

**Department of Management Studies (MBA)**

K. E. Society's

**Rajarambapu Institute of Technology, Sakharale**

**Department Of Business Management Studies (MBA)**

**MBA CURRICULUM DESIGN**

| Sr. No | Year   | Sem. I | Sem. II | Total Credits |
|--------|--------|--------|---------|---------------|
| 1      | First  | 25     | 25      | 50            |
| 2      | Second | 32     | 20      | 52            |

Total Credits: 102

Minimum 40% marks required in ISE + UT 1 + UT 2 to become eligible for ESE.

ISE= In Semester Evaluation, UT = Unit Test, ESE = End Sem. Examination

**Examination**

**ISE**– The faculty member will award marks out of 20 for class participation in Case Studies, Mini Projects, Group Exercises, Group Discussions & Seminars, Open Book Exam, presentations, quizzes etc.

**UT 1 and 2** per course will be conducted for 25 marks each.

**ESE**– The End semester examination of 50 marks will be conducted.



**Implemented from the year 2017-18**

**Department of Management Studies (MBA)**  
**K. E. Society's**  
**Rajarambapu Institute of Technology, Sakharale**  
**Department Of Business Management Studies (MBA)**  
**First Year Semester I**  
**Credit Structure**

| Subject code | Subject                                        | Teaching scheme |   |   |         | Evaluation Scheme |                |                   |                    |
|--------------|------------------------------------------------|-----------------|---|---|---------|-------------------|----------------|-------------------|--------------------|
|              |                                                | L               | T | P | Credits | Scheme            | Theory (Marks) |                   |                    |
|              |                                                |                 |   |   |         |                   | Max            | Min for passing % | Aggregate passing% |
| MGC 101      | Principles of Management                       | 3               | - | - | 3       | ISE               | 20             | 40                | 50                 |
|              |                                                |                 |   |   |         | UT1               | 15             |                   |                    |
|              |                                                |                 |   |   |         | UT2               | 15             |                   |                    |
|              |                                                |                 |   |   |         | ESE               | 50             | 40                |                    |
| MGC 103      | Managerial Economics                           | 3               | - | - | 3       | ISE               | 20             | 40                | 50                 |
|              |                                                |                 |   |   |         | UT1               | 15             |                   |                    |
|              |                                                |                 |   |   |         | UT2               | 15             |                   |                    |
|              |                                                |                 |   |   |         | ESE               | 50             | 40                |                    |
| MGC 105      | Financial Accounting and Analysis              | 3               | 1 | - | 4       | ISE               | 20             | 40                | 50                 |
|              |                                                |                 |   |   |         | UT1               | 15             |                   |                    |
|              |                                                |                 |   |   |         | UT2               | 15             |                   |                    |
|              |                                                |                 |   |   |         | ESE               | 50             | 40                |                    |
| MGC 107      | Business Environment                           | 3               | - | - | 3       | ISE               | 20             | 40                | 50                 |
|              |                                                |                 |   |   |         | UT1               | 15             |                   |                    |
|              |                                                |                 |   |   |         | UT2               | 15             |                   |                    |
|              |                                                |                 |   |   |         | ESE               | 50             | 40                |                    |
| MGC 109      | Marketing Management                           | 3               | - | - | 3       | ISE               | 20             | 40                | 50                 |
|              |                                                |                 |   |   |         | UT1               | 15             |                   |                    |
|              |                                                |                 |   |   |         | UT2               | 15             |                   |                    |
|              |                                                |                 |   |   |         | ESE               | 50             | 40                |                    |
| MGC 111      | Organization Behaviour                         | 3               | - | - | 3       | ISE               | 20             | 40                | 50                 |
|              |                                                |                 |   |   |         | UT1               | 15             |                   |                    |
|              |                                                |                 |   |   |         | UT2               | 15             |                   |                    |
|              |                                                |                 |   |   |         | ESE               | 50             | 40                |                    |
| MGC 113      | Operations Management                          | 2               | 1 | - | 3       | ISE               | 20             | 40                | 50                 |
|              |                                                |                 |   |   |         | UT1               | 15             |                   |                    |
|              |                                                |                 |   |   |         | UT2               | 15             |                   |                    |
|              |                                                |                 |   |   |         | ESE               | 50             | 40                |                    |
|              | Soft core                                      |                 |   |   |         |                   |                |                   |                    |
| MSC 101      | Written and Spoken Skills/<br>Foreign Language | -               | - | 2 | 1       | ISE               | 20             | 40                | 50                 |
|              |                                                |                 |   |   |         | UT1               | 15             |                   |                    |
|              |                                                |                 |   |   |         | UT2               | 15             |                   |                    |
|              |                                                |                 |   |   |         | ESE               | 50             | 40                |                    |
| MSC 103      | Reading and Listening Skills                   | -               | - | 2 | 1       | ISE               | 50             | 40                | 50                 |
|              |                                                |                 |   |   |         | UT1               | 15             |                   |                    |
|              |                                                |                 |   |   |         | UT2               | 15             |                   |                    |
|              |                                                |                 |   |   |         | ESE               | 50             | 40                |                    |
| MSC 105      | Compulsory Workshop<br>(MS Office)             | -               | - | 2 | 1       | ISE               | 50             | 50                | 50                 |
| MSC 107      | Liberal Arts (Audit Course) any one            |                 |   |   |         |                   |                |                   |                    |

Total contact hours/week/student : 28

Total credits : 25

Implemented from the year 2017-18

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K. E. Society's  
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**Department Of Business Management Studies (MBA)**  
**First Year Semester II**  
**Credit Structure**

| Subject code | Subject                                                 | Teaching scheme |   |   |         | Evaluation Scheme |                |                  |                        |
|--------------|---------------------------------------------------------|-----------------|---|---|---------|-------------------|----------------|------------------|------------------------|
|              |                                                         | L               | T | P | Credits | Scheme            | Theory (Marks) |                  |                        |
|              |                                                         |                 |   |   |         |                   | Max            | Min for passing% | Aggregate for passing% |
| MGC 102      | Corporate Finance                                       | 3               | - | - | 3       | ISE               | 20             | 40               | 50                     |
|              |                                                         |                 |   |   |         | UT1               | 15             |                  |                        |
|              |                                                         |                 |   |   |         | UT2               | 15             |                  |                        |
|              |                                                         |                 |   |   |         | ESE               | 50             |                  |                        |
| MGC 104      | Human Resource Management                               | 3               | - | - | 3       | ISE               | 20             | 40               | 50                     |
|              |                                                         |                 |   |   |         | UT1               | 15             |                  |                        |
|              |                                                         |                 |   |   |         | UT2               | 15             |                  |                        |
|              |                                                         |                 |   |   |         | ESE               | 50             |                  |                        |
| MGC 106      | Quantitative Analysis with SPSS                         | 3               | - | 2 | 4       | ISE               | 20             | 40               | 50                     |
|              |                                                         |                 |   |   |         | UT1               | 15             |                  |                        |
|              |                                                         |                 |   |   |         | UT2               | 15             |                  |                        |
|              |                                                         |                 |   |   |         | ESE               | 50             |                  |                        |
| MGC 108      | Business Research Methods                               | 2               | - | - | 2       | ISE               | 20             | 40               | 50                     |
|              |                                                         |                 |   |   |         | UT1               | 15             |                  |                        |
|              |                                                         |                 |   |   |         | UT2               | 15             |                  |                        |
|              |                                                         |                 |   |   |         | ESE               | 50             |                  |                        |
| MGC 110      | Managing for Sustainability                             | 3               | - | - | 3       | ISE               | 20             | 40               | 50                     |
|              |                                                         |                 |   |   |         | UT1               | 15             |                  |                        |
|              |                                                         |                 |   |   |         | UT2               | 15             |                  |                        |
|              |                                                         |                 |   |   |         | ESE               | 50             |                  |                        |
| MGC 112      | Management Information System                           | 3               | - | - | 3       | ISE               | 20             | 40               | 50                     |
|              |                                                         |                 |   |   |         | UT1               | 15             |                  |                        |
|              |                                                         |                 |   |   |         | UT2               | 15             |                  |                        |
|              |                                                         |                 |   |   |         | ESE               | 50             |                  |                        |
| MGC 114      | Strategic Management                                    | 2               | - | 2 | 3       | ISE               | 20             | 40               | 50                     |
|              |                                                         |                 |   |   |         | UT1               | 15             |                  |                        |
|              |                                                         |                 |   |   |         | UT2               | 15             |                  |                        |
|              |                                                         |                 |   |   |         | ESE               | 50             |                  |                        |
| MSC 102      | Soft core (General Aptitude Skills)                     | -               | - | 2 | 1       | ISE               | 50             | 50               | 50                     |
| MSC 104      | Studio Course (Term Project / Case Study)               | -               | 2 | - | 2       | ISE               | 50             | 50               | 50                     |
|              | <b>Laboratory Courses</b> ( any one from the following) |                 |   |   |         |                   |                |                  |                        |
|              | 1. MLC 102 Advanced Excel                               |                 |   |   |         |                   |                |                  |                        |
|              | 2. MLC 104 Orange HRM                                   |                 |   |   |         |                   |                |                  |                        |
|              | 3. MLC 106 Tally ERP                                    |                 |   |   |         |                   |                |                  |                        |
|              | 4. MLC 108 Quick Books                                  |                 |   |   |         |                   |                |                  |                        |
|              | 5. MLC 110 BPM Online                                   |                 |   |   |         |                   |                |                  |                        |

Total contact hours/week/student : 29

Total credits : 25

Implemented from the year 2017-18

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## Department of Management Studies (MBA)

K. E. Society's  
Rajarambapu Institute of Technology, Sakharale  
**Department Of Business Management Studies (MBA)**  
Second Year Semester III  
**Credit Structure**

| Subject code | Subject                                                                                                      | Teaching scheme |   |   |         | Evaluation Scheme |        |                   |                         |
|--------------|--------------------------------------------------------------------------------------------------------------|-----------------|---|---|---------|-------------------|--------|-------------------|-------------------------|
|              |                                                                                                              | L               | T | P | Credits | Scheme            | Theory |                   |                         |
|              |                                                                                                              |                 |   |   |         |                   | Max %  | Min % for Passing | Aggregate % for Passing |
| MGC 201      | Project Management                                                                                           | 2               | - | - | 2       | ISE               | 20     | 40                | 50                      |
|              |                                                                                                              |                 |   |   |         | UT1               | 15     |                   |                         |
|              |                                                                                                              |                 |   |   |         | UT2               | 15     |                   |                         |
|              |                                                                                                              |                 |   |   |         | ESE               | 50     | 40                |                         |
| MLC 201      | MS Project Lab                                                                                               | -               | - | 2 | 1       | ISE               | 50     | 50                | 50                      |
| MCIS 201     | Self Study/ MOOC / NPTEL /Industry Internship & EDP Phase I                                                  | -               | 1 | - | 1       | ISE               | 20     | 50                | 50                      |
|              | Major Subject Specialization I<br>Elective Paper (SE) I, II & III                                            | 3+3+3           | - | - | 3+3+3   | ISE               | 20     | 40                | 50                      |
|              |                                                                                                              |                 |   |   |         | UT1               | 15     |                   |                         |
|              |                                                                                                              |                 |   |   |         | UT2               | 15     |                   |                         |
|              |                                                                                                              |                 |   |   |         | ESE               | 50     | 40                |                         |
|              | Major Subject Specialization II<br>Elective Paper (SE) I, II & III                                           | 3+3+3           | - | - | 3+3+3   | ISE               | 20     | 40                | 50                      |
|              |                                                                                                              |                 |   |   |         | UT1               | 15     |                   |                         |
|              |                                                                                                              |                 |   |   |         | UT2               | 15     |                   |                         |
|              |                                                                                                              |                 |   |   |         | ESE               | 50     | 40                |                         |
|              | Minor Elective ( Any one from<br>System, Operations, Rural, Family<br>Business and Technology<br>Management) | 3               | - | - | 3       | ISE               | 20     | 40                | 50                      |
|              |                                                                                                              |                 |   |   |         | UT1               | 15     |                   |                         |
|              |                                                                                                              |                 |   |   |         | UT2               | 15     |                   |                         |
|              |                                                                                                              |                 |   |   |         | ESE               | 50     | 40                |                         |
|              | Generic Elective (any one)                                                                                   | 2               | - | - | 2       | ISE               | 20     | 40                | 50                      |
|              |                                                                                                              |                 |   |   |         | UT1               | 15     |                   |                         |
|              |                                                                                                              |                 |   |   |         | UT2               | 15     |                   |                         |
|              |                                                                                                              |                 |   |   |         | ESE               | 50     | 40                |                         |
| MSC 201      | Soft Core : Business Etiquettes                                                                              | -               | - | 2 | 1       | ISE               | 100    | 50                | 50                      |
| MPC 201      | Summer Internship Program                                                                                    | -               | 2 | - | 4       | ISE               | 50     | 50                | 50                      |

Total contact hours/week/student : 32  
Total credits : 32

### Major Specializations offered:

- Marketing Management
- Human Resource Management
- Finance Management

### Minor Electives offered:

- Operations Management
- System Management
- Rural Management
- Family Business Management
- Technology Management

**Note:** 1. A student has to opt for any two specializations out of three major specializations.  
2. Three elective papers have to be opted in each specialization in this semester.

Implemented from the year 2017-18



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**Second Year Semester IV**  
**Credit Structure**  
**Option I**

| Subject code | Subject                                 | Teaching scheme |    |    |         | Evaluation Scheme |       |                   |                         |
|--------------|-----------------------------------------|-----------------|----|----|---------|-------------------|-------|-------------------|-------------------------|
|              |                                         | L               | T  | P  | Credits | Scheme            | Max % | Min % for Passing | Aggregate % for Passing |
| MGC 202      | Entrepreneurship Development            | 3               | -  | -- | 3       | ISE               | 20    | 40                | 50                      |
|              |                                         |                 |    |    |         | UT1               | 15    |                   |                         |
|              |                                         |                 |    |    |         | UT2               | 15    |                   |                         |
|              |                                         |                 |    |    |         | ESE               | 50    | 40                |                         |
| MGC 204      | Management of Technology and Innovation | 2               | -- | -- | 2       | ISE               | 20    | 40                | 50                      |
|              |                                         |                 |    |    |         | UT1               | 15    |                   |                         |
|              |                                         |                 |    |    |         | UT2               | 15    |                   |                         |
|              |                                         |                 |    |    |         | ESE               | 50    | 40                |                         |
| MGC 206      | Cross Cultural Study                    | 2               | -- | -- | 2       | ISE               | 20    | 40                | 50                      |
|              |                                         |                 |    |    |         | UT1               | 15    |                   |                         |
|              |                                         |                 |    |    |         | UT2               | 15    |                   |                         |
|              |                                         |                 |    |    |         | ESE               | 50    | 40                |                         |
| MGC 208      | International Business                  | 3               | -- | -- | 3       | ISE               | 20    | 40                | 50                      |
|              |                                         |                 |    |    |         | UT1               | 15    |                   |                         |
|              |                                         |                 |    |    |         | UT2               | 15    |                   |                         |
|              |                                         |                 |    |    |         | ESE               | 50    | 40                |                         |
| MGC 210      | Supply Chain Management                 | 3               | -  | -- | 3       | ISE               | 20    | 40                | 50                      |
|              |                                         |                 |    |    |         | UT1               | 15    |                   |                         |
|              |                                         |                 |    |    |         | UT2               | 15    |                   |                         |
|              |                                         |                 |    |    |         | ESE               | 50    | 40                |                         |
| MPC 202      | Comprehensive Project                   | --              | 2  | -  | 5       | ISE               | 50    | 50                | 50                      |
|              |                                         |                 |    |    |         | ESE               | 50    | 50                |                         |
|              | Generic Elective                        | 2               | -- | -  | 2       | ISE               | 20    | 40                | 50                      |
|              |                                         |                 |    |    |         | UT1               | 15    |                   |                         |
|              |                                         |                 |    |    |         | UT2               | 15    |                   |                         |
|              |                                         |                 |    |    |         | ESE               | 50    | 40                |                         |

Total contact hours/week/student : 17  
Total credits : 20



Implemented from the year 2017-18 5

### MBA I Sem. I

| Code             | Subject Name                                |
|------------------|---------------------------------------------|
| MGC 101          | Principles of Management                    |
| MGC 103          | Managerial Economics                        |
| MGC 105          | Financial Accounting and Analysis           |
| MGC 107          | Business Environment                        |
| MGC 109          | Marketing Management                        |
| MGC 111          | Organization Behaviour                      |
| <b>Soft core</b> |                                             |
| MSC 101          | Written and Spoken Skills/ Foreign Language |
| MSC 103          | Reading and Listening Skills                |
| MSC 105          | Compulsory Workshop (MS Office)             |
| MSC 107          | Studio Course (Term Project / Case Study)   |
|                  | <b>Liberal Arts (Audit Course ) any one</b> |
|                  | LA001      Photography                      |
|                  | LA002      Yoga                             |
|                  | LA003      Music                            |
|                  | LA004      Dance                            |
|                  | LA005      Drama                            |
|                  | LA006      Fine Arts                        |
|                  | LA007      Sports                           |
|                  | LA008      Spirituality and Management      |



### MBA I Sem. II

| Code    | Subject Name                                                                                                                                                                             |
|---------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MGC 102 | Corporate Finance                                                                                                                                                                        |
| MGC 104 | Human Resource Management                                                                                                                                                                |
| MGC 106 | Quantitative Analysis with SPSS                                                                                                                                                          |
| MGC 108 | Business Research Methods                                                                                                                                                                |
| MGC 110 | Operations Management                                                                                                                                                                    |
| MGC 112 | Managing for Sustainability                                                                                                                                                              |
| MGC 114 | Management Information System                                                                                                                                                            |
| MGC 116 | Strategic Management                                                                                                                                                                     |
| MSC 102 | <b>Soft core (General Aptitude Skills)</b>                                                                                                                                               |
|         | <b>Laboratory Courses ( any one from the following)</b><br>1. MLC 102 Advanced Excel<br>2. MLC 104 Orange HRM<br>3. MLC 106 Tally ERP<br>4. MLC 108 Quick Books<br>5. MLC 110 BPM Online |





