

COURSE OUTCOMES

Course Title: Business Environment Course Code: M.C. 201	
Course Outline	The objective of the course is to acquaint students with the concepts of macro – economics and the macro environment in which a business organization operates. The course would also make the student capable of analysing and understanding the macro-economic policies of the government implemented from time to time and assess their impact on business.
Course Outcome	CO1: To facilitate future entrepreneurs to plan, launch and grow a business venture within the context of their local and national social, political, legal cultural and economic environment. CO2: To give students an understanding of various constituents of the local and global business environments. CO3: To have a critical study of liberalization, privatization, and globalization.
Student Learning Outcomes	Upon successful completion of the course, learner will be able to: <ul style="list-style-type: none"> • Identify and evaluate the complexities of business environment and their impact on the business. • Analyze the relationships between Government and business and understand the political, economic, legal and social policies of the country. • Analyze current economic conditions in developing emerging markets and evaluate present and future opportunities. • Gain knowledge about operation of different institutions in international business environment.
Course Contents/Syllabus	As prescribed by the Panjab University <p style="text-align: center;">UNIT-I</p> Business Environment: Cultural, social, political, technological, economic and legal environment - scanning - techniques of environmental forecasting - SWOT – Internal environment - their impact on policy formulation. <p style="text-align: center;">UNIT-II</p> Economic reforms in India - Liberalization - privatization and globalization – Competitive Strength of Indian industry - Impact of liberalization policy on different sectors – Foreign Investments policy in India. Multi-national corporations - Their participation in India – Their strategies, competitive strengths policies and performance <p style="text-align: center;">UNIT-III</p> Economic reforms in India - Liberalization - privatization and globalization – Competitive Strength of Indian industry - Impact of liberalization policy on different sectors – Foreign Investments

	<p>policy in India. Multi-national corporations - Their participation in India – Their strategies, competitive strengths policies and performance</p> <p style="text-align: center;">UNIT-IV</p> <p>Money and Capital market: Features and components of Indian Financial system, objectives, features and structure of Money market and capital market, recent developments - Stock Exchanges, Investor Protection and Role of SEBI. Legal Framework: Consumer Protection Act, 1986, Right to Information and Right to Service Acts and its implications for business.</p>
Required Texts	<ol style="list-style-type: none"> 1. Francis Cherunilam: Business Environment - Text & Cases, Himalayan Publishing House, Mumbai. 2. Kazhmi Azhar, Business Policy, TMH. 3. SB Gupta, Monetary Economics, Routledge Taylor and Francis Group
Suggested Texts, Readings, & Materials	<ol style="list-style-type: none"> 1. Wheelen, Concepts of Strategic Management and Business Policy, Pearson Education, New Delhi. 2. William Gluck & L R Jauch, Business Policy & Strategic Management, McGraw-Hill., New Delhi. 3. Gupta, Liberalisation - Its Impact on Indian Economy, Macmillan. 4. K.V.Sivayya and VBM Das: Indian Industrial Economy, Sultan Chand Publishers, Delhi. 5. Suresh Bedi: Business Environment, Excel, New Delhi. 6. M. Adhikari: Economic Environment of Business, Sultan Chand & Sons, New Delhi. 7. Prof. Laxmi Narain: Globalization, Liberalization and Privatization of Public Enterprises, Sultan Chand & Co., New Delhi. 8. Pandey, G.N., Environmental Management, Vikas Publishing House.
Pedagogy for Course Delivery	Tutorials, Interactive Sessions, Case Studies, Management Games, Extensive Research Projects, subject quiz etc.
Evaluation Criteria	The Course-level Assessment includes continuous internal assessment having weightage of 20%. Various mechanisms for continuous assessment criterion comprise of mid-semester tests, attendance, class presentations and assignments.

Course Title: Research Methodology in Commerce -MC 202	
Course Outline	Research Methodology in commerce is an introductory course that helps the students to understand the concepts of research and handling data in research.
Course Outcome	CO1: The objective of the paper is to understand the concepts of research and handling data in research.

