations Management Theory & Practice, Pearson Education
- Heizer Jay and Render Barry , Production & Operations Management, Pearson Education
- Chase R B, Aquilano N J , Jacobs F R and Agarwal N, Production & Operations Management Manufacturing and Services, Tata McGraw Hill
- S.P. Gupta , Statistical methods, Sultan Chand & Sons .
- Adam,E.E and Ebert, Production & operations Management, Prentice Hall of India, New Delhi
- S.N. Chary, Production & operations management – Tata McGraw Hill, New Delhi
- Buffa E S, &Sarin R K, Modern Production / Operations Management (8th edition) John Wiley, 1994

- Gaither and Frazier, Operations Management, Thomson South-Western
- Operations Research, P. K. Gupta, Man Mohan, KantiSwarup, Sultan Chand
- Operations Research, V. K. Kapoor. Sultan Chand & Sons

Subject: AEC LANGUAGE BASED COURSE –

Code: To be provided by university

Content: To be provided by university

Subject: AEC -INDIA KNOWLEDGE SYSTEM

Code: To be provided by university

Content: To be provided by university

SEMESTER – IV

Title: Ethics and Corporate Social Responsibility

Subject Code: SOM/DBM/DSC-MJ-401

Objective: The objective of this paper is to make the students more clear about the importance of ethics in business and practices of good corporate governance. It also talks about the corporate social responsibility.

Course contents:

Unit I

Business ethics: Meaning of ethics, why ethical problems occur in business. Ethical principles in business: Utilitarianism: weighing social cost and benefits, Rights and duties, Justice and fairness, ethics of care, Integrating utility, rights, justice and caring, An alternative to moral principles: virtue ethics, Moral issues in business: Worker's and employee's rights and responsibilities, Profit maximization vs. social responsibility.

Unit II

ETHICAL THEORIES: Metaethics, Normative ethics and Applied ethics, Normative ethical theories- Consequentialist and Non consequentialist theory, Normative Business Ethics theories- Stockholders theory, Stakeholders theory, Social contract theory. Ethical Decision making: Ethical dilemma, sources of ethical problem, ethical decisions making process, considerations in ethical decision-making process, levels of decision making.

UNIT III

Corporate governance: concept, Need to improve corporate governance standards, Features of good governance, Role played by regulators to improve corporate governance, accounting standards and corporate governance, corporate disclosure, insider trading.

The Board –Quality, Composition and role of Board, Outside Directors on the board (independent, nominee), Executive and Non-Executive directors, SEBI clause 49, directors and financial institutions in enhancing corporate governance, critical issues in governance of board directors, CEO Duality.

Unit IV

Role of auditors in enhancing corporate governance, duties and responsibilities of auditors, corporate governance and internal auditors, Whistle blowing: Kinds of whistle blowing, precluding the need for whistle blowing. Discrimination, affirmative action, and reverse discrimination: Equal employment opportunity, Affirmative action, Preferential hiring,

Unit -V

Corporate social responsibility: Meaning, Evolution of corporate social responsibility, common indicators for measuring business social performance, reporting social responsibility measures in annual report.

Readings:

1. Manuel G Velasquez : Business ethics- concepts and cases Pearson.
2. Luthans Hodgetts and Thompson: Social issues in business, Macmillan USA
3. A.C. Fernando: Business Ethics Pearson Education.
4. A.C. Fernando: Corporate Governance Pearson Education.
5. Adrian Davies: Strategic approach to corporate governance Gower Pub Co.
6. N. Gopalswamy: Corporate governance a new paradigm A H Wheeler Publishing Co Ltd.
7. Marianne M Jennings: Cases in Business Ethics Indian South-Western College Publishing
8. Kevin Gibson: Ethics and Business, An Introduction, Cambridge Applied Ethics Cambridge University Press
9. Bhanu Murthy K V: Ethics and Social Responsibility of Business, Pearson Education India

Management of Financial Services

Subject Code: SOM/DBM/DSC-MNF-402

Course Contents:

UNIT I

FINANCIAL SERVICES: AN INTRODUCTION

Introduction, Meaning and Concept, Characteristics of Financial Services, Evolution of Financial Services in India, Significance of Financial Services, Recent Development, Planning and Exercising Control over Financial Services.

UNIT II

FINANCIAL INSTRUMENTS AND FINANCIAL MARKETS

Financial Instruments, Money Market Instruments, Capital Market Instruments; Introduction to Financial Markets, Classification of Financial Markets, Stock Exchanges, Debts Instruments

UNIT III

FINANCIAL SERVICES TYPES

Introduction, Types of Financial Services, Mutual funds, Hiring capital, Venture capital, Leasing, Insurance, Factoring, Underwriting, Merchant Banking: Nature and functions of merchant banking, Regulation of merchant banking, present state of merchant banking in India. Leasing and Hire Purchasing: Legal aspects of hiring and leasing, Types of leasing,

Rights of Hirer and hire purchase, Accounting treatment of leasing, difference between leasing and hire purchase. Factoring: Introduction of factoring , types of factoring, process and evaluation. Mutual Funds: Types of mutual funds; regulation of Mutual funds. Credit Rating: Credit rating system-growth factors, rating agencies, credit rating process. **Commercial Paper Market in India** – Growth and Prospects.

UNIT IV

Over the Counter Exchange of India. Role of SEBI in Regulating Financial Services. New Innovations in Financial Services.

UNIT V

MARKETING OF FINANCIAL SERVICES

Introduction, Users of Financial Services, Regulatory Framework of Financial Services in India, Advertising and Promotion of Financial Services,

Suggested Readings

1. Kohn – *Financial Institutions and Markets*
2. Bhole – *Financial Institutions and Market*
3. Capor – *Marketing of Financial Services*

Product Management

Subject Code: SOM/DBM/DSC-MNM-402

Course Contents:

(i) Basic Concepts

Meaning and Various Concept of Product Value, Types of Product, Role of a Product Management, Product Market Strategies.