## MBA II Sem. III

| Code                                                                                             | Subject Name                                        |
|--------------------------------------------------------------------------------------------------|-----------------------------------------------------|
| MGC201                                                                                           | Project Management                                  |
| MLC201                                                                                           | MS Project Lab                                      |
| MCIS201                                                                                          | Self Study/ MOOC / NPTEL                            |
| <b>Major Subject Specialization I Elective Paper (SE) I, II &amp; III</b>                        |                                                     |
| <b>Marketing Management</b>                                                                      |                                                     |
| MKT201                                                                                           | Sales and Distribution Management                   |
| MKT202                                                                                           | Consumer Behavior                                   |
| MKT203                                                                                           | Services Marketing                                  |
| MKT204                                                                                           | Retail Marketing                                    |
| MKT205                                                                                           | Digital Marketing                                   |
| MKT206                                                                                           | Management of Marketing Communications              |
| MKT207                                                                                           | Strategic Marketing Management                      |
| MKT208                                                                                           | Customer Relationship Management                    |
| <b>Human Resource Management</b>                                                                 |                                                     |
| HRM201                                                                                           | Compensation Management                             |
| HRM202                                                                                           | Performance & Rewards Management                    |
| HRM203                                                                                           | Organization Development & Change                   |
| HRM204                                                                                           | Training & Development                              |
| HRM205                                                                                           | Strategic & International human resource management |
| HRM206                                                                                           | Industrial Relations & Labour laws                  |
| HRM207                                                                                           | Human Resource Planning                             |
| HRM208                                                                                           | Conflict & Negotiation Management                   |
| <b>Finance Management</b>                                                                        |                                                     |
| FIN201                                                                                           | Indian Financial System                             |
| FIN202                                                                                           | Financial Markets & Institutions                    |
| FIN203                                                                                           | Security Analysis and Portfolio Management          |
| FIN204                                                                                           | Working Capital Management                          |
| FIN205                                                                                           | Mergers, Acquisition and Corporate Restructuring    |
| FIN206                                                                                           | Funds Management in Banking and Insurance           |
| FIN207                                                                                           | International Finance                               |
| FIN208                                                                                           | Cost Analysis and Control                           |
|                                                                                                  | Generic Elective (any one)                          |
| MSC 201                                                                                          | Soft Core : Business Etiquettes                     |
| MPC 201                                                                                          | Summer Internship Project                           |
| <b>Minor Elective ( Any one from System, , Rural, Family Business and Technology Management)</b> |                                                     |
| <b>Operations Management</b>                                                                     |                                                     |
| OPM201                                                                                           | Materials Management & Inventory Control            |
| OPM202                                                                                           | Operations Planning and Control                     |
| OPM203                                                                                           | Lean Manufacturing System                           |
| OPM204                                                                                           | Managing Six Sigma                                  |
| OPM205                                                                                           | Purchase Management                                 |
| OPM206                                                                                           | Global Operations Strategy                          |



|                                   |                                                                                                                                                              |
|-----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| OPM207                            | Maintenance Management                                                                                                                                       |
| OPM208                            | Manufacturing Systems Management                                                                                                                             |
| <b>System Management</b>          |                                                                                                                                                              |
| SYS201                            | Enterprise Resource Planning                                                                                                                                 |
| SYS202                            | Software Project Management                                                                                                                                  |
| SYS203                            | Cyber Laws and Cyber Security                                                                                                                                |
| SYS204                            | Database Management Systems                                                                                                                                  |
| SYS205                            | Information System Audit and Security                                                                                                                        |
| SYS206                            | E-Business                                                                                                                                                   |
| SYS207                            | System Analysis & Design                                                                                                                                     |
| SYS208                            | Strategic Information System Management                                                                                                                      |
| <b>Rural Management</b>           |                                                                                                                                                              |
| RM201                             | Rural Banking and Microfinance                                                                                                                               |
| RM202                             | Rural Society and Polity                                                                                                                                     |
| RM203                             | Society upliftment Policies                                                                                                                                  |
| RM204                             | ICT in Development                                                                                                                                           |
| RM205                             | Agribusiness                                                                                                                                                 |
| RM206                             | Managing Cooperatives                                                                                                                                        |
| RM207                             | Social Marketing and Social entrepreneurship                                                                                                                 |
| RM208                             | Governance and Development                                                                                                                                   |
| <b>Family Business Management</b> |                                                                                                                                                              |
| FBM201                            | Management of Small and Medium Enterprises                                                                                                                   |
| FBM202                            | Takeovers, Restructuring and Governance                                                                                                                      |
| FBM203                            | Financing for an Emerging Enterprise                                                                                                                         |
| FBM204                            | Legal & Tax Environment                                                                                                                                      |
| FBM205                            | Dynamics of Family Business                                                                                                                                  |
| FBM206                            | Private Equity & Venture Initiation                                                                                                                          |
| FBM207                            | Franchising                                                                                                                                                  |
| FBM208                            | Laws for Entrepreneurs                                                                                                                                       |
| <b>Engineering Management</b>     |                                                                                                                                                              |
| EM201                             | Engineering Management                                                                                                                                       |
| EM202                             | Enterprise Productivity                                                                                                                                      |
| EM203                             | Technology Management                                                                                                                                        |
| EM204                             | R & D Management                                                                                                                                             |
| EM205                             | Value Engineering                                                                                                                                            |
| EM206                             | Engineering Systems Simulation                                                                                                                               |
| EM207                             | Big Data Analytics                                                                                                                                           |
| EM208                             | Manufacturing Systems                                                                                                                                        |
| <b>Generic Elective (Any One)</b> |                                                                                                                                                              |
|                                   | 1. MGE201      Taxation<br>2. MGE202      Healthcare and Hospital Management<br>3. MGE203      Mentoring and Coaching<br>4. MGE204      Warehouse Management |



|        |                                |                                           |
|--------|--------------------------------|-------------------------------------------|
|        | 5. MGE205                      | Mall Management                           |
|        | 6. MGE206                      | Change Management                         |
|        | 7. MGE207                      | Commodity Markets                         |
|        | 8. MGE208                      | Food Retail Management                    |
|        | 9. MGE209                      | Human Resource Audit                      |
|        | 10. MGE210                     | Small scales industries management        |
|        | 11. MGE211                     | Total Quality Management                  |
|        | 12. MGE212                     | Marketing of Financial Services           |
|        | 13. MGE213                     | Search Engine Optimization                |
|        | 14. MGE214                     | Marketing Analytics                       |
|        | 15. MGE215                     | Tourism Management                        |
|        | 16. MGE216                     | Export – Import Procedure & Documentation |
| MSC201 | Soft Core: Business Etiquettes |                                           |
| MPC201 | Summer Internship Project      |                                           |

### MBA II Sem. IV

| Code   | Subject Name                            |
|--------|-----------------------------------------|
| MGC202 | Entrepreneurship Development            |
| MGC204 | Management of Technology and Innovation |
| MGC206 | Cross Cultural Study                    |
| MGC208 | International Business                  |
| MGC210 | Supply Chain Management                 |
| MPC202 | Comprehensive Project                   |
|        | Generic Elective                        |





**MBA I**  
**MGC101: Principles of Management**  
**Sem. I**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes**

On successful completion of the course, students will be able to:

1. Familiarize the students with basic management concepts and behavioral processes in the organization
2. Discuss and communicate the management evolution & how it will affect future managers.
3. Observe and evaluate the influence of historical forces on the current practice of management.
4. Identify and evaluate social responsibility and ethical issues involved in business situations and logically articulate own position on such issues.
5. Explain how organizations adapt to an uncertain environment and identify techniques managers

**Unit I Overview to Management**

6

Organization- Management- Role of managers- Evolution of management thought- Scientific management; Contribution of Taylor, Fayol, Elton Mayo; Hawthorne experiments, Contingency approach.

**Unit II Planning**

6

Nature and purpose of planning- Planning process- Types of plans- Objectives- Managing by Objective (MBO) strategies- Types of strategies – Policies – Decision Making- Types of decision- Decision making process- Rational decision making process- Decision making under different conditions.

**Unit III Organizing**

6

Nature and purpose of organizing, Organization structure, Formal and informal groups/ organization- Line and staff authority- Departmentation, Span of control, Centralization and decentralization, Delegation of authority, Staffing, Selection and Recruitment- Orientation- Career development.

**Unit IV Directing**

6

Motivation and Satisfaction, Motivation Theories, Leadership Styles, qualities of leaders, Types of leadership, Leadership theories, change management. Communication, Barriers to effective communication, Organization Culture, Elements and types of culture, managing cultural diversity.

**Unit V Controlling**

6

Process of controlling- Types of control- Budgetary and non-budgetary control techniques- Managing productivity- Cost control- Purchase control- Maintenance control- Quality control-

**Unit VI Recent Trends In Management**

6

Social Responsibility of Management – environment friendly management, Change Management, Total Quality Management, Stress Management, International Management

**Text book**

1. Harold Kooritz & Heinz Weihrich "Essentials of Management", Tata McGraw-Hill 2015

**Reference books**

1. Tripathy PC And Reddy PN, " Principles of Management", Tata McGraw-Hill, 2014
2. Decenzo David, Robbin Stephen A, "Personnel and Human Reasons Management", Prentice Hall of India, 2014
3. JAF Stoner, Freeman R. E and Daniel R Gilber t Management, Pearson Education, Sixth Edition.2012
4. Hellriegel, Slocum & Jackson, ' Management, A Competency Based Approach', Thomson South Western, 10th edition 2013
5. Stephen P. Robins, Fundamentals of Management, Pearson Education Asia 2015



**MBA I**  
**MGC103: Managerial Economics**  
**Sem. I**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes**

On successful completion of the course, students will be able to:

1. Assess microeconomic variables and its implication in business decision making.
2. Analyze the role of different costs and factors of production in generating maximum output.
3. Identify the competitive and global market for making larger presence and leadership.
4. Analyze and evaluate macroeconomic variables for selection of best alternatives to maximize profit and value of an organisation.
5. Modify, supplement, and enrich economic theory by adding insights from behavioral psychology.
6. Understand the role and function of financial institutions and trade organisations for expanding and diversifying the business in national and international boundary.

**Unit I: Applied Microeconomics****6**

Role of microeconomic analysis in decision in view of complexity of the modern economy, Laws of demand and supply and market equilibrium, Elasticity of demand and supply, Theory consumers demand-Cardinal and Ordinal utility approach, Consumer Surplus, Demand Estimation and Forecasting and its techniques.

**Unit II: Cost and Production Analysis****6**

Theory of Production Cost-Cost Concepts, Short Run Cost Output Relations, Long Run Cost Output Relations, Economies and Diseconomies of scale. Production functions, Theory of Production-Production with one variable input, Production with two variable inputs, Marginal Rate of Technical Substitution, Isoquant Curve, Law of return to scale, Long run analysis of Production

**Unit III: Firms and Markets****6**

Motive of existence of firm, Profit Maximizing output, Goals of nonprofit firm and public sector firms, Global Firms, The competitive and Monopoly model, The Oligopoly model, Monopolistic Competitions, Theory of competitive advantages, Alternate pricing Practices- Pricing of multiple product and price discrimination, National Market, International Market, International Trade Theory Market Failure-Externalities and Public Goods, Sensex, Nifty

**Unit IV: Applied Macroeconomics****6**

Gross Domestic Product(GDP) and Gross National Product(GNP), Consumer Price Index(CPI), Wholesale Price Index(WPI) and GDP Deflator, Capital accumulation and economic growth, level of Investment, Inflation, Theory of employment, interest and money by Keynes and contrasting with Say's theory, and Balance of Payment, Deficit financing, Globalization and Division of labour, Business Cycle, Fiscal and Monetary Policy, Exchange Rate Policy (Comparison with a few leading economies), Ginni Coefficient and Purchasing Power Parity(PPP), Poor Economics and Free Market Economics, Make in India, Digital India projects.



**Unit V: Behavioral Economics**

**6**

Behavioural Decision making, Choice under uncertainty and certainty, Probabilistic Judgment, Departure from perfect rationality, Choice involving time, risk and strategy, System I and System II theory and its impact on business decision making, Nudge Theory and its success in today's world.

**Unit VI: Financial Institutions and Trade Organizations (National and International)**

**6**

Reserve Bank of India(RBI), Security and Exchange Board of India(SEBI), Banks-Public, Private, Foreign and International Apex Bank-World Bank, Asian Development Bank, New Development Bank BRICS etc. National Trade Organizations (CII, FICCI and ASSOCHAM), International Trade Blocks( NAFTA, SAFTA, EU etc.) and International Trade Organization –WTO

**Text Book:**

1. Dominick Salvatore and Ravikesh Srivastava, Managerial Economic, Principle and Worldwide Applications, Oxford Higher Education, 2015

**Reference Books:**

1. Pindyck and Rubinfeld, Microeconomics, Pearson Press, 2013
2. James L Riggs, David Bedworth and S V Randava, Engineering Economics, TMH, 2014
3. Lipsey and Chrystal, Economics, Oxford Higher Education, 2015
4. C R Thomas and S C Maurice, Managerial Economics, TMH, 2015
5. Suma Damodaran, Managerial Economics, Oxford Higher Education, 2015
6. Adam Smith, The Wealth of Nations, amazon.com, 2015
7. Abhijit V Banerjee and Esther Duflo, Poor Economics, Public Affairs, New York, 2011
8. J M Keynes, The General Theory of employment, interest and money, Oxford University Press, Original Edition 1936, Reprint Edition 2015
9. Joseph Stiglitz, Freefall, WW Norton and Company, New York, 2014
10. Richard H Thaler and Cass R Sunstein, Nudge, Penguin Book, 2008-09





## MBA I

## MGC105: Financial Accounting and Analysis

## Sem. I

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 1 | 0 | 4       |

**Course Outcomes**

On successful completion of the course, students will be able to:

1. Get insight into the fundamentals of accounting for recording the business transactions.
2. Apply accounting procedures to properly record financial information about a business & Prepare trial balance and Final account of proprietary concern.
3. Prepare and interpret financial statements.
4. Understand the various techniques of Financial Statement Analysis & its application.
5. Outline the meaning and nature of CVP Analysis & its application that can help an entity to operate more effectively.

**Unit I Need for Financial accounting:**

6

Definition & Meaning of Financial Accounting Need for Accounting, Internal & External Users of Accounting Information, Key Accounting Terms, Accounting Principles

**Unit II Accounting Mechanics, Process and System:**

6

Rules of Accounting, Preparation of Journal, Ledger, Cash Book, Subsidiary Books, Trial balance

**Unit III Reconciliation and Depreciation:**

6

Bank Reconciliation Statement, Meaning of Depreciation, Depreciation methods- Straight line method, Reducing balance method

**Unit IV Preparation of Financial Statement:**

6

Understanding Accounting Equation, Trading, Profit and Loss Account, Construction of Balance Sheet, Preparation of Income Statement, Statements of Application and Sources of Funds

**Unit V Techniques of Financial Statement Analysis:**

6

Preparation of Vertical Financial Statement, Techniques of Financial Statement Analysis- Comparative Financial Statement, Trend Analysis, Common Size Statements, Ratio Analysis: Classification of Ratios – Liquidity Ratios, Leverage Ratios, Activity Ratios, Profitability Ratios

**Unit VI CVP Analysis:**

6

Statement of profit, meaning of cost-volume-profit (CVP) relationship, Contribution, Profit Volume Ratio, Break Even analysis, limitations and uses of Break Even analysis, Margin of Safety, Angle of Incidence.

**Text Book:**

1. Financial Accounting: Dr. J.C. Varshney-Wisdom Publications, Delhi- 2nd edition, 2009.

**Reference Books:**

1. Accounting for Managers: H.J.Ghosh Roy & A.K. Singhal- Vayu Education of India- 4<sup>th</sup> edition, 2011.
2. Financial Accounting: Paul Kimmel, J. Weygandt, D. Kieso- WILEY INDIA- 5<sup>th</sup> edition, 2010.
3. Problems & Solutions in Advanced Accountancy: S.N. Maheshwari & S.K. Maheshwari- Vikas Publishing House Pvt. Ltd., New Delhi- 6<sup>th</sup> edition, 2008.
4. Advanced Accounts: M.C. Shukla, T.C. Grewal & S. C. Gupta- S. Chand-7<sup>th</sup> edition, 2011.
5. Accounting for Managers: C. Rama Gopal – New Age International Publishers- 1<sup>st</sup> edition, 2009.
6. Cost Accounting: Jawahar Lal & Seema Srivastava- Tata McGraw-Hill Publishing Company Limited -4<sup>th</sup> edition, 2010.





**MBA I**  
**MGC107: Business Environment**  
**Sem. I**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes**

On successful completion of the course, students will be able to:

1. Develop an understanding about micro & macro elements of business environment.
2. Evaluate the significance of Indian economic system.
3. Generate interest in role of various financial institutions in an economy.
4. Apply the knowledge of international operations in business decisions.
5. Analyze the current issues in technological and social environment affecting on internal and external factors of business environment.

**Unit I Theoretical Framework of Business Environment** **6**  
 Concept, significance and nature of business and its environment, Elements of business environment- Internal and External Factors, Micro and Macro environment and their interactions, Environmental Scanning and monitoring.

**Unit II Dynamics of Business Environment** **6**  
 Indian Economic System and Global forces (global trade structure and global prospects), Planning Era and changing Govt. policies- Industrial Policies, Fiscal and Monetary Policies, EXIM policy.

**Unit III Financial Environment** **6**  
 Components of Indian financial system and recent developments in it, Role of RBI, IRDA & SEBI, Financial Market structure, Money and Capital Market-Features, structure and objectives of money and capital market.

**Unit IV International Environment** **6**  
 Role, forms and sources of Foreign Investments in India, Multinational Corporations, Foreign Collaborations, FDI, NRIs and Corporate Sector. International Institutes Overview of WTO, IMF, World Bank, and their importance for India.

**Unit V Technological Environment** **6**  
 Concept, Technological Environment in India, Policy for Research and Development, Online Channels, Online Services, Advantage of Online services, E-commerce, Indian conditions of E-commerce, Electronic Banking, Franchise Business.

**Unit VI Socio-cultural environment** **6**  
 Social responsibility of business, Characteristics Socio Cultural environment, Components, Scope, relationship between society and business, business Environment, Social Groups. Consumer movement & Consumer Protection Act 1986. The Environment Protection Act 1986.

**Reference Books:**

1. Paul, Justin (2010). Business Environment: Text and Cases, 3/e; New Delhi: McGraw Hill Education
2. Saleem, Shaikh (2015). Business Environment, 3/e; New Delhi: Pearson Education (Dorling Kindersley)
3. Fernando, A.C. (2011). Business Environment; New Delhi: Pearson Education (Dorling Kindersley)



**MBA I**  
**MGC109: Marketing Management**  
**Sem. I**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes**

On successful completion of the course, students will be able to:

1. Introduce Marketing as a business function and a philosophy.
2. Facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.
3. Expose students with different marketing approaches for services, goods, and for households customers, organizational buyers.
4. Apply the introduced conceptual frameworks, theory and techniques to various marketing contexts.
5. Analyse the relevance of marketing concepts and theories in evaluating the impacts of environmental changes on marketing planning, strategies and practices.

**Unit I Understanding Marketing Management** **6**

Defining Marketing for the new Realities, Introduction, The value of marketing, The scope of marketing, Core concept of marketing, Company orientation towards market place.

**Unit II The Market Environment** **6**

Introduction, Environmental Analysis, Techniques for environmental scanning, Competition Analysis, Marketing Planning, Marketing Research.

**Unit III Connecting with Customer** **6**

Introduction, Buyer-An enigma, what influence consumer behavior? Key psychological processes, the buying decision process, what is organizational buying? Tapping into global market.

**Unit IV Marketing Mix (Product & Price)** **6**

7P's of Marketing mix, 4A's of Marketing mix (Acceptability, Affordability, Accessibility and Awareness), Setting Product Strategy, Designing and Managing Services, introducing new product offerings, Developing pricing strategies and programs.

**Unit V Marketing Mix (Place & Promotion)** **6**

Developing pricing Strategies and program, adapting the price, Designing and managing integrated Marketing communication, Managing Mass Communication.

**Unit VI Segmentation, Targeting and Positioning the Market** **6**

Introduction, Need of Segmentation, Bases of Segmentation, how to Segment the Market, Targeting Strategies, Positioning and its Types.

**Text Books -**

1. Philip Kotler, Kevin Lane Keller – “Marketing Management” Pearson Publications – 15th Edition – 2016.
2. Rajan Saxena – “Marketing Management”, The McGraw-Hill Companies Publication – 3<sup>rd</sup> Edition - 2007

**Reference Books: -**

1. Vijay Prakash Anand, “Marketing Management – An Indian Perspective” Wiley India Pvt. Ltd. 2015.
2. Joel R. Evans, Berry Berman - “Marketing Management” 1st Edition 2013.
3. James C. Anderson James A. Narus Das Narayandas, Business Market Management: Understanding, Creating, and Delivering Value, Prentice Hall; 3rd Edition, 2008.
4. Stephen Wunker, Capturing New Markets: How Smart Companies Create Opportunities Others Don't, McGraw-Hill Education; 1st Edition, 2013.



**MBA I**  
**MGC111: Organization Behaviour**  
**Sem. I**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes**

On successful completion of the course, students will be able to:

1. Discuss the development of the field of organizational behaviour and explain the micro and macro approaches
2. Analyze and compare different models used to explain individual behaviour related to motivation and rewards
3. Identify the processes used in developing communication and resolving conflicts
4. Explain group dynamics & demonstrate skills required for working in groups
5. Identify the various leadership styles and the role of leaders in a decision making process

**Unit-I Introduction to OB****6**

Nature of organizations, why organizations exist, organizational effectiveness, nature of organizational behavior, (OB), foundations of OB, importance and shortcomings of OB, historical roots of OB, interdisciplinary focus, approaches to OB, OB model.

**Unit - II Foundations of individual behavior****6**

Personal factor, environmental factor, organizational systems and resources, psychological factors. Personality -Structure, determinants, personality tests & their implication, Myers Briggs Type Indicator and The Big Five Personality Perception Perceptual process, attribution, errors in perception, Learning, principles of learning. Attitudes formation, factor, changing attitudes, job satisfaction. Value -Types. Motivation challenges, theories and process theories. job design, socio technical systems, empowerment, goal setting. Work Stress, model, causes, consequences, coping strategies.

**Unit - III Group and Group dynamics****6**

Group dynamics, types, group norms, cohesiveness, decision making / styles, strategies for improving decision making teams special types of groups, types of teams, Team effectiveness & team building, Power and political behavior sources of power, effective use of power.

**Unit- IV Interpersonal behavior****6**

Organizational policies, forces creating political behavior, forces creating political behavior, personality and political behavior. Conflict -Sources and strategies to resolve conflict. Leadership interpersonal communication.

**Unit- V Organizational Culture****6**

Organizational design, types and their behavioral implications. Organizational change cause for change, why change resisted managing change. Organization culture-how is culture created and sustained. Creating positive organizational culture.

**Unit- VI Emerging Challenges in OB****6**

Emerging challenges, managing diversity, globalization, technology transformation, e business, promoting ethical behavior develop an understanding of the behavior of individuals and groups inside organizations.

**Text book**

1. Robbins, Stephen P. and Timothy A. Judge, Organizational Behaviour, Prentice -Hall, New Delhi. 15th edition 2012

**Reference books**

1. Fred Luthans, Organizational Behavior, McGraw-Hill, New York 2014
2. New storm, John W., Organizational Behaviour: Human Behavior at work, Tata McGraw-Hill Pub. Co. Ltd. New Delhi. 2011.
3. John R. Schermerhorn, Jr. James G. Hunt, Richard N. Osborn., Organizational Behaviour, Wiley India Pvt. Ltd. 12th edition 2013.
4. Keith Davis Organization Behavior at Work, 11th Edition Mc Graw Hill 2012
5. Udai Pareekh Understanding organizational behaviour by Udai, 4th edition, 2004, Oxford press



**MBA I**  
**MGC113: Operations Management**  
**Sem. I**

| L | T | P | Credits |
|---|---|---|---------|
| 2 | 1 | 0 | 3       |

**Course Outcomes**

On successful completion of the course, students will be able to:

1. Understand fundamentals of operations management in a firm.
2. Taking decisions related to facility locations & layout.
3. Effectively analyze different aspects relating to designing & developing products & processes.
4. Understand various aspects relating to Operations Planning and Control.
5. Apply various inventory management models to control cost of inventory.
6. Evaluation of various modern practices in operations management.