Student Learning Outcomes	<ul style="list-style-type: none"> • On completion of this course, the students will be able to understand the concepts and data handling issues related to research. • Acquiring knowledge about data collection and data processing that is helpful in writing a research report. • Understanding the design, process, and methods of sample • Data processing and handling with software application to diagnose and solve research related problems and develop managerial application of research in Marketing, HR and various management-oriented subjects.
Course content/Syllabus	<p>As prescribed by Panjab University</p> <p style="text-align: center;">UNIT I</p> <p>Introduction: - Meaning of the Research – Qualities of a research worker – Scientific Method – Definition –stages of scientific study – Different steps in scientific study – Logical Methods – Inductive & Deductive Methods – Nature of the Phenomena & the use of the scientific methods. Approach to a Research Project: -Purpose of Research – Functions in Research – Research Programme – Problem solving through research /financial aspects of research – Research Design (Selective topic, Coverage, Hypothesis) –Sources of Information – Nature of study – Definition of terms –Techniques of study – Collection, Analysis & presentation of the data – Testing hypothesis – Stating results</p> <p style="text-align: center;">Unit II</p> <p>Use of the Library: - Finding the correct sources of information – Uses of books, periodicals & encyclopaedia – Taking down notes – Collection & organization of Material. Research Method:- Sampling Method – Observation Method – Case Study Method – Interview Method – Survey Method – Experimental Method – Questionnaire Method - Library Method – Documentary Method – Suitable Combination & Selection of Method – advantages, disadvantages & limitations of methods.</p> <p style="text-align: center;">UNIT-III</p> <p>Presentation of Information: -Analysis of information – Classification, tabulation & interpretation –Presentation of data & its application – Pictorial presentation – Composition of information (quotation, footnotes, bibliography - tables, standards, abbreviations) - style of writing. Coordinating contents: - Frontmatter (blank sheet, title page, dedication, preface, table of contents, list of tables, list of figures, list of appendices etc.) – Text proper (Chapter wise information) – Back matter (appendices, glossary, bibliography, index, blank sheet).</p>

	UNIT-IV Multivariate analysis – an overview of dependence and interdependence methods (multiple regression, discriminate analysis, conjoint analysis, factor analysis, cluster analysis); research report; ingredients and constructions of research report – procedure of preparation of reference and bibliography. Research Findings and Preparation and writing of a Research Report: - Benefits of implementation of actual research findings – carrying forward the studies – Management of research unit – Preparation and writing of a ‘Research Report’
Required Text	Cooper, Donald R. and Pamela Schindler, Business Research Methods, Tata McGraw Hills, New Delhi.
Suggested Text, readings and Materials	<ol style="list-style-type: none"> 1. Methods of Social Survey and Research, S. R. Bajpai, Kitab Ghar, Kanpur. 2. Zikmund, Millian G., Business Research Methods, Thomson Learning, Bombay. 3. Geode, Millian J. & Paul K. Hatl, Methods in Research Methods, Tata McGraw Hills, New Delhi. 4. Shekhran, Uma, Business Research Method, Miley Education, Singapore. 5. Kothari, C.R., Research Methodology- Methods and Techniques, New Age International Publishers.
Pedagogy for Course Delivery	Lectures, Presentations, Frequent visits to library for literature review, Use of SPSS for data analysis, Case studies, Quiz
Evaluation Criteria	20% marks will be internal assessment based on the Mid-Semester Test, Academic Activity (Seminar, Project & Assignments) and Attendance. 80% marks will be external assessment based on performance in examinations conducted by Panjab University.

Course Title: Financial Management and Policy Course code: MC203	
Course Outline	This course explores principles of financial management, investment analysis, risk assessment, and regulatory compliance to equip students with the skills needed for effective financial decision-making and policy formulation in various organizational contexts.
Course Outcome	<ul style="list-style-type: none"> • Acquire the skills to evaluate investment opportunities using techniques such as Net Present Value (NPV), Internal Rate of Return (IRR), and Payback Period, leading to sound investment recommendations. • Gain competence in identifying, quantifying, and managing financial risks, including market risk and credit risk, and develop strategies to mitigate potential adverse impacts. • Learn to formulate financial policies that optimize a company's capital structure, taking into account factors like debt-equity ratios, cost of capital, and their impact on the firm's value.
Student Learning Outcomes	<ul style="list-style-type: none"> • Proficiency to develop and implement financial strategies aligned with an organization's long-term goals, and ability to assess the financial implications of strategic decisions. • Understand the financial management principles, including time value of money, risk and return, and capital budgeting techniques. • Explore and apply innovative financial technologies and tools that enhance financial management and decision-making.
Course Contents/Syllabus	<p style="text-align: center;">UNIT-I</p> <p>External Financial management - Scope, finance functions and its organization, objectives of financial management; time value of money; sources of long-term finance. Financial Forecasting: Sales Forecast Preparation of Performa Income Statement and Balance Sheet Growth and Funds Requirement (EFR)</p> <p style="text-align: center;">UNIT-II</p> <p>Investment decisions; importance, difficulties, determining cash flows, methods of capital budgeting; risk analysis (risk adjusted discount rate methods and certainly equivalent methods) cost of different sources of raising capital; weighted average cost of capital.</p> <p style="text-align: center;">UNIT-III</p> <p>Capital Structure decisions - Leverage: Measuring and analyzing the implications of Leverage Operating Leverage, Financial Leverage and Total Leverage; capital structure theories - NI, NOI, traditional and M-M theories; Capital Structure Policy: Business & Financial Risk, A Total Risk Perspective Business & Financial Risk, A Market Risk Perspective Determinants of Capital Structure Decision Approach to Estimating the Target Capital Structure Variations in Capital Structures, EBIT / EPS Analysis and ROI/ROE Analysis.</p> <p style="text-align: center;">UNIT-IV</p> <p>Determinants of dividend models - Walter, Gordon & M.M. models. Working Capital – Meaning, need, determinants; estimation of working capital need;</p>