(ii) New Product Development

Various Stages, Product Idea-Generating Ideas, Creativity for Ideas, Creativity Development Techniques, Screening Procedure, Concept Development and Testing.

(iii) Strategic Product Development

Strategies Analysis, Analysis of Consumer Needs, Motives for Buying, Identifying Unsatisfied Consumer Needs, Analysis of Competitive Products and Brands, Business Analysis of New Product Concepts, Physical Development, Designing and Testing the Prototype, Deciding Product Size, Shape, Colour, Packaging and Naming the Brand, Economic Analysis.

(iv) Market Testing and Commercialization

Product Line Management, Decision of Product Portfolio, Product Diversification, Dropping the Introducing the Product Decisions, Problem Products, Product Decisions.

(v) Product Life Cycle

Various Cycles and their Identification, Product Revamping, Elimination Decision.

(vi) Brand Management

Concept of Brand, Brand Value, Brand Building, Market Segmentation, Product Positioning and Mapping, Positioning Strategy.

Suggested Readings

1. M. Chaturvedi – *New Product Development*
2. Mascarenhas – *New Product Development*
3. Urban and Hower – *Design and Marketing of New Product*
4. Booz, Allen and Hamilton – *Management of New Product*

Compensation Management

Subject Code: SOM/DBM/DSC-MNH-402

Course Contents:

(i) Types and Characteristics of Labour Market and their effect on Employment and Compensation, Conceptual and Theoretical Understanding of Economics Theory related to Reward Management. Competitive Imperatives: Productivity, Quality, Service, Speed, Learning.

(ii) Planning for Improved Competitiveness, Diagnosis and Benchmarking, Obtaining Commitment, Determination of Inter and Intra-Industry Compensation Differentials, Internal and External Equity in Compensation Systems. Understanding Tools Used in Designing, Improving and Implementing Compensation Packages.

(iii) Compensation Designs for Specific Type of Human Resources like Compensation of Chief Executives, Senior Managers, Research and Development Staff, and Other White-Collar Executives.

(iv) Understanding Different Components of Compensation Packages like Fringe Benefits, Incentives and Retirement Plans, Social Welfare Packages, Production and Productivity Bonus, Management of Compensation System.

(v) Compensation Practices of Multinational Corporations, Practices in Indian Companies, Strategic Compensation System, Statutory Provisions Governing Different Components of Reward Systems, Working of Different Institutions Related to Reward System like Wage Boards, Pay Commissions, etc.

Suggested Readings

1. Armstrong, Michel and Murlis - *Reward Management: A Handbook of Salary Administration*.
2. Bergess, Lenard R. - *Wage and Salary Administration*. London: Charles Merrill.
3. Suri, G. K. - *Wage Incentives*.
4. Singh Chhabara and Taneja - *Personnel Management and Industrial Relations*.

Title: Personality Development and Communication Skills

Subject Code: SOM/DBM/DEC-MJ-403

Objective: The objective of the course is bring about personality development with regard to the different behavioural dimensions that have far reaching significance in the direction of organisational effectiveness.

Course Content:

Unit I

Personality- The Introduction : Personality meaning, determinants- physical, intellectual, emotional, cultural Traits of personality, importance of personality development. Techniques in Personality development a) Self confidence b) Mnemonics c) Goal setting d) Time Management and effective planning

Unit II

Personality Development AND Self Analysis: Grooming, dress code, do's and don'ts, Social etiquettes, self confidence.

SWOT analysis, Creative thinking, Goal Setting, time management, prioritizing work

Unit III

Communication and its Importance Definition, process, and different types of communication Resume Writing, letter writing, report writing, article writing, memorandum, notice, email, and Creative writing.

Unit IV

Communication skills and Personality Development a) Intra personal communication and Body Language b) Inter personal Communication and Relationships c) Leadership Skills d) Team Building and public speaking.

Operations Research for Business Applications

Subject Code: SOM/DBM/MD-404

- (i) Introduction & Evolution of operation Research ,Growth of Operation Research in Different Sector, Characteristics of Operation Research , Some Special Function and their Applications.
- (ii) Transportation Problem, Introduction and General structure of the Transportation Problem. Methods For Finding Initial Solution, Northwest Corner Method, Least Cost Method, Vogel's Approximation Method (VAM), Unbalanced Transportation Problem ,
- (iii) Assignment Problem, Introduction Maximization in Assignment Problem, Unbalanced Assignment Problem.
- (iv) Theory of Games, Basic Definition and Terminology ,Pure Strategy Games ,Principle of dominance ,Algebraic Method ,Graphical Method, Cramer Method ,Limitations and significance of Game theory .
- (v) PERT and CPM, Introduction & Basic Concepts of the Network Analysis ,Critical Path Method, Estimate Critical path Analysis, Programme Evaluation & Review Technique, Distinction between PERT and CPM ,
- (vi) Simulation-Introduction, Methodology for Simulation, Management Application, Stochastic Simulation and Problem Numbers. Markov Analysis and its application

Suggested Readings

- (1). N.D. Vohra - Quantitative Techniques in Managerial Decisions
- (2) V.K. Kapoor - Operation Research Technique For management
- (3) Renders Stain - Quantitative Analysis for Management
- (4) Hiller - Introduction to Operation Research

AEC (Language based courses) Indian, Modern, Regional Language-II

Code: To be provided by university

Content: To be provided by university

VAC/AEC- Culture Traditions and Moral Values

Code: To be provided by university

Content: To be provided by university