**Unit I Introduction to Operations Management**

6

Overview of operations management, Manufacturing & service sector trends in India, Services as a part of operations management, Operations as a key functional area, Operations management – systems perspective, Challenges in operations management, Current priorities for operations management

**Unit II Facilities Location & Layout**

6

Location decision, Factors affecting on location decision, Relative importance of location factors, Location models – Factor rating method, Point rating method, Break even analysis, Qualitative factor analysis, Facility Layout, Service Facility Layouts, Effective Materials Handling system

**Unit III Product & Process Design**

6

Product life cycle, Product development process, Process planning & design, Major factors affecting on process design decisions, Product analysis, Interrelationship among product design, Process design & inventory policy, Measuring product development performance

**Unit IV Planning and Control of Operations**

6

Operations Planning, Aggregate Operations Planning, Master Operations Scheduling, Materials Requirement Planning (MRP), Capacity Requirement Planning (CRP), Distribution Requirement Planning (DRP), Manufacturing Resource Planning

**Unit V Inventory Planning & Control**

6

Managing inventory, Inventory planning for independent demand items, Types of inventory, Inventory costs, Inventory models- deterministic and probabilistic models, Selective control of inventory – ABC classification

**Unit VI Recent Trends in Operations Management**

6

Total Quality Management, Supply Chain Management, Lean Management, JIT Manufacturing, Six Sigma Quality Control, Flexible Manufacturing System, Green Manufacturing

**Text Book:**

1. B. Mahadevan, "Operations Management – Theory and Practice", Pearson India Education Services, 3<sup>rd</sup> edition, 2015

**References: -**

1. Norman Gaither & Greg Frazier, "Operations Management", Cengage Learning Pub., 9<sup>th</sup> edition, 2011
3. S. N. Cherry "Production & Operations Management", Tata McGraw-Hill Education Pvt. Ltd. New Delhi, 2014
4. Russel, R. S., & Taylor, B. W., "Operations Management". New Delhi: John Wiley & Sons Publications, 2012.
5. Joseph G. Monks, "Operations Management: Theory and Problems", Mcgraw Hill Publications, 3<sup>rd</sup> editions, Reprint 2012
6. Dr. Martand Telsang, "Industrial Engineering and Production Management", S. Chand & Company, New Delhi, 11<sup>th</sup> edition 2012 (Reprint 2013)

# Soft core



**MBA I**  
**MSC101: Written and Spoken Skills**  
**Sem. I**

| L | T | P | Credits |
|---|---|---|---------|
| 0 | 0 | 2 | 1       |

**Course Outcomes**

On successful completion of the course, students will be able to:

1. View a variety of communication in both formal and informal settings.
2. Demonstrate an understanding of the elements and the nature of communication.
3. Develop familiarity with activities such as impromptu speaking, group discussion and argumentation.
4. Recognize causes of perceptual differences and use communication to resolve conflicts appropriately.
5. Refute and defend ideas in an assertive rather than an aggressive manner.
6. Effectively interact in group activities, discussions, and presentations.
7. Gain confidence (conquer the fear of public speaking)
8. Construct speech outlines incorporating a thesis statement and specific purpose.
9. Effectively use materials to back up claims orally and in writing.

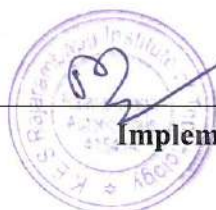
**Course Content:** In this course module, students develop their communication skills by engaging in current issues in management and society. Students practice written and spoken communication, studying grammar and basic compositional strategies such as creating coherency. They produce short texts that they revise and proofread, thus employing their grammatical knowledge to communicate with precision, clarity, and correctness. They practice giving feedback in workshops where they respond to each other's work and reflect on how to give feedback constructively.

**Text book**

1. Robert J. Dixon, Everyday Dialogues in English, Revised Edition.

**Reference Books:-**

1. Koneru Aruna, Professional Communication McGraw Hill Pub. 1998, New Delhi
2. Murphy Herta, Herbert W Hilderbrandt, Jane P Thomas, Effective Business Communication, 1997, McGraw Hill
3. Petit Lesikkar, Business Communication, 1994, McGraw Hill



**MBA I**  
**MSC103: Reading and Listening Skills**  
**Sem. I**

| L | T | P | Credits |
|---|---|---|---------|
| 0 | 0 | 2 | 1       |

**Course Outcomes**

On successful completion of the course, students will be able to:

1. understand and identify or summarize the main ideas in an academic text (written or spoken)
2. take notes from a text (written or spoken) in order to create an outline of key points
3. be aware of the author's/speaker's purpose, and critically evaluate the content and issues arising
4. answer questions relating to overall structure and detailed meaning of a text (written or spoken)
5. know what to listen for in terms of the delivery of spoken information i.e. word stress, intonation, lecturer's signals, predicting content etc.
6. make the process of listening and note-taking faster and more efficient by using symbols, abbreviations, and labelling
7. to complete tasks and comprehension activities that show understanding of texts that have been read or listened to, during and outside of normal classroom hours

**Course Content:**

Listening skills, listening styles, Three Basic Listening Models, three basic skills of listening, Barriers to Listening, Body language

Reading Skills: Skimming, scanning, detailed reading, guessing unknown words from context, understanding text organization, recognizing argument and counter-argument; distinguishing between main information and supporting detail



**MBA I**  
**MSC105: Compulsory Workshop (MS Office)**  
**Sem. I**

| L | T | P | Credits |
|---|---|---|---------|
| 0 | 0 | 2 | 1       |

**Course Outcomes**

On successful completion of the course, students will be able to:

1. Demonstrate an advanced knowledge of the Word Processing package, MS Office and a knowledge of how to design & create effective and structured documents like technical reports, letters, brochures, etc.,
2. Demonstrate the skills in the appropriate use of various features of the spread sheet package MS Excel and also to create useful spreadsheet applications like tabulated statements, balance sheets, statistical charts, business statements, etc.
3. Demonstrate the skills in making an effective presentation with audio and video effects using the MS Excel package
4. Draw graphical pictures, flow charts, block diagrams etc., using the drawing tools available in MS Word or MS Power Point and incorporate them into documents and presentations.

**MODULE 1: WORD****1. Introduction**

Introduction to MSWord, b. Menus, c. Shortcuts, d. Document types

**2. Working with Documents**

A. Opening Files – New & Existing, B. Saving Files, C. Formatting page and Setting Margins, D. Converting files to different formats- Importing, Exporting, sending files to others, E. Editing text documents- Inserting, Deleting, Cut, Copy, paste, Undo, Redo, Find, Search, Replace F. Using Tool bars, Ruler- i. Using Icons & G. Using help

**3. Formatting Documents**

A. Setting Font Styles- Font selection – style, size, color etc., Type face – Bold Italic, underline, Case settings, Highlighting, Special symbols

B. Setting Paragraph style- Alignments, Indents, Line space, Margins, Bullets and Numbering

C. Setting Page Style- Formatting, Border & Shading, Columns, Header & footer, Setting Footnotes, inserting manual Page break, Column break and line break. Creating sections and frames, Inserting Clip arts, pictures, and other files, Anchoring & Wrapping

D. Setting Document Styles- Table of Contents, Index, Page Numbering, data & Time, Author etc., Creating Master Documents, Web page

**4. Creating Tables**

A. Table settings, Borders, Alignments, Insertion, deletion, Merging, Splitting

B. Sorting & C. Formula

**5. Drawing**

Inserting Pictures/Files etc., Drawing Pictures, Formatting & Editing pictures, Grouping and ordering, Rotating

**6. Tools**

Word Completion, Spell Checks, Macros, Mail merge, Templates, Using Wizards, Tracking Changes, Security

**7. Printing Documents: Printing Documents**



## MODULE2: MS EXCEL

1. **Introduction** Spreadsheet & its Applications, opening spreadsheet, Menus & Toolbars & icons, Shortcuts, Using help, Shortcuts
2. **Working with Spreadsheets**
  - A. Files to different formats- i. Importing, Exporting and Sending files to others
  - B. Spreadsheet addressing- Rows, Columns & Cells, referring cells and selecting cells.
  - C. Entering and Editing Data- Entering Data, Cut, Copy, paste, Undo, Redo, Find, Search & Replace, Filling continuous rows, columns, Inserting - Data, cells, column, rows & sheets, Manual breaks.
  - D. Computing data- Setting Formula, finding total in a column or row, Mathematical operations (Addition, Subtraction, Multiplication, Division, Exponentiation), Using other Formulas
3. **Formatting Spreadsheets**
  - A. Formatting – Cell, row, column & Sheet: Alignment, Font, Border & shading, Highlighting values, Hiding/Locking Cells.
  - B. Worksheet: Sheet Name, Row & Column Headers, Row Height, Column Width Visibility – Row, Column, Sheet, Security
  - C. Formatting – worksheet: Sheet Formatting & style - background, color, Borders & shading
  - D. Anchoring objects
  - E. Formatting layout for Graphics, Clipart etc.,
4. **Working with sheets** Sorting, Filtering, Validation, Consolidation, Subtotal
5. **Creating Charts** Selecting charts, formatting charts, label, scaling etc.
6. **Using Tools** Error Checking, Spell Checks, Macros, Formula Auditing, Creating & using Templates, Tracking Changes, Customization
7. **Printing worksheet**

## MODULE 3: MS POWER POINT

1. **Introduction:** Opening new Presentation, Different presentation templates, Setting backgrounds, Selecting presentation layouts
2. **Creating a presentation** Setting presentation style, Adding Text to the presentation
3. **Formatting a presentation** Adding style, Color, gradient fills, Arranging objects, Adding Header & Footer, Slide Background, Slide layout.
4. **Adding Graphics to the presentation** Inserting pictures, movies, tables, etc into the presentation, Drawing Pictures using Draw
5. **Adding effects to the presentation** Setting Animation & transition effect, Adding audio and video
6. **Printing Handouts**
7. **Generating standalone presentation viewer**



# **Liberal Arts (Audit Course)**

**MBA I**  
**LA001: Liberal Arts**  
**Sem. I**

This Course is being introduced as an Audit course self-study (or online certification course)  
Liberal Arts is a self-learning in self chosen liberal areas with self-defined scope.

The course outcomes mainly focus on preparing students for challenges of the modern world by accumulating knowledge in the following areas:

1. Human Cultures, Physical and Natural World.  
(Engaging with big questions through study in science and mathematics, Social Sciences, Humanities, History, Languages and Arts)
2. Intellectual and Practical skills.  
(Challenging students to succeed in a progressively more challenging environment by extensively practicing critical and creative thinking, and problem solving)
3. Personal and social responsibility  
(Emphasis on civic knowledge and engagement, both local and intercultural knowledge and competence, ethical reasoning and action and foundation and skills for lifelong learning)
4. Integrative Learning  
(Demonstration of synthesis and advanced accomplishment across their studies through application of skills, knowledge and responsibilities to new setting and complex problems.

The integration of management and liberal arts is essential to compete in a highly competitive and technology based global economy)

Some of the Areas of liberal Arts (not limited to) are listed for reference:

- 1: Photography
- 2: Yoga
- 3 Music
- 4: Dance
- 5: Drama
- 6: Fine Arts
- 7: Sports
- 8: Spirituality and Management

**Methodology**

1. Students individually have to select an area, subarea and identify a topic.
2. Gather information from various sources and analyze it to give a meaning.
3. Synthesize the viewpoints based on information
4. Sharing with all the stakeholders both written and oral presentation

**Assessment**

Assessment of progress of learning is examined at two stages by a mentor and team appointed by the HOD of the respective department.

1. Mid review evaluation: presentation for choice of topic and information and sharing with stakeholders (11<sup>th</sup> Week of semester)
2. End of the semester evaluation on all aspects (Scheduled before the end of term dates as notified by DPC)
3. A brief report on the activity not exceeding 16-20 pages to be submitted for evaluation.





## A Framework for Liberal Arts

### Introduction

In today's knowledge economy, educational institutes need to recognize that lifelong and interdisciplinary learning are the most critical skills, and take steps to inculcate them in students. A course in Liberal Learning offers a good solution to achieve that objective. This is a different paradigm for both the students and faculty, though. The current education does not prepare students for such a course and the management education does not require faculty to try out such a concept. While some of the faculty members do experiment with different techniques in the area; rolling out such a course across institute demands careful crafting of a comprehensive framework and its systematic implementation. The primary goals of the course were to introduce a lifelong learning process that allows students to extend their knowledge horizons beyond management, help them appreciate the interplay of management education and other disciplines, and make them better learners. Liberal Arts has been in use in different forms in different civilizations. Aristotle had defined it as learning of a free man and emphasized the importance of the spirit in which the learning is pursued. In the last few centuries, industrialization re-defined educational agenda. It introduced industry oriented management courses that did not pay much attention to liberal learning. Recent trends show that liberal learning is regaining its importance.

We define liberal Arts as self-learning in self-chosen liberal areas with self-defined scope. This covers a vast knowledge space. To ensure that students do not get lost in the space, we developed a guiding framework. This framework consists of process and data. The process has four distinct and slightly overlapping elements. They are define, harvest, synthesize and share. The data elements include student, area, faculty, sub-area, and cluster. Course assessment consisted of mid-term and end-term presentations which were evaluated by the peers and moderated by the faculty mentors. Results of self-appraisals with respect to the learning attributes and the consequent development plans were also examined during the assessment.

### Liberal Arts and management Education

In most parts of the world, management education started and took roots in early to mid-nineteenth century. It went through, like other specialized streams, the changes with respect to liberal education. Only a few decades ago, it incorporated liberal education in its curricula. Today the management educators wholeheartedly agree with statements such as self-study & social science courses are very important in preparing managers, and that the graduate management curriculum should "prepare students to assume community leadership roles. Cherrice and Klein point out that many of the graduates "grand challenges" require a multi-disciplinary approach and integration of management and liberal arts disciplines. While Miller and Olds had discussed the importance of liberal learning for managers; recently Wheeler and McDonald urged that education should form the basis for lifelong learning. Karl also observed that professional education needs to emphasize technological, interpersonal, and social-technical competence. Steneck, et.al.<sup>15</sup> assert that Liberal Learning can contribute significantly to many of the ABET program (and other similar programs that are in vogue in different countries) outcomes and is even essential to some of them such as, functioning in multidisciplinary teams, understanding the impact of technical solutions in global and societal contexts, and life-long learning. Liberal learning broadens students' perspectives and helps them develop as individuals and members of an inclusive society in which their technical products and services are used. These research findings have brought in significant fortunes to liberal learning. It is increasingly becoming an integral part of management curricula all over the world. Leading While the Indian management education system has been slow in adopting the paradigm, RIT autonomous college has taken the initiative by introducing a one Audit course on liberal Arts to its students. The



courses, it is assumed, are taught like any other courses and therefore do not really help build life-long learning skills. We have attempted a different approach. We have defined Liberal Learning as self-learning in self-chosen liberal areas with self-defined scope. Unlike a standard course, the course does not have a defined syllabus, identified text or reference books, classroom lectures, and standard examinations. Students define their own syllabus, hunt or harvest for learning resources, study them to develop their own viewpoints (synthesize) and find appropriate ways to share learning with peers. The focus is more on inculcating life-long learning skills in contrast to ensuring that all requisite non-professional courses are covered. The liberal Arts course and the approach adopted have the following benefits. The current education system forces students to adopt examination oriented learning and studying, and does not develop knowledge base that is required for scaling real life professional challenges. When they enter the workforce, they face a very different world wherein they encounter unusual and unstructured problems that require different skills and methodologies than they have mastered. Further, they have to learn new topics from various fields on their own without help of a teacher or tutor. They can succeed in doing so if they know the art and science of liberal learning.

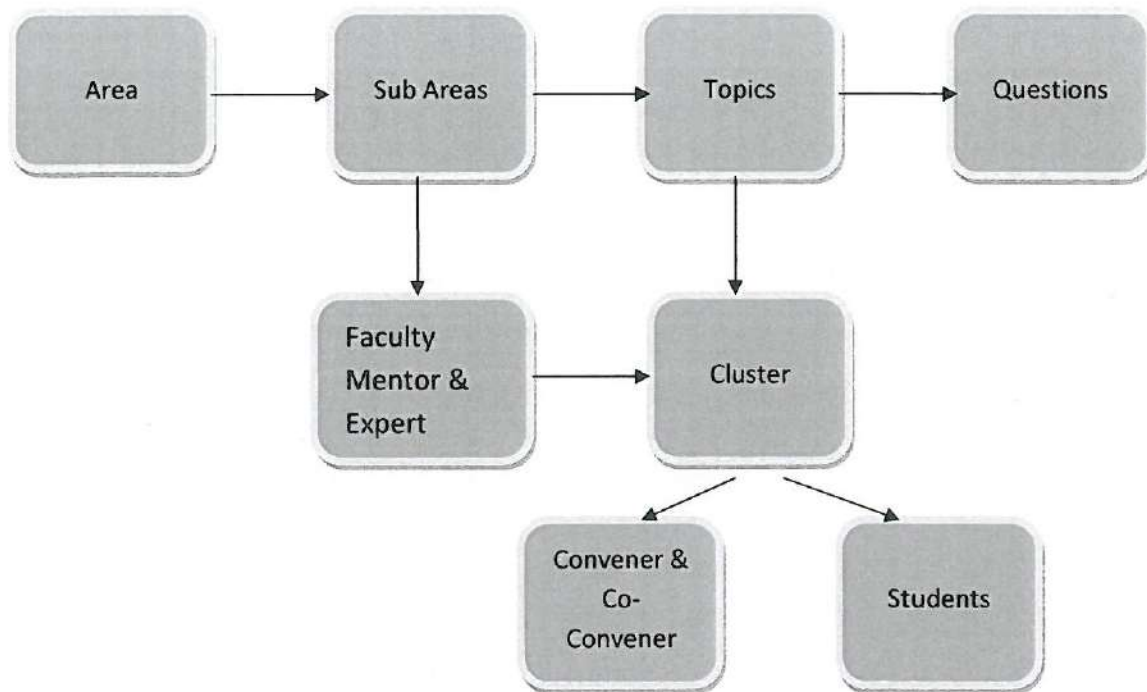
### **Honing Learning Styles**

Learning styles are relatively stable preferences students have for ways of receiving and processing information. Many learning style models have been formulated and instruments developed to assess preferences that are benefitting millions of users. Examples of learning styles are: active v/s reflective and visual v/s verbal. Active learners rely on activities while reflective learners take recourse to reflection. Visual learners benefit from visual cues like pictures and charts and verbal learners feel comfortable with words. In real life, we have to use all the learning styles and therefore achieve balance between them. We can rely on our stronger styles to learn difficult areas and hone our weaker styles to learn easier areas. Liberal learning can provide the required opportunities to experiment and bring in the required balance.

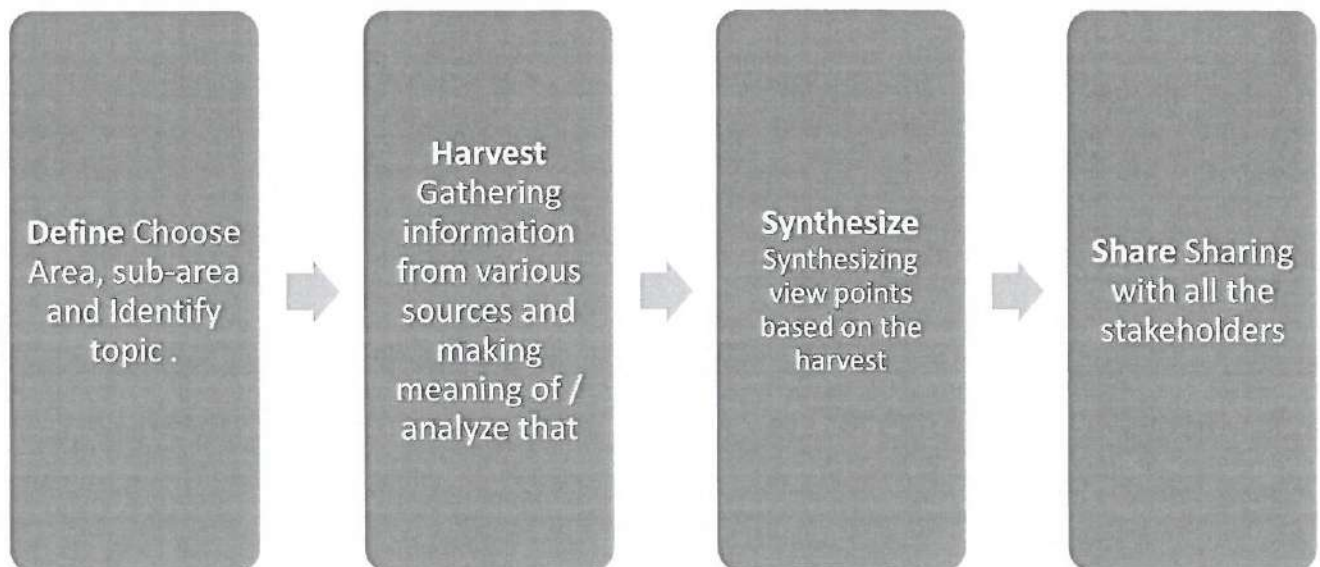
### **Liberal Learning Framework**

When you are charting a completely new territory, you require navigational tools to find your way around. In the same way, when you are learning a new topic on your own, you require a framework. Therefore, we developed one for our liberal learning course. The framework is not there to stifle creativity, freedom or excitement of learning something new but is more like a compass to know your location and provide directions so that you can take well thought and smarter decisions to reach the desired place. Its data elements are student, area, faculty, sub area and cluster as depicted in figure 3. The areas were identified by the college academic leadership and included, photography, yoga, music, dance, drama fine arts, sports, Spirituality and Management etc. We sought faculty volunteers to mentor the students. The mentors were required to have interest and not expertise in the area. They were also expected to have experience of learning new areas. The sub-areas and external experts were identified by respective area mentors. They were allocated a faculty mentor. With the help of mentors, students decided their individual topics and corresponding focus questions. The purpose of the course was not only to generate reports or effect learning in certain areas but also to create better learners. Students carried out self-appraisal in terms of the attributes of great learners and their learning approaches and styles and prepared a development plan consisting of two strengths for consolidation and two weaknesses for improvement. The attributes used were self-belief, curious and inquiring mind, questioning and listening skills, flexibility / openness, networking, awareness of knowledge expanse, deeper learning approach, enjoy solving challenging problems and balanced learning styles.