	management of cash; inventory & receivable.
Required Texts	Gordon B. Davis & Margrethe H. Olson. "Management Information systems: conceptual foundations, structure and development." Tata Mc. Graw hill publications.
Suggested Texts, Readings, & Material	<ol style="list-style-type: none"> 1. Kenneth C. Laudon and Jane P. Laudon: "Management Information Systems" 9/e, Pearson Education, New Delhi. 2. Kroenke, D. M., & Boyle, R.. Using Mis. Pearson. 3. Behl, R., O'Brien, J. A., & Marakas, G. M. Management Information Systems (Vol. 11). McGraw-Hill Education. 4. Goyal, D. P. Management information system. Macmillan Publication. 5. Lucey, T. Management information systems. London: Letts Educational. 6. Manro, R. and Manro, S. Management Information System, Kalyani.
Pedagogy for Course Delivery	Interactive sessions, class presentations, assignments, research projects, self-study sessions, case studies, group presentations.
Evaluation Criteria	The course level assessment includes continuous internal assessment having weightage of 20%. Various mechanisms for continuous assessment criterion comprise of mid semester tests, attendance, presentations and assignments.

Course Title: PRODUCTION AND MATERIALS MANAGEMENT	
Course Code: M.C. 204	
Course Outline	Production and Material Management will equip students with the knowledge that enables them to plan and optimize production processes, manage inventory efficiently and control cost.
Course Outcome	Upon completing the course, students will be proficient in optimizing production processes, resource management, and cost control while demonstrating expertise in supply chain management, technology integration, and ethical production practices.
Student Learning Outcomes	<p>On completion of this course, the students will be able to understand and apply the concepts related to production and materials management.</p> <ol style="list-style-type: none"> 1. Students will acquire the ability to design and implement efficient production processes, minimizing waste and optimizing resource utilization. 2. Students will learn to analyse, reduce, and allocate costs effectively within a production context, contributing to cost-effective operations. 3. Students will understand the intricacies of supply chain management, including sourcing, logistics, and demand forecasting.
Course content/Syllabus	As prescribed by Panjab University UNIT I Introduction to Production Management - Nature, Scope, Importance and Functions Materials Management - Evolution, Importance, Scope and

	<p>Objectives - Interface with other functions. Introduction of Inventory Control, Static Inventory problem under risk. Dynamic Model under risk, policy coordinated, Replacement with discount. Introduction to purchasing, Functions of purchasing, procedure of purchasing, Selection Sources of Supply, Negotiation with Suppliers.</p> <p style="text-align: center;">UNIT-II</p> <p>Price determination; Price Cost Analysis, Quality determination and control value analysis. Scope & functions of operations management, Forecasting of demand. Delphi. Methods, Statistical Quality Control Technique.</p> <p style="text-align: center;">UNIT-III</p> <p>Facilities Location & Layout – Strategic importance - Factors affecting location & layout - Installation of facilities – Single location, multi-location decisions. Principles and Types of Facilities Layout. Importance and Functions of Production Planning & Control. Introduction to PERT / CPM - Network Crashing.</p> <p style="text-align: center;">UNIT-IV</p> <p>Productivity - Work Study - Objectives, Scope and Uses - Methods Study – Flow process chart, Flow diagram & Process mapping - Work Measurement - Elements – Performance Rating - Allowances - Standard Time - Synthetic Time Standards – Work Sampling</p>
Required Text	1. Production and Operations Management- K. Aswathappa- Himalaya Publishing House.
Suggested Text, readings and Materials	<ol style="list-style-type: none"> 1. A.K. Dutta Materials Management: Procedures, Text and Cases- Prentice Hall of India 2. Production and Operations Management- SN Charry-Tata Mc Graw Hill 3. Production and Operations Management- Everett e Adam- PHI Learning Pvt Ltd
Pedagogy for Course Delivery	Lectures, discussions, case studies and presentations.
Evaluation Criteria	20% marks will be internal assessment based on the Mid-Semester Test, Academic Activity (Seminar, Project & Assignments) and Attendance. 80% marks will be external assessment based on performance in examinations conducted by Panjab University.