**Figure 1: Data elements of the framework**



**Figure 2: Process elements of the framework**

The process elements are defined, harvest, synthesize and share as depicted in figure 2. In the define phase, each student chose an area and a sub-area and identified a topic. The harvest phase required them to gather information from various sources and perform meaningful analysis. In the synthesis phase, they were expected to think through a viewpoint based on the harvested information. The share phase entailed presenting the learning contents and experience with the help of reports / articles, presentations, video films. It was recommended



that students spend around one week to define, six weeks to harvest, four weeks to synthesize and three weeks to share. All the four phases are elaborated in the next paragraphs.

**Define:** This consisted of identifying areas, sub areas, topics and focus questions. Students described topics that they liked the most and considered at least three topics before choosing the final one. Once they chose topics, they thought about them for a few days and listed possible questions. They took help of experts, faculty mentors, and others to enhance the question set. The last stage of the define phase was to arrive at five focus questions.

**Harvest:** After finalizing their topics and the corresponding focus questions, students gathered information through literature i.e. books, journal papers, and newspaper articles. They also contacted the identified experts and interacted with them in person or over the Internet. They also explored media coverage of their topics. They were not mandated but expected to meet their mentors on regular basis. Some of them carried out surveys to get insight into their topics.

**Synthesize:** Students were expected to put together all the things that they had learnt and understood to create a coherent whole. Such a synthesis was required to be done at information, knowledge, or wisdom levels, but students mostly ended up doing it at information or knowledge level. As an example, gathering information about a particular regime and just organizing it in a particular way is called information synthesis. Analyzing the reasons for the fall of a regime and coming up with a new perspective is called knowledge synthesis, and performing such analysis for many fallen regimes and arriving at general principles behind such events, is called as wisdom synthesis

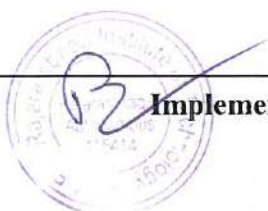
**Share:** The phase was designed to share learning with cluster peers and evaluate performance. We had developed the presentation templates for both mid semester and end semester examination and encouraged to use them. Some clusters also sought written reports and some others included live performances.

#### Assessment Method

The assessment method is shown in table 1. In the mid-semester exam the choice of topic and harvest were evaluated with a small weightage for sharing skills, and in the end- semester examination all aspects except choice of topic were assessed. For both examinations peer evaluation technique was recommended. Almost all the clusters followed this technique. Some of the faculty mentors tried other models such as, asking students to provide handwritten reports and demonstrate their skills especially in the arts areas.

| Aspect                 | Elements                                               | % Weightage | Mid Sem. | End Sem. |
|------------------------|--------------------------------------------------------|-------------|----------|----------|
| Choice of topic        | Novelty, Relevance, Reasoning, Process                 | 5 %         | 5 %      | 0 %      |
| Harvest                | Comprehensiveness and diversity of the study           | 25 %        | 20 %     | 5 %      |
| Synthesis              | Originality of the viewpoints, Value of the viewpoints | 30 %        | 0 %      | 30 %     |
| Sharing                | Methods of sharing, effectiveness of the sharing       | 30 %        | 5 %      | 25 %     |
| Becoming great learner | Plan and result of the plan                            | 10 %        | 0 %      | 10 %     |
| Total                  |                                                        | 100 %       | 30       | 70 %     |

The following rubrics for presentation, harvest, synthesis and development plan, respectively were used.



**RIT Department of Management Studies (MBA)**

| (Very Poor) -0                                                                                                                                                        | (Poor )-1                                                                                                                                         | (Neutral)-2                                                                                                                                                                                           | (Impressive) -3                                                                                                                                                         | (Role Model)- >4                                                                                                                                                                             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Very bad Slides,<br>Very poor<br>start and<br>start and<br><b>Closure.</b> No<br>eye contact<br>at all. Total<br>lack of<br>confidence (I<br>want to get<br>out asap) | Bad Slides. Poor<br>start and<br>Closure.<br>Very little<br>eye contact.<br>Defensive<br>body lang<br>(taking<br>support,,<br>hands in<br>pocket) | Everything just<br>Ok but no pull<br>factor. Ok<br>start – No<br>issues but no<br>engaging start<br>either. Ok<br>Closure.<br>Action plan<br>may not be<br>right. Little<br>eye contact.<br>Rigidity. | Very good slides.<br>Pull Factor.<br>Engaged<br>Audience.<br>Good closure,<br>QA handling<br>and action<br>Plan. Good<br>Eye contact.<br>And<br>defensive<br>body lang. | Excellent slides.<br>Engaged audience<br>Right from the<br>start.<br>Impressive closure,<br>excellent handling<br>of QA and Action<br>Plan. Excellent eye<br>Contact. Exuding<br>Confidence. |

Table 2: Rubric





**MBA I**  
**MGC102: Corporate Finance**  
**Sem. II**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes:**

On successful completion of the course, students will be able to:

1. Describe different important aspects of financial management that can help an entity to operate more effectively.
2. Identify the major sources of long & short-term financing available to the firm.
3. Describe capital structure & discuss different dividend policies and payout method used by the corporate.
4. Evaluate investments in long-term assets by applying different techniques, both DCF (discounted cash flow) and non-DCF.
5. Discuss the significance of working capital and its estimation. Apply measures of cost of capital and leverage to form long-term financial policies for business.

**Unit I Introduction to Corporate Finance:****6**

Concept of Finance, Corporate finance, Meaning of Financial Management, Nature and Scope of Financial Management, Goals of Financial Management, Finance Functions, Emerging Role of the Finance Manager.

**Unit II Sources of Finance:****6**

Sources of Long Term- Ordinary Shares, Preference Shares, Debentures or Bonds, Loan Capital Short Term Sources of Finance- Trade Credit, Accruals, Commercial Paper, Bank Credit, Public Deposit, Inter-Corporate Deposits, Private Institutions, Factoring.

**Unit III Designing Capital Structure:****6**

Meaning, Factors to be considered while framing capital structure, Capital Structure Theories: Net Income approach, Net Operating Income approach, Traditional theory, Modigliani and Miller approach.

**Unit IV Capital Budgeting:****6**

Nature and Significance of Capital Budgeting, Techniques of Capital Budgeting – Pay Back Method, Accounting Rate of Return, Net Present Value and Profitability Index

**Unit V Working Capital:****6**

Nature and Need of Working Capital, Operating Cycle of Working Capital, Determinants of Working Capital, Estimation of Working Capital

**Unit VI Leverage & Cost of Capital:****6**

Meaning of Leverage, Operating Leverage, Financial Leverage, Combined Leverage. Significance of the Cost of Capital, Cost of Different Sources of Finance- Cost of Equity Capital, Cost of Retained Earnings, Cost of Preferred Capital, Cost of Debt, Weighted Average Cost of Capital.

**Text Book:**

1. M. Y. Khan & P. K. Jain, Financial Management, Tata McGraw-Hill Publishing Company Limited, New Delhi, 6<sup>th</sup> edition, 2011

**Reference Books:**

1. Robert Parrino & David Kidwell, Corporate Finance, Wiley India, 2012.
2. Richard Brealey, Stewart Myers, Franklin Allen & Pitabas Mohanty, Principles of Corporate Finance, The McGraw-Hill Publishing Company Ltd., 11<sup>th</sup> edition, 2014.
3. Stephen Ross, R. W. Westerfield, J. Jaffe & R.K. Kani, Corporate Finance, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 8<sup>th</sup> edition, 2009
4. Dr. Prasanna Chandra, Financial Management, Tata McGraw-Hill Publishing Company Limited, 8<sup>th</sup> edition, 2011.
5. I. M. Pandey, Financial Management, Vikas Publishing House Pvt. Ltd., New Delhi, 10<sup>th</sup> edition, 2010
6. V. K. Bhalla, Financial Management, Anmol Publications Pvt. Ltd., 9<sup>th</sup> edition, 2010

**MBA I**  
**MGC104: Human Resource Management**  
**Sem. II**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes:**

On successful completion of the course, students will be able to:

1. Contribute to the development, implementation, and evaluation of employee recruitment, selection, and retention plans and processes.
2. Administer and contribute to the design & evaluation of the performance management program.
3. Develop, implement, evaluate employee orientation, training, and development programs.
4. Facilitate and support effective employee and labour relations in both non-union and union environments.
5. Research and support the development and communication of the organization's total compensation plan.

**Unit I Fundamentals of Human Resource Management:****6**

Concepts and Perspectives, Corporate objectives of HR in a dynamic environment, Critical importance of human resources, Current & future 21<sup>st</sup> century challenges in HRM, Job Analysis, Job description and Job Specification, Human Resource Planning, Demand and Supply, Job design

**Unit- II Recruitment and Selection.****6**

Planning for organization, Personal planning & Recruiting, Overview of recruitment process, Strategic issues & ethics in recruiting, Employee testing & selection, Basic selection model, Psychological tests for selection, Interviewing candidates,

**Unit- III Training and Development:****6**

Training need analysis, Training Process and methods, Performance Management & appraisal, Potential assessment, Competency development, Management development, Career planning, Managing careers

**Unit- IV Compensation and Reward Management:****6**

Job Evaluation, Methods and types of compensation, Linking pay to performance, Employee Satisfaction & Motivation issues in compensation design, Employee Relations, Trade Unions. Grievance Redressal, Dispute Resolution and Conflict Management,

**Unit V International HRM and Emerging Horizons of HRM:****6**

Models of International HRM, Challenges of International HR Managers, Global HR practices, E-HRM, HRIS (Human Resource Information System), Impact of HRM practices on organizational performance, Contemporary issues in Human Resource Management.

**Unit VI Recent Trends in Human Resource Management****6**

HR Audit, Balance Score card, Employee Empowerment, Succession planning, Payroll Management, Flexible work arrangements, Employee surveys, Downsizing & lay off, Attrition & Retention,

**Text book**

1. George W. Bohladender, Scott a Snell Principles of Human resource Management Cengage learning 2013

**Reference book**

1. D'Enzo, David A., Stephen P. Robbins, and Susan L. Verhulst, Human Resource Management, John Wiley and Sons, New Delhi. 2014
2. Gomez-Mejia, Luis R., D. B. Balkin, and R. L. Cardy, Managing Human Resources, Prentice Hall, 2015
3. Garry Dessler Human resource management Prentice Hall 2015
4. Pravin Durai Human Resource Management Pearson 2010
5. Michael Armstrong Human Resource management Kogan page 2006
6. Cynthia D. Fisher, Lyle F. Schoenfeldt, James B. Shaw Human resource management Cengage learning 6th edition.



**MBA I**  
**MGC106: Quantitative Analysis with SPSS**  
**Sem. II**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 2 | 4       |

**Course Outcomes**

On successful completion of the course, students will be able to:

1. Identify different types of quantitative data
2. explain and be able to demonstrate the basic techniques of statistical analysis
3. perform and interpret statistical analyses using SPSS
4. demonstrate knowledge of issues related to the interpretation of data analysis and the presentation of findings.

**Unit I: Descriptive Statistics for Management****6**

Descriptive statistics: Graphical representation of data, types of graphs, Measures of Central Tendency & Dispersion SPSS - an introduction, datasheet preparation and import in SPSS, Organizing data

**Unit II: Advanced Statistics****6**

Karl Pearson's coefficient of correlation, Rank, applications and interpretations Regression Analysis: Regression Lines, Equations and Coefficients. Multiple regressions

**Unit III: Forecasting Models****6**

Forecasting capabilities as a competitive advantage, forecasting techniques Analysis of Time Series and Business Forecasting: Components, Moving Averages, Exponential smoothing and Least Squares Method

**Unit IV: Testing of Hypothesis****6**

Concept behind hypothesis testing, process of hypothesis testing, type I and II errors, one tailed and two tailed tests, deciding of distributions for hypothesis testing, Chi square tests, ANOVA

**Unit V: Predictive Analytics****6**

Multivariate analysis – Principal component analysis, MANOVA and Non-Parametric Tests with their applications in consumer and market research.

**Unit VI: Decision Analysis in Business****6**

Decision making process, decision making models, expected value, payoff tables, decision trees, minimax approaches, decision analysis approach

**Text Book:**

1. Ken Black, Business Statistics for Contemporary Decision Making, Wiley Publications 7 edition

**Reference Books:**

1. Business Research Methods, Cooper and Schindler, McGraw-Hill Education; 12th edition
2. Andy Field, Discovering Statistics using IBM SPSS Statistics 4e + SPSS Version 22.0, SAGE Publications, Inc; 4th Revised edition, July 2014)
3. Eric Siegel, Thomas H. Davenport, Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die., Wiley India Pvt Ltd, 2013.



**MBA I**  
**MGC108: Business Research Methods**  
**Sem. II**

| L | T | P | Credits |
|---|---|---|---------|
| 2 | 0 | 0 | 2       |

**Course Outcomes**

On successful completion of the course, students will be able to:

- Clearly identify and analyse business problems and identify appropriate and effective ways to answer those problems
- Understand and apply the major types of research designs
- Formulate clearly defined research questions
- Analyse and summarise key issues and themes from existing literature
- Evaluate and conduct research
- Understand the ethical issues associated with the conduct of research
- Be able to formulate and present effective research reports

**Unit I: Introduction to Research Methods:**

Introduction, Basics of research, Research Process Formulating research problem, critically reviewing the literature.

**Unit II: Research Philosophy and Design:**

Understanding research philosophies, Research approaches, purpose of research, time horizons, multiple methods choices, deciding your research design, negotiating access and research ethics.

**Unit III: Sampling and Data Collection:**

Sampling, Probability and non-probability sampling, Types of data, Secondary data and uses in research, primary data collection methods, observation, questionnaire and interview. case study, Measurement and scaling

**Unit IV: Analysing Data and Report Writing**

Preparing, inputting and checking data, describing data using statistics, differences between qualitative and quantitative data, types of qualitative analysis processes, CAQDAS approach, hypothesis formulation and testing procedure, structuring, organizing and developing research report.

**Text book:**

1. Saunders, Lewis and Thornbill, Research Methods for business students, Pearson Publications, Fifth edition.

**Reference Books**

1. Cooper and Schindler, Business Research Methods, McGraw Hill Publications, 11<sup>th</sup> edition, 2015
2. Andy Field, Discovering Statistics using IBM SPSS Statistics 4e + SPSS Version 22.0, SAGE Publications, Inc.; 4th Revised edition, July 2014)
3. Alan Bryman, Emma Bell, Business Research Methods, Oxford University Press, 3rd Edition, 2011
4. William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, Business Research Methods, 9th Edition, Cengage Learning,
5. Rajendra Nargundkar, Marketing Research: Text and Cases, McGraw Hill Education India Private Limited; 3 edition, 2008
6. Naresh Malhotra and Satya Bhushan Das, Marketing Research: An applied Orientation, Pearson Education, 2011





**MBA I**  
**MGC110: Managing for Sustainability**  
**Sem. II**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes**

On successful completion of the course, students will be able to:

1. Examine the scope and complexity of corporate social responsibility (CSR).
2. Demonstrate a multi-stakeholder perspective in viewing CSR issues.
3. Analyze the impact of CSR implementation on corporate culture, particularly as it relates to social issues.
4. Explain the concept of corporate governance, why governance is important for corporations as well as for society at large.
5. Analyze the main actors and structures of corporate governance and show how their interaction and functioning differs across national economies, industries and with the development stage of firms.
6. Discuss open issues concerning the future evolution of corporate governance in the context of globalization.

**Unit I: Introduction to Corporate Social Responsibility****6**

Evolution of CSR, CSR and the law of economics, CSR and social legitimacy, The evolving role of stockholders, The iron law of social responsibility, Moral and economic arguments for CSR, Corporate response to citizen demands via CSR, The five stages of organizational growth in CSR

**Unit II: CSR and Triple bottom line****6**

CSR through triple bottom line and Sustainable Business; triple green rating, international efforts towards environmental protection, Vienna convention, Montreal protocol, Kyoto protocol, sustainable finance.

**Unit III: Conceptual Foundations of CSR****6**

Three main theories of the firm, implications on CSR, Drivers of CSR in India, review of successful corporate initiatives & challenges of CSR. Case Studies of Major CSR initiatives

**Unit IV: Conceptual Framework of Corporate Governance****6**

Economics of Organization and Information, Theories of the Corporation that have a shaping influence upon Corporate Governance Practices, Evolution of Corporate Governance, Ancient and Modern Concept, Principles of Corporate Governance, Beneficiaries of Corporate Governance, Shareholder Activism and changing role of Institutional Investors

**Unit V: Corporate Governance – Codes and Practices****6**

Major Expert Committees' Reports-India (including Naresh Chandra Report) and Abroad, Study of Codes of Corporate Governance, Joint Ventures - National and International, Case Studies on Corporate business ownership structure, Core competency vis-à-vis diversified business, Working of Transnational Corporations, Public Vs Private Sector –National and International

**Unit VI: Major Corporate Governance Failures****6**

Bank of credit and commerce international (UK), Maxwell communication corporation and Mirror group newspapers (UK); Enron(USA); World.com (USA); Andersen worldwide (USA); Vivendi (France); News of the world (UK); Satyam computer services ltd (India); Sahara (India); Kingfisher ltd (India); common governance problems noticed in various corporate failures.

**Text Book:**

1. Corporate Social Responsibility in India -Sanjay K Agarwal
2. Mallin, Christine A. Corporate Governance (Indian Edition), Oxford University Press, New Delhi.

**Reference Books:**

1. Corporate Social Responsibility: An Ethical Approach -Mark S. Schwartz
2. Handbook on Corporate Social Responsibility in India, CII.
3. Sharma, J.P., Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd, New Delhi
4. Mastering Business In Asia: Corporate Governance peter Wallace ,john Zinkin ,John Wiley & Sons, 2006

**Implemented from the year 2017-2018**



**MBA I**  
**MGC112: Management Information System**  
**Sem. II**

| L | T | P | Credits |
|---|---|---|---------|
| 2 | 0 | 2 | 3       |

**Course Outcomes**

On successful completion of the course, students will be able to:

1. Demonstrate the technical knowledge associated with the development of information systems within an organization.
2. Develop proficiency in industry standard word processing; spread & presentation software as integrated productivity & decision support tools.
3. Demonstrate the knowledge needed to lead and manage the resources and processes associated with information systems within an organization.
4. Develop critical and strategic thinking, improve analytic skills and techniques, and enhance effective decision-making.
5. Identify the management challenges to construct & design information systems & learn how to find appropriate solutions to those challenges.

**Unit I: Management Information Systems****6**

Management Information Systems – Need, Purpose and Objectives, Goals of MIS; Information and Data; Classification of MIS; Limitations of MIS; Characteristics of MIS. Difference between computer literacy and information system literacy.

**Unit II: Decision Support Systems****6**

Major types of information system in organization and relationship between them, enhancing management decision making, decision support systems (DSS) – understanding DSS, characteristics, components, major DSS applications. Models of Decision Making - Herbert Simon's Models

**Unit III Group decision support systems (GDSS)****6**

Concept, characteristics, how GDSS can enhance group decision-making? Executive support systems (ESS) – role of ESS in the organization, developing ESS, benefits of ESS. Executive Support Systems - Expert Systems and Knowledge Based Expert Systems.

**Unit IV Strategic Role of Information Systems and Building Information Systems****6**

Information as a strategic resources and concept of strategic information system. Contribution of information systems to pursue competitive strategies.

**Unit V: Information System Success and Failure****6**

Major problem areas in information system, causes of information system success and failure, evaluation of success of information systems. Principle causes of information system failure, appropriate strategies to implement the process.

**Unit VI: MIS Working and Practical Exposure****6**

Obtain a bird's eye view of contemporary technologies and infrastructure required to implement an IS. IT infrastructure and platforms, managing data, networks and the internet, wireless networks. Understanding Information systems for Accounting, Finance, Production and manufacturing, Marketing and HRM functions in any organization.

**Text Books:**

1. Management Information Systems: Managing the Digital Firm, Kenneth C. Laudon, Jane P. Laudon, Pearson Education, Limited, 14<sup>th</sup> edition, 2015
2. James O'Brien, Management Information System, Galgotia Publications Pvt. Ltd.

**Reference Books:**

1. Management Information Systems, Jawadekar. W.S., 5<sup>th</sup> edition Tata McGraw Hill, 2008.
2. Management Information Systems, Laudon and Laudon, 7<sup>th</sup> Edition, Pearson Education Asia



**MBA I**  
**MGC114: Strategic Management**  
**Sem. II**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes:**

On successful completion of the course, students will be able to:

1. Analyze role of Strategist in decision making process.
2. Apply environmental scanning techniques for evaluating business.
3. Analyze different levels of strategies of an organization.
4. Conduct strategic analysis and make choice for best appropriate action.
5. Play vital role in strategic implementation.
6. Evaluate strategy and suggest the modification.

**Unit I: Strategic Management Process****6**

Strategic decision-making. Process of strategic management and levels at which strategy operates. Role of strategists. Vision, Mission, Objectives and Purpose.

**Unit: II Environmental Scanning Techniques****6**

Environmental scanning techniques- ETOP, QUEST and SWOT (TOWS), Internal Appraisal – The internal environment, Value chain analysis, Financial and non-financial analysis, historical analysis, Industry standards and benchmarking, Balanced scorecard and key factor rating). Identification of Critical Success Factors (CSF). Strategic step application: Drucker's theory of business, Blue ocean strategy, resource based view and dynamic view.

**Unit: III Corporate Level Strategies****6**

Corporate level strategies-- Stability, Expansion, Retrenchment and Combination strategies, Corporate restructuring, Concept of Synergy, Mergers & Acquisitions, Corporate Restructuring; Business level strategies—Porter's framework of competitive strategies, Conditions, risks and benefits of Cost leadership, Differentiation and Focus strategies

**Unit IV: Strategic Analysis and Choice****6**

Strategic Analysis and choice—Corporate level analysis (BCG, GE Ninecell, Hofer's product market evolution and Shell Directional Policy Matrix) Industry level analysis; Porter's five forces model, Qualitative factors in strategic choice

**Unit V: Strategic Implementation****6**

Strategy implementation: Resource allocation, Projects and Procedural issues. Organization structure and systems in strategy implementation. Operational and derived functional plans to implement strategy, Integration of functional plans.

**Unit VI: Strategic Control****6**

Strategic control and operational Control, Organizational systems and Techniques of strategic evaluation.

**Text Books**

1. T. Wheelen and K. Rangarajan," Concepts in Strategic Management and Business Policy", Pearson Education,2016

**Reference Books**

1. F.R. David,"Strategic Management", Pearson Education,2016
2. Kazmi, Business Policy & Strategic Management 2nd Tata McGraw Hill,2016
3. Budhiraja S D, Athreya M B , Cases In Strategic management , Tata McGraw Hill,2016



**MBA I**  
**MSC102: Soft core (General Aptitude Skills)**  
**Sem. II**

| L | T | P | Credits |
|---|---|---|---------|
| 0 | 0 | 2 | 1       |

|                  |                                                                 |   |
|------------------|-----------------------------------------------------------------|---|
| <b>Unit I:</b>   | Numbers: Classification, Divisibility Rules, Number Series      | 2 |
| <b>Unit II:</b>  | Factorials, Number of Factors, Remainder, LCM & HCF, Percentage | 2 |
| <b>Unit III:</b> | Partnerships, Averages, Ratios & Proportions                    | 2 |
| <b>Unit IV:</b>  | Profit & Loss, Simple Interest & Compound Interest              | 2 |
| <b>Unit V:</b>   | Time & Work, Profit & Loss, Progression                         | 2 |
| <b>Unit VI:</b>  | Coding and Decoding, Letter Series, Blood Relations, Puzzles.   | 2 |

**Text Book:**

Arun Sharma, "How to Prepare for Quantitative Aptitude for the CAT Common Aptitude Test", Sixth Edition, 2008, Tata McGraw-Hill, ISBN:9780070619937

**Reference Book:**

1. Tolley, Harry; Thomas, Ken, "How to Pass Numeracy Tests: Test Your Knowledge of Number Problems, Data Interpretation Tests and Number Sequences", Kogan Page, 2013. ISBN: 100749467916
2. R S Agrawal, Quantitative Aptitude, S Chand and Company, ISBN 8121924987, 2015





**MBA I**  
**MSC104: Studio Course (Term Project / Case Study)**  
**Sem. II**

| L | T | P | Credits |
|---|---|---|---------|
| 0 | 2 | 0 | 2       |

**Course Outcomes**

On successful completion of the course, students will be able to:

1. Refine analytical skills, as demonstrated by oral argument in class and written out-of-class assignments
2. Articulate ideas, analysis and fact in a public presentation; gain confidence and practice through the semester
3. Understand the dynamics of management and leadership demonstrated by written and oral class work
4. Reinforce active listening skills, as demonstrated by response to and further development of ideas presented by classmates.
5. Understand and analyze current challenges, issues, conflicts and dilemmas in the practice of management

**Syllabus (Case Study)**

The course teacher will assign various case studies that will draw upon student's knowledge and proficiency with security concepts and principles. The case studies should challenge students ability as managers to implement practical cost-effective solutions and collaboration as a team.

**Syllabus (Mini Project)**

A Mini Project (no more than 40 pages) on a topic negotiated with the Course teacher. The final report should consist of:

- a. The problem or question formulated;
- b. description of the experience in general;
- c. The substance of findings
- d. A set of interpretations. What do the findings mean? What are the implications for practice? for a belief system?
- e. A report of chosen methodology and any problems encountered while collecting and analyzing your data.



# **Laboratory Courses (any One from the following)**



**MBA I**  
**MLC102: Advanced Excel**  
**Sem. II**

| L | T | P | Credits |
|---|---|---|---------|
| 0 | 0 | 2 | 1       |

With most software programs on the market today, you can thrive with just a basic knowledge of the tools and options built into the individual program. However, that is not necessarily true when it comes to Excel 2016. Excel is a complex, yet easy-to-use spreadsheet program that contains a multitude of much-needed tools with very advanced options. While it's true that you can create an attractive spreadsheet and use simple formulas in Excel with very little experience, that is just the tip of the iceberg when it comes to what Excel can truly do. In order to be able to successfully use the program to create spreadsheets, enter data, and maintain that data, you must have more than basic knowledge. This course gives you the advanced skills you need to be able to fully use the program. This course was designed for the intermediate student who has already mastered the basic skills needed to use Excel 2016 and wants to gain more advanced skills to put to work in a business environment or for personal use. This course goes in-depth, using step-by-step instructions to teach advanced techniques to broaden all students' knowledge and use of the program.

In this course, you will learn how to:

- Create outlines in Excel
- Create your own templates
- Create, manage and format pivot tables and pivot charts
- Use the Excel mathematical functions
- Perform data lookups
- Use Excel's data functions
- Use data validation rules
- Work with functions to manipulate strings of text and data
- Create and use macros

Course Requirements:

- You should have a college reading level and be competent in basic computer usage and terminology.
- You should also have a working version of Microsoft Excel in order to complete the assignment activities.

**Advanced Excel Course**

**1.1 Overview of the Basics of Excel**

- Customizing common options in Excel
- Absolute and relative cells
- Protecting and un-protecting worksheets and cells

**1.2 Working with Functions**

- Writing conditional expressions (using IF)
- Using logical functions (AND, OR, NOT)
- Using lookup and reference functions (VLOOKUP, HLOOKUP, MATCH, INDEX)
- VLook UP with Exact Match, Approximate Match
- Nested VLook UP with Exact Match
- VLook UP with Tables, Dynamic Ranges
- Nested VLook UP with Exact Match
- Using VLook UP to consolidate Data from Multiple Sheets

### **1.3 Data Validations**

- Specifying a valid range of values for a cell
- Specifying a list of valid values for a cell
- Specifying custom validations based on formula for a cell

### **1.4 Working with Templates**

- Designing the structure of a template
- Using templates for standardization of worksheets

### **1.5 Sorting and Filtering Data**

- Sorting tables
- Using multiple-level sorting
- Using custom sorting
- Filtering data for selected view (AutoFilter)
- Using advanced filter options

### **1.6 Working with Reports Creating subtotals**

- Multiple-level subtotals
- Creating Pivot tables
- Formatting and customizing Pivot tables
- Using advanced options of Pivot tables
- Pivot charts
- Consolidating data from multiple sheets and files using Pivot tables
- Using external data sources
- Using data consolidation feature to consolidate data





**MBA I**  
**MLC104: Orange HRM**  
**Sem. II**

| L | T | P | Credits |
|---|---|---|---------|
| 0 | 0 | 2 | 1       |

**Course Outcomes**

On successful completion of the course, students will be able to:

The abundance of data is fundamentally changing the way the Federal government operates which makes the role of the analyst increasingly critical for organizational success. Managers and employees at all levels are expected to think critically and analyze data to make fact-based decision making. Analytical software helps in transform data into actionable insights that are embraced by decision makers

**Orange HRM**

- 
- Personnel Information Management (PIM)
- System Administration & User Roles
- Leave & Time Off Management
- Time & Attendance Management
- Recruiting & On-boarding (including Applicant Tracking System (ATS))
- Performance & Training
- Travel & Expense Tracker
- Employment Compliance
- Discipline Tracker
- Insurance Benefits
- Document Manager



**MBA I**  
**MLC106: Tally ERP**  
**Sem. II**

| L | T | P | Credits |
|---|---|---|---------|
| 0 | 0 | 2 | 1       |

**Course Outcomes**

On successful completion of the course, students will be able to:

1. Students will be awarded certificate to work with well-known accounting software i.e. Tally ERP.9
2. Student will do by their own create company, enter accounting voucher entries including advance voucher entries, do reconcile bank statement, do accrual adjustments, and also print financial statements, etc. in TallyERP.9 software.
3. Students do possess required skill and can also be employed as Tally data entry operator.

**Unit I: Accounting Fundamental & Tally. ERP 9**

Introduction of accounting, what is ERP? How to start Tally. ERP 9? How to create a company?, How to alter a company?, Pre-Defined groups in Tally, creating the group, alteration of group, deletion of group, creating the ledger account, alteration of ledger account, deletion of ledger account, multiple ledger creation, Balance Sheet.

**Unit II: Accounting with Tally using Inventory**

Creating stock group, creating stock categories, creating units of measures, creating godown, creating stock item, entering opening stock qty. & amount, Tally voucher, creating new voucher type,

**Unit III: Enabling Tally. ERP 9 for VAT**

Introduction to VAT classifications, creating purchasing ledger, creating sales ledger, creating tax ledger, accounting voucher in Tally, inventory vouchers & tracking number, bill wise details, cost centers, cost categories, bank reconciliation, order processing, pre-closure order, batch wise details, manufacturing journals, zero value entries in vouchers, budget & control, security control, Tally audit.

**Unit IV: TDS (Tax Deducted at Source)**

Enabling TDS in Tally. ERP 9, TDS ledger creation & voucher entry, TDS computation report, TDS outstanding report, TDS payment entry, TDS challan entry, TDS challan printing, TDS ITNS-281 challan printing, TDS report, TDS challan reconciliation, TDS returns, TDS form - 16 A printing, TDS form-26Q printing, TDS form 26 printing, TDS form 27 printing, TDS form 27 Q printing, e-TDS returns, Group company, service tax, e-VAT return.

**Unit V: Payroll**

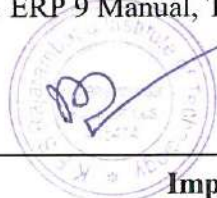
Payroll company creation, enabling payroll, five easy steps to payroll, setting payroll configuration, attendance creation, unit creation, pay head creation, employee group creation, employee creation, salary detail creation, attendance voucher creation, payroll voucher creation, payroll report, pay slip, pay sheet, employee pay head breakup, attendance sheet, payroll statutory computation, display & reporting.

**Unit VI: Enabling Tally. ERP 9 for GST**

Creating company, creating purchase ledger with GST, creating sales ledger with GST, creating an Input GST Tax ledger, creating output GST Tax ledger, creating a stock items with GST, creating a customer ledger, creating a supplier ledger.

Reference Books:

Ajay O. Mahesh Wari: Tally. ERP 9 Manual, Tally Academy





**MBA I**  
**MLC108: Quick Books**  
**Sem. II**

| L | T | P | Credits |
|---|---|---|---------|
| 0 | 0 | 2 | 1       |

**Course Outcomes**

On successful completion of the course, students will be able to:

1. Recognize the use of online accounting software to maintain accounting records of an organization.
2. Demonstrate the basics of accounting knowledge.
3. Create invoices, estimates, credit note, sales receipts, refund receipt, payroll etc. of an organization.
4. Formulate the accounting reports of various activities recorded in the software.
5. Appraise the overall accounting status of an organization with the help different types of accounting reports.

Unit I: Introduction of Online of accounting Software, Quick Books: Introduction, Verification code, creates an account, Create Company & chooses business types, Quick Books Manual, Quick Book 2017 new features.

Unit II: Create New Suppliers, Material Specifications, Create Product list, Create New Customers, Create Other Accounts, Record keeping of Journal Entries.

Unit III: Create Invoices, Expenses, Record of Pay Bills, Receive Payment.

Unit IV: Create an Estimate, prepare a Credit Note, Create Sales Receipt, Issue of purchase order.

Unit V: Create Employees (Pay Roll), Single time activity, Weekly time sheet, Bank Deposit.

Unit VI: Transfer, Reports, Inventory Quantity Adjustments, Statements, Tax Centre.

**Reference:**

1. Quick Books Manual.
2. Quick Books new features 2017 manual.



**MBA I**  
**MLC110: BPM Online**  
**Sem. II**

| L | T | P | Credits |
|---|---|---|---------|
| 0 | 0 | 2 | 1       |

**BPM Online Marketing**

1. 360° customer view
2. Segmentation
3. Website behavior tracking
4. Lead management
5. Trigger campaigns
6. Personalized email marketing

**BPM Online Sales**

1. 360° customer view
2. Collaboration tools
3. Business Process Management
4. Lead Management
5. Opportunity management
6. Orders and invoices
7. Field sales management
8. Sales forecasting
9. Contract management
10. Product management
11. Document flow automation





**MBA II**  
**MGC201: Project Management**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 2 | 0 | 0 | 2       |

**Course Outcomes**

On successful completion of the course, students will be able to:

1. Acquire an understanding of the fundamental concepts of project management.
2. Analyze the Projects proposal by applying feasibility studies.
3. Take decisions relating to project cost management.
4. Identify and manage different issues relating to human aspect in projects.
5. Apply PERT & CPM technique for managing project duration.
6. Taking decisions based on risk management in the projects.

**Unit I Project Management**

6

Project Management, Responsibilities and Competencies of the Project Manager, Interpersonal Skills of a Project Manager, Project Life Cycle and Uncertainty, Relationship between Project Management, Operations Management and Organizational Strategy, Organizational Influences on Project Management

**Unit II Project Feasibility Studies**

6

Project Identification, Market and Demand Analysis, Technical Analysis, Financial Estimates and Projections, Commercial Appraisal, Economic Appraisal, Financial Appraisal of Single Project, Financial Appraisal of Multiple Projects

**Unit III Project Cost Management**

6

Plan Cost Management, Estimate Project Cost, Components of Capital Cost of Project, Determining Budgets, Sources of Project Finance, Role of Financial Institutes in Project Financing, Decisions based on computation of NPV /PI /IRR / BCR/NBCR

**Unit IV Managing Human Aspect in Projects**

6

Project Organization, Acquire Project Team, Project Leadership, Motivations in Project Management, Communication in the Project Environment, Conflict in Project Management, five stage team development models, managing virtual project teams

**Unit V Project Time Management**

6

Plan Schedule Management, Application of Network Analysis, Graphical Evaluation & Review Techniques (GERT), Dependencies, Slack Time, Estimating Activity Time & Total Project Time, PERT & CPM, Time Cost Trade Off and Crashing of Projects

**Unit VI Project Risk Management**

6

Risk Management, Decision making under Certainty, Risk & Uncertainty, Risk Management Process, Risk Identification, Project Risk Analysis, Monte Carlo Process for managing risk, Risk Assessment, Project Termination, Types, Termination Strategies

**Text Book: -1.** Gray C. F., & Larson, E. W., "Project Management: The Managerial Process", Tata McGraw Hill

2. Publications, New Delhi 5<sup>th</sup> edition 2012

**References:-**

1. Harold Kerzner, "Project Management: A systems approach to planning, scheduling & controlling", Wiley India Pvt. Ltd., New Delhi. (10<sup>th</sup> ed.) 2014
2. Lester, A., Project Management Planning and Control, Elsevier Publication, New Delhi, 2012
3. Prasanna Chandra, "Projects – Planning, Analysis, Selection, Financing, Implementation & Review", McGraw Hill Education (India) Pvt. Ltd., New Delhi, 8<sup>th</sup> Edition, 2015
4. Rory Burke, "Project Management – Planning and Control Techniques", 5<sup>th</sup> Edition, Wiley India Pvt. Ltd. New Delhi, 2013

**MBA II**  
**MLC201: MS Project Lab**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 0 | 0 | 2 | 1       |

**Course Outcomes**

On successful completion of the course, students will be able to:

- 1) Acquire working knowledge of MS Project basics.
- 2) Define, schedule and monitor tasks relating to projects using a variety of MS Project tools.

**Unit I Introduction to MS Project****4**

Basic project management concepts, Project environment overview including what's new Navigation including customizing the Ribbon and Backstage View

**Unit II Task Creation and Scheduling****4**

Creating a task list, modifying a task list, Change Highlighting, Multi-Level undo, Manual Scheduling, Structuring tasks to create an outline

**Unit III Scheduling Tasks****4**

Working with base calendars, named calendar exceptions, defining recurring exceptions and work weeks, Auto Scheduling, creating task relationships, Types of task relationship using lag and lead times, Recurring tasks, setting constraints, setting deadlines, Using critical path, Task Drivers

**Unit IV Using Task Views****4**

Working with the timeline, using calendar view, using network diagram view, modifying views, Modifying timescale, Zoom and zoom slider

**Unit V Formatting and Sharing Information****4**

Project properties, adding notes & hyperlinks, Copy / paste picture, Copy / paste tasks and rows, formatting bars and the gantt area, Formatting for printing

**Unit VI Opening and viewing a project****4**

Test the 'Group By' Feature, Test the 'Highlight Feature, View and change the Project Information, Viewing the Network Diagram, Applying a filter, Exit Project, Use of MS Project in Projects Management

**Reference: -**

1. Syllabus of MS Project Introduction Training Course designed by Microsoft Training division  
 (Designed for MS Project 2016)





**MBA II**  
**MCIS201: Self Study/ MOOC / NPTEL**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 0 | 1 | 0 | 1       |

**RATIONALE:**

One of the graduate attribute as expected by NBA is lifelong learning ability of students. The students should be able to learn independently as learning is continuous process throughout the lifetime. This one credit course requires the students to complete any MOOC course of four to six weeks of their choice. The students will be also exposed to MOOCs which they may use for their future learning.

**COURSE LEARNING OUTCOMES:**

At the end of this course student should be able to:

1. Appreciate the use of MOOCs for independent learning.
2. Build confidence to complete a course independently.

**PRE-REQUISITES:**

Motivation for learning

**ABOUT THE COURSE:**

This course exposes students to use of MOOCs for self-learning. MOOC/online courses of 4-6 weeks offered by online education platforms like Coursera, EdX, NPTEL, QEEE will be offered to the students. Students are required to choose any course of their liking out of the list of the courses to be prepared by the department (typically 10-15) and complete the same. The supervisors will help the students for selecting the course and guide them. The course topics may not necessarily be of technical nature or subject specific. The students are expected to study the entire modus-operandi of the course and prepare a detailed report. The students are required to submit the course completion certificate to the department on completion of the course. Two hours per week are assigned for the course. Students shall report the progress to the respective supervisor during this period. The report should be presented as a seminar activity before the expert's panel.

**EVALUATION:**

As a part of ISE, assessment of students will be based on students' learning from the MOOC course. Students will have to take tests/quizzes as a requirement for certification of the course and complete assignments if any, as well. Student assessment for ISE will be based on following criteria:

1. Student's progress in the course
2. Grade received by the student for the course
3. Report quality
4. Presentations on learning before the supervisors and peers.