Course Title: Operations Research Course Code: M.C. 205	
Course Outline	Operations Research is an interdisciplinary course that equips students with quantitative techniques to model, analyze, and optimize complex business and managerial decision problems. It covers linear programming, transportation and assignment models, network analysis, decision theory, queuing, game theory, replacement models, and simulation.
Course Outcome	The purpose of teaching this course is to provide postgraduate students with a rigorous understanding of analytical models and optimization techniques used in decision-making under certainty, risk, and uncertainty. It enables them to formulate real-world problems into mathematical models and derive efficient, data-driven solutions.
Student Learning Outcomes	<p>On completion of this course, the students will be able to understand and apply the quantitative techniques related to Operations Research.</p> <ol style="list-style-type: none"> 1. By the end of the course, students will be able to formulate and solve optimization problems using linear programming, transportation, assignment, and network models, and interpret solutions in managerial contexts. 2. Students will develop the ability to make structured decisions under risk and uncertainty using decision theory, Bayesian analysis, game theory, and simulation techniques. 3. Upon completing the course, students will have a strong analytical foundation to evaluate operational systems using queuing theory, replacement models, and project management tools (PERT/CPM), enabling efficient resource allocation and process optimization.
Course content/Syllabus	<p>As prescribed by Panjab University</p> <p style="text-align: center;">UNIT I</p> <p>Operations Research: Evolution, methodology and role in decision making; Linear programming: Meaning, assumptions, advantages, scope and limitations: Formulation of Problem and its solution by graphical and simplex methods (Including Big M Method and Two-Phase Simplex Method); special cases in simplex method; infeasibility, degeneracy, unboundedness and multiple optimal solutions; duality. Dual Simplex Method.</p> <p style="text-align: center;">UNIT-II</p> <p>Transportation problems including transshipment problems; Special cases in transportation problems; unbalanced problems, degeneracy; maximization objective and multiple optimal solutions; assignment problems including travelling salesman's problem. Special cases in assignment problems; unbalanced problems, maximization objective and multiple optimal solutions.</p>

	<p style="text-align: center;">UNIT-III</p> <p>PERT/CPM: Difference between PERT and CPM, network construction, calculating EST, EFT, LST, LFT and floats, probability considerations in PERT, time cost trade off. Decision theory: decision making under uncertainty and risk, Bayesian analysis, decision trees. Replacement problem (Individual and Group replacement problems both).</p> <p style="text-align: center;">UNIT-IV</p> <p>Game theory, pure and mixed strategy games; principle of dominance; two person zero sum game; Queuing theory: concept, assumptions and applications; analysis of queue system, Poisson distributed arrivals and exponentially distributed service time model (MMI and MMK); simulation; meaning, process, advantages, limitations and applications.</p>
Required Text	Operations Research- Theory and Applications by JK Sharma, Macmillan (Publishers)
Suggested Text, readings and Materials	<ol style="list-style-type: none"> 6. Operations Research by Hamdy A. Taha, Pearson 7. Operations Research by R. Panneerselvam, PHI Publication 8. Operations Research by A.M. Natarajan, P. Balasubramani, A. Tamilarasi, Pearson 9. Operations Research- Quantitative Techniques for Management by VK Kapoor, Sultan Chand & Sons
Pedagogy for Course Delivery	Tutorial, Questions solving by students through digital board
Evaluation Criteria	20% marks will be internal assessment based on the Mid-Semester Test, Academic Activity (Seminar, Project & Assignments) and Attendance . 80% marks will be external assessment based on performance in examinations conducted by Panjab University.