**MBA II**  
**Major Subject Specialization I**  
**Elective Paper (SE) I, II & III**

**Marketing Management**

- |           |                                        |
|-----------|----------------------------------------|
| 1. MKT201 | Sales and Distribution Management      |
| 2. MKT202 | Consumer Behavior                      |
| 3. MKT203 | Services Marketing                     |
| 4. MKT204 | Retail Marketing                       |
| 5. MKT205 | Digital Marketing                      |
| 6. MKT206 | Management of Marketing Communications |
| 7. MKT207 | Strategic Marketing Management         |
| 8. MKT208 | Customer Relationship Management       |





**MBA**  
**MKT201: Sales and Distribution Management**  
**SEM. III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes**

On the successful completion of the course, students will be able to:

1. Develop the knowledge of Selling and Distribution process in an organization.
2. Develop proficiency in industry in actual selling process and the management of selling personnel.
3. Demonstrate the knowledge needed to generate a leads and increase the sales in terms of volume and in monetary terms.
4. Analyze critical and strategic thinking, improve analytic skills and techniques, and enhance effective decision-making in sales and Distribution.
5. Identify the management challenges to construct & design Distribution Channel to find appropriate way to reach to the customers.

**Unit I: Personal Selling and Marketing Strategy** 6

Sales Management and Business Enterprise, Sales Management, Personal Selling & Salesmanship, Setting Personal - Selling Objectives, Theories of Selling, Determining Sales-Related Marketing Policies, Formulating Personal - Selling Strategy.

**Unit II: Organizing the Sales Effort** 6

The Effective Sales Executive, the Sales Organization, Sales Department Relations, Distributive - Network Relations.

**Unit III: Sales Force Management** 6

Personnel Management in Selling field, Recruiting Sales Personnel, Selecting Sales Personnel, Planning, Executing and Evaluating Sales Training Program, Motivating Sales Personnel, Compensating Sales Personnel, Managing Expenses of Sales Personnel, Sales Meetings and Sales Contests, Controlling Sales Personnel.

**Unit IV: Controlling the Sales Efforts** 6

Forecasting Sales & Developing the Sales Budget, Quotas, Sales Territories, Sales Control and Cost Analysis, Key Accounts Management.

**Unit V: Marketing Channel Systems** 6

Marketing Channel Concepts, Five Flows in Marketing Channel, Channel Participants, Environment of Marketing Channels, and Behavioral Process of Marketing Channels, Bull-Whip Effect, and Negotiations in Value Chain.

**Unit VI: Developing Marketing Channel** 6

Strategy in Marketing Channels, Designing the Marketing Channel, Electronic Marketing Channel, Selecting the Channel Members, Target Markets and Channel Design Strategy.

**Text Book: -**

1. Still, R.R. & Cundiff et al., "Sales Management - Decision Strategies & Cases", Pearson, 5<sup>th</sup> Edition- 2014.

**Reference Books: -**

1. Bert Rosenbloom, "Marketing Channels" Thomson Publications, 7<sup>th</sup> Edition -2007.
2. Pingali Venugopal, "Sales and Distribution Management" - An Indian Perspective, Sage Publishing, 2009.
3. Robert Cavin, Sales Management, McGraw Hill education, 2014.
4. Tapan Panda, Sunil Sahadev, Sales and Distribution Management, Oxford University Press, 2nd Edition 2012

**MBA-II**  
**MKT202: Consumer Behavior**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes**

Upon successful completion of the requirements for this course, students will be able to:

1. Assess the relevance of consumer behavior to the entire marketing process, the nature and stages of consumers' decision making and the factors influencing consumers' choice.
2. Analyze the causes giving rise to consumer behavior with the theories rooted in Psychology, Sociology and Anthropology.
3. Explain the impact of consumer behavior on the development of marketing strategies including marketing communication, segmentation and target marketing.
4. Apply the concepts and theories covered in the course to devise effective solutions in enhancing business performance in the context of consumer behavior.
5. Collaborate with other classmates productively on the group work, communicate and present information effectively.

**Unit I: Introduction to the Study of Consumer Behavior****6**

Consumer Behavior: its Origin and Strategic Applications, Customer Value, Satisfaction and Retention, Market Research and Consumer Behavior, Market Segmentation, Criteria for Effective Targeting of Market Segmentation, Implementing Segmentation Strategies. The Consumer Decision Making Process. Psychological Influences, Sociological Influences on Consumer Decision Making, Neuroscience and Consumer Behavior. Post Purchase Behavior.

**Unit II: Consumer as an Individual****6**

Consumer Needs & Motivation, Emotions and Mood, Consumer Involvement, Motivational Theories, Application and their implication for Marketers, Consumer Involvement, Consumer Involvement Models and Implications for Marketers, Consumer Attitude Formation and Change – Structural Models of Attitudes, Strategies of Attitude Change.

**Unit III: Consumers Learning****6**

Elements of Consumer Learning – Motivation, Cues, Response, Reinforcement. Consumer Behavioral Learning Theories and their Implication for Marketers, Personality, Self-Concept and Self Image - Consumer Personality, Traits and Types, Theories of Personality - Freudian theory, Neo-Freudian Personality Theory, Trait Theory, Implications of Consumer Personality.

**Unit IV: Consumer Perception, Risk and Imagery****6**

Consumer Perceptual Mechanism, Elements & Dynamics of Perception, Memory, Perception, Consumer Imagery and Perceived Risk, Consumer Attitudes - Models of Attitudes, Measurement of Attitudes, Attitude Formation and Change, Implications for Marketers.





**Unit V: Consumer Communication**

6

Consumer and Marketing Communication, Components of Communication, Persuasion, Designing Persuasive Communication - Communication Strategy-Target Audience, Media Strategy, Message Strategies, Message Structure & Presentation. Consumer Groups - Consumer Groups and Reference Groups, (Diverse Groups), Consumption, Group influences, (Stephan Bendura Social Learning theory) Family and Family Life Cycle – Traditional Family Life Cycle, Modifications – The Nontraditional FLC. Time Research.

**Unit VI: Social Class and Mobility**

6

Lifestyle Analysis, Culture, Sub-Culture and Cross Culture, consumer analysis, relevance for Marketers Influence of Culture on Consumer Behaviour - Sub Culture & Cross Culture. Consumer Analysis, Public Policy, Consumer Advocacy Studies in India. SEC Classification - Indian Rural Urban Social Class Classification.

**Text Book: -**

1. Consumer Behavior, Schiffman, L.G. and Kaunk. L. L, Prentice Hall, India. 10<sup>th</sup> Edition 2009.

**Reference Books: -**

- 1.Consumer Behavior, Schiffman, L.G. and Kaunk. L. L, Prentice Hall, India. 10<sup>th</sup> Edition 2009.
- 2.Consumer Behavior, Concepts and Applications, Loudon, D.L. and Bitta, A.J.D, Tata McGraw Hill 2011.
- 3.Consumer Behavior, J.C. Schiffman, L.G. and Wisenblit L.L Prentice Hall, India 11<sup>th</sup> Edition 2014.
- 4.Consumer Behavior in Action: Real-life Applications for Marketing Managers, Geoffrey Paul Lantos, Publisher- Routledge, 2015



**MBA-II**  
**MKT203: Services Marketing**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes**

Upon successful completion of the requirements for this course, students will be able to:

1. Identify the special management issues and unique challenges involved in marketing and managing services
2. Understand the expectations of customers and know how to translate this knowledge into genuine value for customers
3. Interpret service behavior and service consumption in the light of service-dominant marketing logic and articulate the outcome to service marketing management
4. Appreciate, modify, and/or extend new theories and concepts pertaining to explaining the characteristics of customers' purchasing and consumption behavior of services and service firms' marketing behavior
5. Apply new approaches to managing customer satisfaction and loyalty
6. Understand current research trends in services marketing and management

**Unit I: Marketing of Services****6**

Introduction - Growth of the Service Sector - The Concept of Service - Characteristics of Services - Classification of Services - Designing the Service - Blueprinting, Using Technology, Developing Human Resources, Building Service Aspirations. Challenges in Service Marketing.

**Unit II: Marketing Mix in Services Marketing****6**

The Seven Ps - Product Decisions, Pricing Strategies and Tactics, Promotion of Services and Placing or Distribution Methods for Services – Additional Dimensions in Services Marketing - People, Physical Evidence and Process, Service Triangle and extended Marketing Mix.

**Unit III: Strategic Marketing Management for Services****6**

Matching Demand and Supply through Capacity Planning and Segmentation - Internal Marketing of a Service - External versus Internal Orientation of Service Strategy.

**Unit IV: Delivering Quality Services****6**

Causes of Service-Quality Gaps: The Customer Expectations versus Perceived Service Gap, Factors and Techniques to Resolve this Gap - Gaps in Service –Quality Standards, Factors and Solutions - The Service Performance Gap - Key Factors and Strategies for Closing the Gap - External Communication to the Customer: The Promise versus Delivery Gap – Developing Appropriate and Effective Communication about Service Quality: definition, evaluation and models SERV - QUAL and Gap analysis.

**Unit V: Customer Satisfaction****6**

Monitoring and Measuring customer satisfaction, Order taking and fulfillment; Service Guarantee - Handling complaints effectively; Defects, Failures and Recovery. Concept and Importance of quality in Services; How customers evaluate service performance.

**Unit VI: Service Standardization and Customization****6**

Service encounter, Service Distribution, Service expectation & Service Satisfaction, Pricing of services & Service Distribution, Service Failure, Service Logic, Targeting Consumers, Relationship Marketing, Customer Lifetime Value, Yield Management, Marketing Research in Services.





**Text Book: -**

1. Lovelock, Service Marketing, (People, Technology, Strategy) 7<sup>th</sup> Edition, Pearson.

**Reference Books: -**

1. Service - Marketing: Text and Cases, 2<sup>nd</sup> Edition – 2011 by Harsh V. Verma.
2. Valerie A Zeithmal & Mary Jo Bitner, Services Marketing, Tata McGraw Hill, 8<sup>th</sup> Edition.
4. Handbook of Service Marketing Research Roland T. Rust and Ming - Hui Huang 2014.
3. Francis Frei, A. Morris, Uncommon Service: How to win by putting Customers at the core of Your Business, HBR Press, 2012.
4. Venkat Ramaswamy, Francis Gouillart, the Power of Co-creation, Free Press Business 2010.
5. Young me Moon, Different: Escaping the Competitive Herd, Crown Business, 2011.



**MBA-II**  
**MKT204: Retail Marketing**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes**

Upon successful completion of the requirements for this course, students will be able to:

1. Acquire and apply relevant knowledge and skills to manage retail management issues
2. Formulate creative yet feasible solutions for customer care, store care, merchandise care and retail strategies.
3. Discuss and analyze the latest strategies required for the development of retail marketing.
4. Identify and evaluate challenges and opportunities concerning the applications of the latest retail strategies.
5. Explain the factors relating to visual merchandising, such as store layouts and presentation.

**Unit I: Marketing Channels****6**

Definition & Importance, Functions of Marketing Channels – Intensive, Selective & Exclusive distribution strategies, Decisions in Channel Management. Wholesaling: Concept, Importance, Functions –Wholesaler Marketing Decisions – Trends in Wholesaling, Introduction to Retailing: Retailing Introduction: Concept, Importance, Functions - Indian Vs. Global Scenario, Social & Economic Significance of Retailing, Types of Retailers, The Retail Management Decision Process. Multichannel Retailing and Challenges.

**Unit II: Consumer Buying Behaviour****6**

Buying Process, Types of Buying Decisions, Social factors that influence buying, Market Segmentation, and Fashion & Buying.

**Unit III: Retail Marketing Strategy****6**

Retail Market Strategy, Financial Strategy & Competitive Advantage, Relationships. Growth Strategies & Opportunities. The Strategic Retail Planning Process, Retail Finance Process.

**Unit IV: Retail Location****6**

Types of Retail Locations, Unplanned Retail Locations, Retailing View - Shopping Centers, Other Location Opportunities, Location and Retail Strategy, Legal Considerations for Retail Location – Environmental and Sustainability issues. Human Resource Management.

**Unit V: Merchandise Management:****6**

Managing the Merchandise, Planning Process, Buying Merchandise, Retail pricing, Retail Communication Mix, Information Systems & Supply Chain Management, and CRM. Category Management - Manufacturer's brands Vs private label brands. Managing product categories as business units, Political, Economic, Social, Technological and Environmental issues and their relevance & potential impact on the category and retailers Impact of age, Income & recession on category Management.





**Unit VI: Store Management**

**6**

Managing the store, Store Layout Types of layouts, Factors affecting store layout, Store image Mix – Store Façade – The Internet Store, Store Design - Interiors and Exteriors, & Visual Merchandising, Customer Service, Future of Retailing. Store Administration: Floor space management–Managing store inventories and display, Technology in distribution: Bar-coding – RFID – Electronic Payment Systems.

**Text Book:-**

1. Levy & Weitz: Retailing Management, TMH, 9<sup>th</sup> Edition, 2014.

**Reference Books:-**

1. Roger Cox, Paul Brittain – Retailing: An Introduction, Pearson Publication, 5<sup>th</sup> Edition.
2. Barry Berman Joel & R. Evans: Retailing Management-A Strategic Approach, Pearson
3. A Sivakumar, 'Retail Marketing' Excel Books New Delhi 2<sup>nd</sup> Edition 2009.
4. David Frederick Ross, Distribution: Planning and Control, Springer Science & Business Media, 2012.
5. Michel Chevalier, Michel Gutsatz, Luxury Retail Management, Wiley Publication, 1<sup>st</sup> Edition, 2012.
6. Narendra Agrawal, Stephen A. Smith Retail, Supply Chain Management: Quantitative Models and Empirical Studies, Springer, 2<sup>nd</sup> Edition, 2015.



**MBA-II**  
**MKT205: Digital Marketing**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes**

On the successful completion of the course, students will be able to:

1. Develop a deeper understanding of the changing digital marketing landscape.
2. Identify and grasp some of the latest digital marketing trends and skill sets needed for today's marketer.
3. Distinguish between the functions of various digital communication channels and select solutions appropriate to the needs of the organization and the end users.
4. Analyze the impact digital technologies have on consumer behavior; consumer research and customer relationships
5. Expose to web based marketing tools with the view of incorporating new media into traditional media and marketing planning.

**Unit I: Digital Marketing Overview****6**

About Digital Marketing, Internet Marketing, Hierarchy in Digital Marketing, Competition Analysis Scope & Career Opportunities, Benefits of Digital Marketing, components of Digital Marketing, Digital Mining & Digital CRM Strategy, The digital advertising ecosystem and attribution and pricing models for Digital Advertising.

**Unit II: Search Engine Optimization (SEO)****6**

Off-Page Optimization, Competitor analysis, Search engine submission, Directory submission, Social Bookmarking, Article submission, Press release submission, Forum posting commenting, Blog creation, Google mapping / listing RSS feeds, Video optimization, Local optimization Some Important SEO Tools Google Keyword Planner, Keyword Spy, Google Analytics, Stat counter, The fundamentals of web and app analytics and KPIs for web traffic and commerce.

**Unit III: Social Media Optimization (SMO)****6**

Social Media tools for Marketing: **Twitter:** Twitter marketing strategies, Advertising on twitter, Tools for twitter marketing **LinkedIn:** LinkedIn marketing strategy, LinkedIn profile setup, LinkedIn company profile setup, LinkedIn network building, getting leads from LinkedIn, **Pinterest:** Setting up Pinterest for business, Pinterest marketing strategies Generating traffic from Pinterest.

**Unit IV: Pay per Click (PPC)****6**

PPC Basic: importance and benefits, PPC campaigns, Difference between PPC and SEM, Google Ad Words Introduction to AdWords, importance of Google Ad Words Working of Ad words, Setting up Ad words account, Types of networks, Ad words structure, Use of display planner, Ad campaigns, ad groups Types of ad campaign, ad rank Quality score of an ad.

**Unit V: Email Marketing****6**

Concepts of Email Marketing, Email marketing policies and guidance, making an email campaign, making email database, Campaign Strategies - Designing an Email, Minimize Spam, Ratio Bounce rate, Analytics & reporting.

**Unit VI: Cybercrime and Security****6**

Modus operandi of cybercrime and their remedial measures, online frauds and investigation, Safe surfing, Snooping, Email Crimes and investigation, Face-book / Twitter / LinkedIn crimes and investigation.





**Text Book: -**

1. Alan Charles worth Digital Marketing: A Practical Approach, Routledge; 2<sup>nd</sup> Edition 2014.

**Reference Books:-**

1. Damian Ryan, Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page; 3<sup>rd</sup> Edition, 2014.
2. Vandan Ahuja Digital Marketing Oxford University Press India, 2015.
3. B2B Digital Marketing: Using the Web to Market Directly to Businesses Que Biz-Tech Michael R. Miller Publisher Que Publishing, 2012



**MBA-II**  
**MKT206: Management of Marketing Communications**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes**

Upon successful completion of the requirements for this course, students will be able to:

1. Learn and understand the basic concepts and terminology in advertising, with an emphasis on IMC
2. Understand the factors and importance of reaching the target audience through the development of effective media coverage planning, including preparation and justification of an advertising budget.
3. Refine critical thinking and decision-making in advertising campaign development through class activities and assignments.
4. Understand advertising monitoring, evaluating, & feedback systems in order to ascertain campaign effectiveness.
5. Participate in the development of creative solutions to address advertising and marketing communications challenges.

**Unit I: Introduction of Marketing Communication****6**

Overview of Marketing Communication, Role of Advertising in Marketing Process, the functional areas of Marketing Communication, Advertising and IMC Today, The Evolution of IMC – Influence of Economic, Social, Ethical, Legal and Regulatory Aspects, Linking Marketing Communications to Marketing Strategy. Ethics, Cause Marketing and the Triple Bottom Line.

**Unit II: Crafting Marketing and Advertising Strategies****6**

The Foundations of Advertising, Advertising and Consumer Behavior: Cognitive dissonance, Determinants of Advertising Strategy, Research for Advertising Planning, Planning for Media and the Message, Role of Headline, Body Copy, Logo, Layout, Various appeals. Assessing Ad message effectiveness, Measures of recognition & recall. Measuring objectives, baselines, Copy testing to predict communication effects.

**Unit III: Advertising and Media Planning****6**

Advertising and Media Planning, Objective of Advertising, - Positioning and target audience, Advertising effectiveness and Measurement, Target Audience (Geography, Seasonality & Timing), Media Costs and Budgetary. Media Targeting, selecting media objectives, determining media strategies, determining the Media Schedule. Measurement of Media impact.

**Unit IV: Creating Promotional Messages****6**

Creating effective advertising, advertising plans & strategy. Creative Strategy and the Creative Process, Execution through copy and artwork, Use of Print, Electronic, Outdoor and Digital Media, Advertising thinkers and impact on creativity process, advertising for retail, cooperative, political, non-profit, International and Public – Service. Evaluation & measurement of Brand Messages.

**Unit V: Non-traditional Marketing Communications****6**

Concept of Non-traditional Marketing Communications, Traditional vs. Non-Traditional Marketing, Benefits and risks and types of Non-Traditional Marketing, Non-Traditional Marketing Plan Development and Implementation, Measuring the effectiveness of Nontraditional Marketing.

**Unit VI: Integrating Advertising with Other Elements of IMC****6**

Introducing Social Media, The Rise of Social Media, and Managing Social Media and role of stakeholders, Role of Advertising in Relationship Building for Direct Marketing, Personal Selling, Sales Promotion, Public Relations, Sponsorship, and Corporate advertising.





**Text Book: -**

1. William F Arens, Michael F. Weigold, Christian Arens, Contemporary Advertising & Integrated Marketing Communications, 14<sup>th</sup> Edition McGraw - Hill Higher Education.

**Reference Books: -**

1. William D. Wells, John Burnett, Sandra Moriarty, Advertising - Principles and Practice, 7<sup>th</sup> Edition, Pearson Education, Inc. 9<sup>th</sup> impression (2013).
2. George Belch, Michael Belch, Advertising and Promotion: An Integrated Marketing Communications Perspective, 7<sup>th</sup> Edition, Tata McGraw Hill Education Private Ltd.
3. Larry Kelly & Donald W. Juganheimer & Kim Sheehan, Advertising Media Planning: A Brand Management Approach, 4<sup>th</sup> Edition, Routledge, 2015.
4. Rajiv Batra, John. G. Myers, David A. Aaker "Advertising Management" Published by Dorling Kindersley India Pvt. Ltd. 5th impression (2009).
5. Manendra Mohan, Advertising Management Concepts & cases Tata McGraw Hill, 3rd Edition, (2008).
6. Kruti Shah & Alan D'Souza: Advertising and Promotions, Tata McGraw-Hill, (2009).



**MBA-II**  
**MKT207: Strategic Marketing Management**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes**

Upon successful completion of the requirements for this course, students will be able to:

1. Understand strategic concepts and theories and their application in marketing environments.
2. Compare and contrast the key principles of marketing strategy
3. Think strategically about marketing issues and provide recommendations
4. Research and analyze marketing strategies in different contexts
5. Identify and resolve well-defined problems reaching substantiated conclusions employing methods of analysis specific to marketing.
6. Employ strategies and processes which assist independent learning.

**Unit I: Strategic Marketing Management**

6

Objectives & concept of Strategic Marketing Management - Strategy Definition, Vision, Mission, Objectives and Goals of business and their relationship with Strategic Marketing Management. Considerations for formulation of marketing strategies for all components of Product, Price, Promotion and Distribution.

**Unit II: Strategic Marketing Analysis**

6

SWOT Analysis, GAP Analysis – Competitive Analysis – Porter's 5 forces Model of competition as basic foundation of Strategic Marketing and for analyzing and improving organizational effectiveness.

**Unit III: Marketing Strategy Implementation**

6

Integration of Marketing Strategies and their application to different business sectors FMCG, Industrial, & Services. Constraints in marketing strategy implementation.

**Unit IV: Specific Strategy Initiatives**

6

New Product Development and Introduction Strategies, Planned or Unplanned Strategy Withdrawals / Obsolescence, Contingency / alternative strategic planning, Brand Strategies in FMCG markets, Rural and export marketing strategies, Marketing strategies for IT and ITES industries.

**Unit V: Marketing Strategy Evaluation**

6

Marketing Audits & their scope – Measurement of Marketing Performance and its feedback to next year's marketing strategy formulation.

**Unit VI: Marketing Strategy Case Studies**

6

(One contemporary case study to be incorporated in the question paper) One case study on each of the strategy initiatives (Product, Price, Promotion and Distribution as well as People, Process & Physical Evidence) for different business sectors.

**Text Book:**

1. David A. Aaker, Damien McLoughlin 'Strategic Marketing' Wiley Publication, 5<sup>th</sup> Edition, 2010.

**Reference Books:**

2. Donald J. Bowersox, M. Bixby Cooper Strategic Marketing Management, Tata McGraw Hill, 5<sup>th</sup> Edition 2004.
3. Subhash C Jain, Marketing Planning & Strategy, Cengage Publication, 7<sup>th</sup> Edition, 2003.
4. Chernev, Alexander, Strategic Marketing Management, Publisher Cerebellum Press, 8<sup>th</sup> Edition 2014.
5. Richard M.S. Wilson, Colin Gilligan, Strategic Marketing Management, Routledge Publication, 3<sup>rd</sup> Edition 2005.



**MBA-II**  
**MKT208: Customer Relationship Management**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes**

Upon successful completion of the requirements for this course, students will be able to:

- 1.Explain and characterize the major concepts and framework of customer relationship management
- 2.Discuss the conceptual foundations of relationship marketing and its implications for further knowledge development in the field of business.
- 3.Get an insight into how CRM practices and technologies enhance the achievement of marketing, sales and service objectives throughout the customer life-cycle stages of customer acquisition, retention and development whilst simultaneously supporting broader organizational goals.
- 4.Equip both a conceptual understanding and the knowledge pertaining to practical application of critical skills necessary for building and managing partnering relationships with customers and suppliers.
- 5.Understand the benefits delivered by CRM, the contexts in which it is used, the technologies that are deployed and how it can be implemented.

**Unit I: Emerging Concepts and Context of CRM****6**

CRM: fundamentals, evolution and Scope – The evolution and transformation of Customers – The nine truths of relationship Marketing, CRM - Marketing - & Relationship Marketing, Types of CRM – Operational, analytical & Collaborative, Relationship spectrum, Reasons for CRM failure.

**Unit II: Types of Customers and customer Value: C C D Value****6**

Customer segmentation reexamined, Types of customer and the relationship styles, Loyalty as a basis of segmentation, Customer Value: Concept and Characteristics, Customer value co-creation, Customer value Management, Customer Lifetime Value (CLV).

**Unit III: Technology for Customer Relationship****6**

Contact Center Technology – Interactive Voice Response (IVR), Speech recognition for Customer service, Computer Telephony Integration (CTI), Automatic Call Distribution (ACD), Customer Complaint Management Technology, Front desk Management Technology – electronic Queue Management System, payment Technology, Customer Self-service Portals, CRM Technology.

**Unit IV: Managing Customer Relationship****6**

Introduction – Pre industrial age, Industrial age, Service Economy Age, Knowledge Economy Age. Key principles of Relationship Management, Techniques and applications to manage Relationships – Acquisition stage – Post Acquisition stage - Acquisition cost Versus relationship cost, Experiential relationship framework.

**Unit V: Developing and Deploying CRM Strategy****6**

Planning CRM implementation, Framework for building CRM Strategy - Value Discipline Model – CRM Program Life cycle – Strategy Planning and development process – Eight Building Blocks of CRM. Preparing for CRM Rollout – New Role Elaboration – Creating an organization / governance structure for CRM rollout.

**Unit VI: CRM Measurement: What to measure and How to Measure****6**

What needs to be measured: Attitudinal and Behavioral Loyalty – CRM Metrics, Loyalty programs: An Assessment, Types of customer metrics – Approaches in KPI development, Measures to align balanced score card – Measures to motivate and measures to improve, Customer Scorecard.

**Text Book:-**

1. Francis Buttle, Stan Maklan Customer Relationship Management: Concepts and Technologies, Edition 3, Publisher Routledge, 2015

**Reference Books:-**

1. G Jason Goddard, Gerhard Raab Riad A Ajami, Customer Relationship Management: A Global Perspective, CRC Press Publishing Ltd, 2016.
2. Jagdish N Sheth, Atul Parvatiyar, G Shainesh. Customer Relationship Management – Emerging Concepts, Tools and Applications, Tata McGraw-Hill private Limited, 14<sup>th</sup> Edition 2010.
3. Alok Kumar, Chhabi Sinha, Rakesh Sharma, Customer Relationship Management – Concepts and Application, Biztantra, 1<sup>st</sup> Edition 2008.
4. Mukerjee Kaushik, Customer Relationship Management - A Strategic Approach to Marketing, PHI Learning Pvt. Ltd. 1<sup>st</sup> Edition, 2007.
5. Kristin Anderson, Carol Kerr: Customer Relationship Management, McGraw - Hill Professional 1<sup>st</sup> Edition, 2002.
6. Paul Greenberg, CRM essential Customer Strategies for the 21st Century, Tata McGraw-Hill Edition, 3<sup>rd</sup> Edition 2004.
7. Alok Kr. Rai: Customer Relationship Management: Concepts and Cases, PHI Learning Pvt. Ltd. 1<sup>st</sup> Edition, 2004.





**Human Resource Management**

1. HRM201 Compensation Management
2. HRM 202 Performance & Rewards Management
3. HRM 203 Organization Development & Change
4. HRM 204 Training & Development
5. HRM 205 Strategic& International human resource management
6. HRM 206 Industrial Relations & Labour laws
7. HRM 207 Human Resource Planning
8. HRM 208 International Human Resource Management
9. HRM 209 Managerial Competencies & Career development



**MBA-II**  
**HRM201: Compensation Management**  
**Sem.III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes**

On the successful completion of the course, students will be able to:

1. Increase student knowledge and comprehension about the Compensation function.
2. Analyze, integrate, and apply the knowledge to solve compensation related problems in organizations.
3. Evaluate jobs using the job evaluation methods of ranking, classification, and point methods.
4. Develop a pay structure using raw data gathered using a wage survey.
5. Review the legislation which applies to compensation management in the organizations to interpret the Fair Labor Standards Act in classifying jobs by exemption status.

**Unit I Compensation Management****6**

Economic concepts and theories for compensating human resources, Minimum wages, Fair Wages, just wages and efficiency wages, Human capital and its implications for compensating human resources, Determinants of intra and inter-industry differentials in compensation.

**Unit II Compensation design – The Pay Mix****6**

Internal and external equity in compensation systems, understanding of tools used in designing and implementing compensation management systems. Designing compensation for Chief Executives, senior managers, knowledge workers job evaluation systems, etc.

**Unit III Wages & Salary Administration****6**

Wage & salary surveys, pay grade functioning of Wage Boards and Pay Commissions. (1-7<sup>th</sup>), Wage fixation & Wage Policy, Salary Structure, Fixed cash Benefits, Retirements & Social Security, Variable Pay, Incentives, Stock Options.

**Unit IV Incentives & Fringe benefits****6**

Strategic reason for incentive plans, administering incentive plans, Individual incentive plans, Group incentive plans, Enterprise incentive plans, Incentives for professional employees & executives, Pay for performance, Health care benefits.

**Unit- V Creating a benefits Package****6**

Strategic benefits planning, Employee benefits required by law- social security insurance, unemployment insurance, Workers compensation insurance, Benefits provided by the patient protection & affordable care act (PPACA), Family & medical leave act, Creating the Strategic Reward System

**Unit VI Provident Fund & Income Tax****6**

Employee's State Insurance Corporation (ESIC), Gratuity, Superannuation, Bonus under Payment of Bonus Act, Tax Planning, Tax implications of Compensation Package to Employee, Provisions to minimize Tax liability.

**Reference Books:**

- 1) George T. Milkovich, Terry M. Newman, C.S. Venkata Ratnam, compensation Management, McGraw Hill Education 2009, 9<sup>th</sup> Edition.
- 2) David Kelly Incentive Compensation Management Cengage Learning 2014
- 3) Michael Armstrong & Ann Cummins the Reward Management Toolkit Kogan page 2011
- 4) George W. Bohlander, Scott A. Snell Principles of Human Resource Management Cengage Learning 16<sup>th</sup> edition. 2013
- 5) B. D. Singh, Compensation & Reward Management, 2<sup>nd</sup> edition 2012 Excel Books.





**MBA-II**  
**HRM202: Performance & Rewards Management**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes**

On the successful completion of the course, students will be able to:

1. Give insights on how to identify, integrate, and retain talent in an organization to deliver high performance.
2. Design an organization's performance management process that is compliant with law and supports organizational mission and strategy.
3. Compare and contrast various organizational performance management programs and best practices & define attributes of effective performance management systems.
4. Employ job-related performance standards and performance indicators that reflect the employee's range of responsibilities.
5. Identify and communicate appropriate actions with employees (e.g. training and development, wage increase, promotion, bonus etc.) based on their performance strengths and weaknesses.

**Unit I- Identifying Performance Indices:****6**

KPAs and KRAs for various job holders, Scaling and Measuring Performance levels of Individuals and Teams, Tools and Formats, Strategies to neutralize Cognitive Stereotypes and Subjectivity.

**Unit- II Applications of Performance Management****6**

Performance Management & development, Performance Management & Reward, Performance Management for teams, Approaches to contingency pay, Performance related rewards Performance Review Methods, 360-Degree System, BARS, and Balanced Score Card System.

**Unit III- Conducting Performance Feedback Sessions****6**

Conducting performance & developing reviews, Feedback Interview and Counseling, Competence Mapping and Potential Assessment, Competency analysis, Performance Planning and Setting Performance Targets and Standards, Measuring Performance Standards in Service Sector, Performance problem solving, Performance coaching & coaching in leadership

**Unit IV Designing Performance Evaluation Forms and Rating Scales****6**

Integrating Performance Evaluation with HR systems including Training, Rewards and Recognition, Career Progression, Performance metrics, Developing & maintaining PM, Setting performance standards

**Unit V- Performance Management Systems****6**

Importance of Performance Management System, Evaluating Efficacy of Performance Management System, Dimensions of PMS & organizational strategy, Performance consulting, Role of performance consultant, Four Pillars of PMS, e- PMS

**.Unit VI- Talent Management Practices and Rewards Management****6**

Building the talent pipeline, Managing employee engagement, Key factors and different aspects of Talent Management, Best practices of Talent engagement, Using talent management processes to drive culture of excellence, Talent Management in India, Future directions in Talent Management Practice and Research. Talent acquisition, A new Model of Talent management, Rewards Management.



**Text book**

1. Armstrong, M. & Baron, A., Performance management and development, Jaico Publishing House, Mumbai. 2012 Reference books
2. Armstrong, M., Performance management: Key strategies and practical guidelines, Kogan Page, London. 2010

**References**

1. Bagchi, S. N., Performance management, Cengage Learning India. 2<sup>nd</sup> edition 2013
2. Bhattacharyya, D.K., Performance management systems and strategies, Pearson Education. 2011
3. Linda Ashdown Performance management, Cengage Learning India, 1<sup>st</sup> edition 2014
4. Carol Wilson, Performance Coaching Kogan Page 2<sup>nd</sup> edition 2014
5. Marshall Goldsmith, Louis Carter, Best Practices in Talent Management, The New York Times 2009
6. James R Evans, William M. Lindsay Managing for Quality & Performance Excellence. Cengage Learning India. 10<sup>th</sup> edition 2015
7. Peter Cappelli Talent on Demand: Managing Talent in an age of uncertainty Harvard Business press 2008.





**MBA-II**  
**HRM203: Organizational Development and Change**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes**

On the successful completion of the course, students will be able to:

1. Apply theories and current research concerning individuals, groups, and organizations to the process of change
2. Identify organizational situations that would benefit from OD interventions
3. Discuss the process of change as applied to organizational culture and human behavior
4. Explain and act upon the differences between insider and outsider approaches to consulting and OD interventions
5. Analyze/diagnose ongoing activities within an organization and design and plan the implementation of selected OD interventions.

**Unit I Process of Organizational Development** **6**

Solving problems of a business firm, Process of OD, Entering & contracting, Diagnosing organizations, Groups & jobs, Various Stems- Laboratory training, survey action research, Socio-technical, Socio-clinical, Values, assumptions & beliefs in OD.

**Unit II Special Applications of Organization Development** **6**

Extents of applications, Value study (Indian Perspective) Organization development for Economic, Ecological, and Social Outcomes, Organization Development in Nonindustrial Settings- Health Care, School Systems, Public Sector, and Family-Owned, Future directions in Organization Development.

**Unit III Teams: A foundation of OD** **6**

Theories of planned change, System theory, Teams & Teamwork, Parallel learning structure, A normative reductive strategy of changing diagnostic models, Techniques of Organizational Diagnosis

**Unit IV Organizational Change-** **6**

Leading & Managing change, Organizational growth and its implication for change, Kurt Lewin's model of change, John P. Kotter model, Force field analysis, Change cycles, Power and participative types, Organizational renewal and re- energizing, Institution building, Creativity and innovation.

**Unit V OD Intervention-** **6**

Designing interventions, Human process interventions, Techno structural interventions, restructuring organizations, Strategic change interventions, Team Intervention, Employee involvement, Work design, Developing & assisting members.

**Unit VI Trends in Organization Development:** **6**

OD-HRD interface, OD in global settings, OD research and practice in perspective, Challenges and future directions in OD.

**Text Book**

- 1) Cummings And Christopher Worley, Organizational Development And Change 10 th Edition 2015

**Reference Books**

1. French, W.L. and Bell, C.H., Organization development, Prentice-Hall, New Delhi.2014
2. Cummings, T. G., organization development and change, South Western. 10<sup>th</sup> edition 2014
3. Fred Luthans- Organisational Behaviour An Evidence based Approach 12<sup>th</sup> Edition McGraw Hill 2012
4. Dipak kumar Bhattacharya Organizational change & development OUP India publisher 2011
5. John P. Kotter Accelerate : Building Strategic Agility for a faster moving world, Harvard Business Review Press 2014

**MBA-II**  
**HRM204: Training & Development**  
**Sem.III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes**

On the successful completion of the course, students will be able to:

1. Understand the role and functions of training and development in organizations.
2. Identify principles and their implications for the effectiveness of training programs.
3. Assess training needs & evaluate employee training programmes.
4. Understand the issues and steps involved in designing and implementing a training program.
5. Design, coordinate, schedule and conduct training and development programs that can be delivered in the form of individual and group.

**Unit I- Training Process****6**

Investments in training, System approach to training, Training process, Role of Training and Development in HRD, Organizational Effectiveness; Stakeholders in Training, Roles and Expectations.

**Unit II- Training Needs Assessment (TNA)****6**

Meaning and purpose of TNA, TNA at different levels, Approaches for TNA, Output of TNA, Methods used in TNA.

**Unit III- Training and Development Methodologies****6**

Overview of Training Methodologies- Logic and Process of Learning, Principles of Learning, Individual differences in learning, Learning process, Learning curve, Learning management system, Skills of an Effective Trainer, Use of Audio-Visual Aids in training, Computer Aided Instructions, Distance Learning, Open Learning, E- Learning & Use of technology in training.

**Unit IV- Designing Training Modules****6**

Models of organizing the training department, Organization of Training and Development programs, Training design, kinds of training and development programs, Competence based and role based training, Orientation and socialization, Diversity training, Choice of training and development methods, Preparation of trainers, Developing training materials, Self-development, Training process outsourcing.

**Unit V-Training Evaluation****6**

Reasons for evaluating Training and development programs, Problems in evaluation, Evaluation process, Different evaluation frameworks, Problems of Measurement and Evaluation, ROI approach, Costing of training, Measuring costs and benefits of training program, Kirkpatrick Model of Training Effectiveness.

**Unit VI-Special issues in Training and Development****6**

Team training and six sigma training; Electronic Enabled Training Systems (EETS) Training and development initiatives of some selected companies from private and public sectors and MNCs. Training issues related to internal need of companies.

**Text book**

1. Raymond A Non-Employee Training & Development Tata McGraw Hill Education 2009

**Reference books**

1. Dr. B. Janakiram Training & Development biztantra 2012
2. Elaiene Biech Training & Development A Wiley Brand 2015,
3. Trvelove, Steve, Handbook of Training and Development, Blackwell Business. 2009
4. Craig, Robert L., Training and Development Handbook, McGraw Hill.4<sup>th</sup> edition
5. Dick handshaw, Training That Delivers Results: Instructional Design That Aligns with Business Goals American Management Association 2014.



**MBA-II**  
**HRM205: Strategic & International Human Resource Management**  
**Sem.III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes**

On the successful completion of the course, students will be able to:

1. Understand the strategic and functional roles of HRM in various international contexts, especially in areas such as recruitment and selection, performance management & training.
2. Identify opportunities and challenges pertaining to international HRM;
3. Develop competency in dealing with cross cultural situations;
4. Understand external forces (e.g. globalisation, socio cultural changes, political and economic changes) that have the potential to shape international HRM.
5. Develop generic and transferable skills-especially in diagnosing international HRM issues critically and analytically, conducting research for the purpose of discussing specific cases relating to international HRM

**Unit I Strategic Human Resource Management** **6**

Importance of strategic HRM, Objectives of SHRM, Difference between traditional HRM & strategic HRM, Challenges of SHRM, 5- P model of strategic HRM, Outcome of strategic HRM

**Unit II Strategic Human Resource Management Process** **6**

Environment Scanning, Strategy formulation, Strategy implementation, Evaluation and control, Role of HR- translating strategy into HR policy, Types of strategic HRP, Strategic issues in recruitment, selection, training & Performance Appraisal, Competency Mapping-Meaning, Process & Competency model, Employee separation - Reasons & Consequences.

**Unit III Strategies for Improving Organizational Effectiveness** **6**

Strategies of Organizational Transformations, Mergers & Acquisitions, Strategies for improving Organizational Culture, Learning Organization and employee engagement, Challenges for the HR Manager, managing in the global environment, managing work force diversity.

**Unit IV International HRM** **6**

Difference between Global & Domestic HRM, Strategic Global HR- Purpose, Selection, Orientation, Ethnocentric, Polycentric, Geocentric approaches, Repatriation & Expatriation-Meaning, Processes, Problems.

**Unit V International Strategic Human Resource Management** **6**

Introduction, Value Creation, Global Strategic Management Process, MNC's Business Strategy & HRM Strategies, Formulation of alternative business unit level strategies, Collaborative Strategies.

**Unit VI Social & Cultural Context of IHRM** **6**

What is Culture, why does culture differ, Cultural sensitivity, Social Environment, Hofstede's model of four cultural dimensions.

**Text book**

1. Jeffrey A. Mello, Strategic Human Resource Management, South Western College publication 2<sup>nd</sup> edition, 2011

**Reference book**

1. Charles.R.Greer. Strategic Human Resource Management. Pearson Education, 2009.
2. Fred.K.Faulkes Strategic Human Resource Management. Prentice Hall, 2010.
3. Rajib Lochan Dhar Strategic Human Resource Management, Excel Books, 2009
4. Mendenhall M. & Oddou G, Readings and Cases in International Human Resource Management. South-Western College Publishing. 2009.
5. Dennis R. Briscoe., International Human Resource Management. Prentice Hall. 2009.
6. Nancy Adler., International Dimensions of Organizational Behavior. South-Western College Publishing. 2009.



**MBA-II**  
**HRM206: Industrial Relations and Labour Laws**  
**Sem.III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes**

On the successful completion of the course, students will be able to:

- 1.Acquire a theoretical, practical and ethical perspective on many aspects of industrial relations.
2. Apply IR competencies to contribute to organizational capability & employee well being.
3. Explain the various forms and causes of Industrial disputes.
- 4 Assess the collective bargaining process, including preparation, negotiation, and settlement.
- 5 Understand the statutory provisions concerning the grievance procedure in India.

**Unit I- Structure and Evolution of Industrial Relations****6**

Industrial Relations Perspectives, Conflict model Vs. Collaboration model, Globalization and the emerging socio-economic scenario and their impact on Industrial Relations, I.R and the State, Role of state, Legal Framework of Industrial Relations, Models of IR- Dunlop's and Marxist perspectives of IR

**Unit-II Trade Unions****6**

Philosophy and perspectives, History and structure of Trade Unions, Impact of Globalization, Technology and economic reforms on Trade Unions, Emerging changes in Trade Unions.