Course Title: - BUSINESS POLICY & STRATEGIC MANAGEMENT	
Course Code: MC. 206	
Course Outline	The objective of the course is to help the students develop an understanding of the basic inputs in making and implementing corporate strategic decisions and also familiarize them with the issues and practices involved.
Course Outcome	CO1: Students will be able to critically evaluate the internal and external factors affecting an organization's strategic position. CO2: Students will develop a good understanding of the concept of Competitive Advantage and its relation to a firm's strategy. CO3: Students will develop a good understanding of the concept of Competitive Industry and competitive analysis, Resource and competency analysis, Analyzing strategy across corporate and business levels
Student Learning Outcomes	<ol style="list-style-type: none"> 1. Students will be able to conduct a comprehensive analysis of a business's internal and external environment, identifying key strategic factors and formulating effective strategic plans to address organizational challenges and opportunities. 2. Students will develop the skills to make informed and data-driven strategic decisions. 3. Students will also be able to create implementation plans that effectively translate strategic goals into actionable initiatives, considering resource allocation, timelines, and risk management.
Course Contents/Syllabus	<p>As prescribed by the Panjab University;</p> <p>Strategic Management - An Introduction - Evolution of business policy as a discipline - Strategy and the Quest for Competitive Advantage: Military origins of strategy – Evolution - Concept and Characteristics of strategic management – Defining strategy – Mintzerbg’s 5Ps of strategy – Corporate, Business and Functional Levels of strategy - Strategic Management Process.</p> <p>Strategic Options Porter’s Generic Strategies Integration Strategies, Intensive Strategies. Diversification and Differentiation Strategies, Functional Strategy - Manufacturing, Financial, Marketing, Human Resource, Research & Development. Strategic Intent & Strategy Formulation: Vision, mission and purpose – Business definition, objectives and goals – Stakeholders in business and their roles in strategic management – Corporate Social Responsibility, Ethical and Social Considerations in Strategy Development.</p> <p>Strategy implementation - Project implementation – Procedural implementation – Resource Allocation – Organization Structure – Matching structure and strategy. Behavioral issues in implementation – Corporate culture – Mc Kinsey’s 7s Framework - Concepts of Learning Organization. Strategy Evaluation - Importance - Symptoms of</p>

	<p>malfunctioning of strategy - Organization anarchies - Operations Control and Strategic Control - Measurement of performance - Analyzing variances - Role of organizational systems in evaluation.</p> <p>New Business Models and strategies for Internet Economy: Shaping characteristics of E-Commerce environment – E-Commerce Business Model and Strategies – Internet Strategies for Traditional Business –Key success factors in E-Commerce – Virtual Value Chain. Cases in strategic management. A minimum of 10 cases encompassing the above topics to be analyzed and discussed in the class. Cases to be incorporated in the Question Paper.</p>
Required Texts	Strategic Management and Business Policy by Thomas L Wheelen , J. David Hunger , Alan N. Hoffman , Charles E. Bamford , Purva Kansal
Suggested Texts, Readings, & Materials	<ol style="list-style-type: none"> 1. A A Thompson Jr., A J Strickland III, J E Gamble, Crafting & Executing Strategy – The Quest for Competitive Advantage, Tata McGraw Hill. 2. Ranjan Das, Crafting the Strategy: Concepts and Cases in Strategic Management, Tata McGraw Hill. 3. Henry, Mintzberg, Bruce, Ahlstrand and Joseph, Lampel, Strategy Safari, Free Press, New York. 4. Gary, Hamel and Prahalad, C. K.. Competing for the Future, HBS Press. 5. Ed. C.A. Montgomery, M.E. Porter, Strategy – Seeking and Securing Competitive Advantage, Harvard Business Review Publications. 6. Peter F. Drucker, Managing in a Time of Great Change, Truman Talley Books/Plume Penguin Group. 7. Kazmi, A, Business Policy and Strategic Management, Tata Mcgraw Hill, New Delhi.
Pedagogy for Course Delivery	<ol style="list-style-type: none"> 1. Interactive sessions 2. Class presentation by group of students and self-study session. 3. Open discussions on Case studies and recent trends in marketing. 4. Assignments
Evaluation Criteria	The course level assessment includes continuous internal assessment having weightage of 20%. Various mechanisms for continuous assessment criterion comprise of mid semester tests, attendance, presentations and assignments.