**Unit- III Discipline and Disputes:****6**

Negotiation, Mediation, Arbitration, Works Committee, Conciliation, Board of Conciliation, Court of enquiry, Labour Court, Industrial Tribunal, National Tribunal; Role of Judiciary & its impact on industrial relation. Disciplinary procedures and Grievance management machineries, Industrial Disputes Act, Negotiation and Collective Settlements, Productivity Bargaining and Gain Sharing, Employee empowerment, Worker participation in Management and their impact on Quality of Work Life and Industrial Relations.

**Unit-IV-The Payment of Wages Act****6**

Objectives, Application, Responsibility for payment of wages; Fixation of wage periods; time-limits; Sections# 1to 26, Minimum wages act 1948 section# 2,4, to 18, 26

**Unit-V- The Payment of Bonus Act****6**

Scope and Application; Calculation of amount payable as Bonus; Application of Act in Establishment in Public Sector; Bonus linked with Production or Productivity Sections # 2,4

**Unit VI Employee Provident fund & Miscellaneous Provisions Act****6**

The payment of Gratuity act-1972, The Maternity Benefit Act, 1961, Industrial employment (Standing order act) 1946, The Bombay Industrial Relation act 1946,

**Text book**

N.D. Kapoor Mrecantile Law

**Reference books**

1. Venkataratnam, C. S. Industrial Relations: Text and Cases. Delhi. Oxford University Press.2<sup>nd</sup> edition 2006
- 2.Michael Salamon, Industrial Relations—Theory & Practice. London. Prentice Hall.2<sup>nd</sup> edition 2006
3. Garry Desslar,'Human Resource Management', Pearson Education Asia, 12 th Edition , -2012.
- 4.Dwivedi, R.S., Managing Human Resources: Industrial Relations in Indian Enterprises, New Delhi, Galgotia Publishing Company.3<sup>rd</sup> edition 2009
5. A. M. Sarma Industrial Relations & Labour Laws Pearson Education 2013
6. Sen, R. Industrial relations: text and cases (2nd ed.). New Delhi: Macmillan Publishers (2009).





**MBA-II**  
**HRM207: Human Resource Planning**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes**

On the successful completion of the course, students will be able to:

1. To analyze the theory and concepts of human resource planning.
2. To identify the evolution of HRP throughout the organization.
3. To apply models and methods used in forecasting.
4. To describe the applications of a succession analysis & planning.
5. To evaluate the organization's planning program.

**Unit I Man Power Planning****6**

Human Resource Planning and Business Environment, Drawing Manpower Systems- Stocks and Flows, Human Resource Distribution, Mapping and Identifying Surplus, Impact of Environment on HRP, Barriers to HRP, Productivity Management,

**Unit II Developing the Strategic Staffing/ Workforce Planning Process****6**

Placing strategic staffing, Designing strategic staffing/ workforce planning process. Required staffing levels, Staffing models, Effective strategic staffing, Working Conditions and the Working Environment, Work measurement, Key personnel required, Determining net HR requirements.

**Unit III Implementing & Supporting HR Planning Process****6**

Implementing process effectively, placing strategic planning within business context, assessing current strategic HRP process, Developing HRP websites, supporting strategic HRP, HR structure & required skills.

**Unit IV Organizational Workforce & Demand Forecasting****6**

Forecasting methods, Executive and Non- Executive Cadres, Behavioral Model of Human Resource Planning, Supply Analysis, Manpower wastage Qualitative & Quantitative techniques, Labour wastage analysis, Retention Strategies; Retirement Planning, HR Matrices

**Unit V Strategic HR Planning****6**

Need for strategic HRM, Models of business strategy and their role in deciding HR practices, Strategic HR Planning model, Strategies and HR practices, 360 degree impact of merger & acquisition, HR planning for mergers & acquisitions, Changes brought in various HR issues.

**Unit VI Succession Management****6**

Evolution & Process of Succession management, Role of employee in Succession management, HRP & Retention management, Succession analysis and planning and managing HR shortages and surplus, Downsizing & Restructuring, controlling attrition

**Text book**

- 1) Gary Dessler Human Resource Management, 10<sup>th</sup> edition, Prentice Hall of India. 2011

**Reference Books:-**

- 1 Kenneth McBey, Ying Hong, Margaret Yap Strategic Human Resources Planning Cengage 2010
- 2 Monica Belcourt, Kenneth J. McBey; Thomson: Strategic Human Resources Planning Nelson Canada publisher 5<sup>th</sup> Edition 2012
- 3 Paul Turner HR Forecasting & Planning, 2<sup>nd</sup> edition, PHL Jaico publishing house 2010
- 4 Snell/ Bohlander Human Resource management 6<sup>th</sup> Edition Cengage Learning 2009
- 5 William j Rothwell, H C Kazanas Planning & Managing Human Resources Jaico publishing house 2014
- 6 Lawrence S. Kleiman Human Resource Management 3<sup>rd</sup> edition Biztantra 2008
- 7 Arun Sekhri Human Resource Planning & Audit Himalay Publishing House 2016





**MBA-II**  
**HRM208: Conflict & Negotiation Management**  
**Sem.III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes**

On the successful completion of the course, students will be able to:

1. Analyze and understand the key practical and theoretical concepts of managing and resolving conflicts.
2. Understand, analyze and describe the nature of small and large scale conflicts.
3. Articulate the theoretical and practical components of negotiation and mediation and explain the link between effective negotiation skills and effective leadership.
4. Analytically and theoretically understand the types of conflict management styles.
5. Explain the link between effective negotiation skills and effective leadership

**Unit-I Conflict Management**

6

Introduction: Understanding conflict, components, perspectives of conflict, types of conflict, models of conflict – Process and Structural Models, functional & dysfunctional conflict, relationship between conflict and performance in team, levels of conflict – intrapersonal, interpersonal, group & organizational conflicts, sources of conflict intrapersonal, interpersonal, group & organizational sources.

**Unit- II Conflict Management Design:**

6

Nature of conflict Management, Types of Conflict, models of conflict, contingency approach, conflict management process, the conflict domain, Conflict trends, conflict distribution, conflict mapping and tracking.

**Unit III Managing Conflict:**

6

Managing interpersonal conflict: Thomas conflict resolution approach, behavioral style and conflict handling, the Cosier Schank model of conflict resolution, collaboration & conflict resolution, dealing with difficult subordinates, boss & colleagues, 1 to 1 dispute resolution. Managing team & organization conflict: techniques to resolve team conflict, strategies to resolve organizational conflict, effective listening and dialogue skills, humor and conflict resolution, negotiation as a tool for conflict resolution.

**Unit-IV Conflict resolution and Cost:**

6

Conflict resolution models, framework model, classical ideas, and new developments in conflict resolution. Environmental conflict resolution, gender and conflict resolution. Assessing the cost of workplace conflict.

**Unit-V Negotiations-**

6

Types of Negotiations, negotiation process, factors for successful negotiations, essential skills for negotiation, tricks used in negotiation process, psychological advantage of negotiations, Techniques of negotiation, issues in negotiations.

**Unit VI Negotiation strategies:**

6

Strategy and tactics for distributive bargaining, strategy and tactics for integrative negotiation, negotiation strategy and planning. Finding and using negotiation power, sources of power, Ethics in negotiation. Third Party Intervention

**Text book**

B D Singh Managing Conflict & Negotiation Excel book Publication 2008

**Reference books**

1. Roy J. Lewicki Essentials of Negotiation Mc Graw Hill Publication 2015
2. Deepak malhotra negotiating the impossible: how to break deadlocks and resolve ugly conflicts harvard business school 2015
3. L and thomas d. cavenagh alternative dispute resolution in business - 02 edition west publishing 2012
4. Bargaining for advantage : negotiation strategies for reasonable people 2013



**Finance Management**

1. FIN201 Indian Financial System
2. FIN202 Financial Markets & Institutions
3. FIN203 Security Analysis and Portfolio Management
4. FIN204 Working Capital Management
5. FIN205 Mergers, Acquisition and Corporate Restructuring
6. FIN206 Funds Management in Banking and Insurance
7. FIN207 International Finance
8. FIN208 Cost Analysis and Control



**MBA-II**  
**FIN201: Indian Financial System**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes:**

On successful completion of the course, students will be able to:

1. Explain the key roles played in a modern society by the financial products, markets and institutions and various functions of Market Regulators.
2. Understand the fundamentals of financial markets & define and illustrate some key financial terms, such as primary market and over-the-counter.
3. Describe the relative standing of the major financial services in India.
4. Discuss the functions of banking & NBFC in Current Scenario.
5. Define the concept & explain the objectives of Mutual fund also its benefits.

**Unit I Introduction to Indian Financial System:**

6

Definition and significance, Financial System Functions and Structure/ Organisation Organizational structure of the Indian Financial System- & its Major Components. Objectives and functions of Regulatory Promotional Institutions: RBI, SEBI, IRDA,

**Unit II Financial Markets:**

6

Introduction to Primary Market: Public Issue, Right Issue and Private Placement. Steps in public issue. Primary Market Intermediaries, Secondary Market: Stock Exchanges, depository in trading, Arbitration, Functions of financial markets, Money Market – Meaning, Instruments, features of the instruments. Commodities Market: Concept, Working of Commodities Market, Regulation, Advantages.

**Unit III Financial Services:**

6

Venture Capital - Concept, Objectives, Development of Venture Capital in India, Venture Capital Investment process, Dis-investment Mechanism, Insurance organization: Introduction to LIC, GIC and Private Insurance Companies, Credit Rating, Concept, Credit Rating Agencies in India, Leasing, Concept, Types of leases, Rationale for leasing, Mechanics of leasing, Leasing as financing decision.

**Unit IV Commercial Banking & NBFC:**

6

Nature & functions of Commercial Banking, Securitization, Management of NPA, Non-Banking Financial Corporation- Major functions of NBFC, RBI Guidelines.

**Unit V Development Banking and Merchant Banking:**

6

Nature and functions of Development Banks, Development of Finance Institutions: IDBI, ICICI, IFCI. Role of development banks in the development of the economy. Nature and functions of Merchant banks.

**Unit VI Mutual Funds:**

6

Concept of Mutual Funds, Objectives and benefits of Mutual Funds, Regulation & operations SEBI's directives for Mutual Funds, Types of Mutual Funds, Evaluation of performance of Mutual Funds.

**Text Book:**

1. M.Y.Khan , Indian Financial System, Tata McGraw Hill, 8<sup>th</sup> edition, 2013.

**Reference Books:**

1. S.P.Singh, Indian Financial System, Wisdom Publication, 1<sup>st</sup> edition, 2010.
2. Vasant Desai, Financial Markets & Financial Services, Himalaya Publishing House, 1<sup>st</sup> edition, 2010
3. S.B. Verma, Indian Financial System, Vayu Education of India, 1<sup>st</sup> edition, 2010
4. H. Sadhak, Mutual Funds in India, Response Books, 2<sup>nd</sup> edition, 2011





**MBA-II**  
**FIN202: Financial Markets & Institutions**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes:**

On successful completion of the course, students will be able to:

1. Explain role of Financial Markets and Institutions. Also interpret the role and determinants of interest rates and interaction of interest rates with money supply as controlled by the central bank.
2. Assess the various theoretical concepts underlying money and capital markets.
3. Analyze the working of various markets for securities (including debt markets, equity markets, derivative markets) and its role in financial markets.
4. Comprehend significant aspects of banking business.
5. Compare and contrast the various non-bank operations.

**Unit-I: Overview of the Financial Environment** 6

Role of Financial Markets and Institutions, Interest Rates, Interest Rates Change, effect of Interest Rates on Risk and Term structure, Functions of the Central bank, Monetary Policy.

**Unit-II: Debt Security Markets** 6

Money Markets, Bond Markets, Mortgage Markets, Primary market: Process Issue of Capital, Regulations, Legalities, Pricing of Issue, Methods of Issue, Book-building, Road-show, Intermediaries: Commercial Banks, Development Banks, Custodians, Merchant Bankers, Issue Managers, Rating Agencies, etc.

**Unit-III: Equity Market** 6

Stock Offerings and Investor Monitoring, Market Microstructure and Strategies, Basics of Pricing Mechanism, Players on Stock Exchange: Investors, Speculators, Market Makers, Bulls, Bears, Stags, Stock Exchange Regulations, Stock Exchange Board, Stock Indices, Role of FIIs, MFs and Investment Bankers, Regulations for Primary Markets & Secondary Markets

**Unit-VI: Derivative Security Markets** 6

Financial Futures Markets, Options Markets, Swap Markets, Foreign Exchange Derivative Markets, Strike price, Interest rate, Time to expiration, Basic Option strategies

**Unit-V: Commercial Banking** 6

Commercial Bank Operations, Bank Regulation, Bank Management, Financial Statement Analysis and Bank Performance Measurement

**Unit-VI: Non-Bank Operations** 6

Thrift Operations, Finance Company Operations, Mutual Fund Operations, Securities Operations, Insurance and Pension Fund Operations, their status, types, working and strategies for commercial viability.

**Text Book:**

1. Madura Jeff, Financial Markets and Institutions, Cengage Learning, 11<sup>th</sup> edition, 2015.

**Reference Books:**

1. Frederic Mishkin, Stanley Eakins, Financial Markets and Institutions, Pearson, 8<sup>th</sup> edition, 2014
2. Peter Howells, Keith Bain, Financial Markets and Institutions, Prentice Hall, 5<sup>th</sup> edition, 2007.
3. L. M. Bhole & Jitendra Mahakud, Financial Institutions & Markets, Tata McGraw Hill Education Pvt. Ltd., 5<sup>th</sup> edition, 2009.
4. B. V. Pathak, The Indian Financial System, Pearson Education, 4<sup>th</sup> edition, 2014.

## MBA-II

## FIN203: Security Analysis and Portfolio Management

## Sem. III

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes:**

On successful completion of the course, students will be able to:

1. Comprehend fundamental concepts of security analysis and portfolio management.
2. Analyze the role of stock exchange and financial intermediaries in investment management.
3. Evaluate risk and return in different investment avenues
4. Apply fundamental and technical analysis in portfolio management.
5. Prepare and evaluate performance of different investment portfolios.

**Unit-I: Market for Securities**

6

Investment versus Speculation, Investment Process, Investment Categories, Market & Their Functions, Institutional Investors & Changing Markets

**Unit-II: Risk and Return**

6

Security Returns, Risk in Traditional Sense, Systematic & Unsystematic Risk, Risk in Contemporary Mode, Using Beta to Estimate Return, Calculation of Expected Risk & Return

**Unit-III: Security Analysis**

6

Economic Analysis, Industry Analysis, Company Analysis: Measuring Earnings, Forecasting Earnings, Applied Valuation, Fundamental Analysis: Random Walk, the Efficient Market Hypothesis, Technical Analysis

**Unit-VI: Bond Analysis**

6

Strategic Role of Bonds, The Markets for Debt Securities, Government Bonds, Corporate Bond Market, Specialized Bonds, Bond Returns & Prices, Preferred Stock Valuation, Unsystematic Risk, Bond Management Strategies

**Unit- V: Portfolio Selection**

6

Portfolio Analysis, Markowitz Risk-Return Optimization, Portfolio Selection and Diversification, Simple Sharpe Portfolio Optimization, Significance of Beta in the Portfolio

**Unit-VI: Portfolio Management**

6

Capital Market Theory, Capital Asset Pricing Model (CAPM), Arbitrage Pricing Theory, Classification of Managed Portfolios, Management Performance Evaluation, Mutual Fund as an Investment.

**Text Book:**

1. Donald E. Fischer, Security Analysis and Portfolio Management, Pearson Education, 6<sup>th</sup> edition, 2008

**Reference Books:**

1. S. Kevin, Security Analysis & Portfolio Management, PHI Learning, 2<sup>nd</sup> edition, 2015.
2. Edwin J. Elton, Martin J. Gruber, Stephen J. Brown, William N. Goetzmann, Modern Portfolio Theory and Investment Analysis, Wiley, 8<sup>th</sup> edition, 2010
3. Robert G. Cooper, Scott J. Edgett, Elko J. Kleinschmidt, Portfolio Management for New Products, 2<sup>nd</sup> edition, 2002
2. Suyash N Bhatt, Security Analysis and Portfolio Management, Wiley, 1<sup>st</sup> edition, 2011
3. Prasanna Chandra, Investment Analysis and Portfolio management, Tata Mcgraw Hill Education Private Limited, 3<sup>rd</sup> edition, 2008





**MBA-II**  
**FIN204: Working Capital Management**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes:**

On successful completion of the course, students will be able to:

1. Evaluate the importance of effective working capital Mgt.
2. Investigate funds flow cycles and their impact on working capital management objectives.
3. Formulate appropriate working capital management policies to achieve corporate objectives.
4. Apply corporate cash management, accounts receivable management, bank relations, and inventory management techniques to maximize the share holders' value.
5. Evaluate comparative working capital management policies and their impact on the firm's profitability, liquidity, risk and operating flexibility.

**Unit-I: Introduction to Working Capital Management**

6

Nature of Working Capital, Trade-Off between Profitability and Risk, Symptoms of Poor Working Capital Management, Working Capital Management Strategies

**Unit-II: Short Term Financing**

6

Estimating Cost of Short Term Credit, Sources of Short Term Credit, Trade Credit, Credit Terms & Cash Discounts, Stretching on Trade Credit, Advantages of Trade Credit, Bank Credit, Line of Credit, Credit Terms, Transaction Loans Unsecured Sources: Commercial Paper, Credit Terms.

**Unit-III: Management of Cash**

6

Cash Flow Process, Motives for Holding Cash, Cash Management Objectives & Decisions, Managing Collections & Disbursements, Determining the Appropriate Working Cash Balance, Planning Cash Management

**Unit-IV: Receivables Management**

6

Concept, Credit & Collection Policies, Credit Terms, Benefits & Cost of Receivables Management, Control of Receivables - Collection Procedure, Monitoring of Receivables, Lines of Credit, Accounting Ratios, Credit Management through Credit Policy Variables.

**Unit-V: Inventory Management**

6

Investing in Inventory, Deciding Optimum Level of Inventory, Inventory Carrying Cost, Objectives of Inventory Management, Benefits & Cost of Holding Inventories, Inventory Management Techniques & Process

**Unit-VI: Management of Current Asset & Current Liabilities**

6

Managing Current Assets, Risk Return Trade-Off from Investing in Current Assets, Managing the Firm's Current Liabilities, Risk Return Trade-Off from using Current Liabilities, Appropriate Level of Working Capital

**Text Book:**

1. M. Y. Khan & P.K. Jain, Financial Management, Tata Mcgraw Hill Publishing Co. Ltd, 6<sup>th</sup> edition, 2011

**Reference Books:**

1. James Sagner, Working Capital Management: Applications and Case Studies, Wiley, 2014
2. Masson, Dubos J, Clarke, Karen Sue, Short Term Finance & Working Capital Management – Ecommerce, Great River Learning 2<sup>nd</sup> Edition, 2014
3. Prasanna Chandra, Financial Management, Tata Mcgraw-Hill Publishing Co. Ltd, 8<sup>th</sup> Edition, 2011

## MBA-II

**FIN205: Mergers, Acquisition and Corporate Restructuring**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes:**

On successful completion of the course, students will be able to:

1. Identify the key issues and concepts of mergers, acquisitions and Corporate Restructuring.
2. Analyze typical valuation strategies, pre and post-merger issues and challenges
3. Assess the funding alternatives available and the various aspects of financial restructuring in case of mergers, acquisitions.
4. Discuss the revival of sick units with special reference to the Law and its Procedure
5. Examine the impact of changing business scenario worldwide on Corporate Restructuring.

**Unit-I: An Overview of Mergers, Acquisition and Corporate Restructuring 6**

Various Forms of Business Alliances, Strategic Choice of Type of Business Alliance, Merger and Acquisition and Take-Over, Defining and Selecting Target, Pricing of Mergers Negotiation/Approach for Merger, Acquisition and Take-Over Contracting

**Unit-II: Valuation of Shares and Business 6**

Implementation of Merger & Acquisition, Managing Post-Merger Issues, Legalities Involved in Merger, Acquisition & Take-Over, Introduction; Need and Purpose; Factors Influencing Valuation; Methods of Valuation of Shares; Corporate and Business Valuation.

**Unit-III: Funding of Mergers and Takeovers 6**

Financial Alternatives; Merits and Demerits; Funding through Various types of Financial Instruments including Equity and Preference Shares, Options, Funding through Financial Institutions and Banks; Rehabilitation Finance; Management Buyouts/Leveraged Buyouts

**Unit-IV: Financial Restructuring 6**

Reduction of Capital; Reorganization of Share Capital, Buy-Back of Shares – Concept and Necessity; Procedure for Buy-Back of Shares by Listed and Unlisted Companies

**Unit-V: Revival, Rehabilitation and Restructuring of Sick Companies 6**

Sick Companies and Their Revival with special reference to the Law and Procedure relating to Sick Companies

**Unit-VI: Changing World and Its Effect on Restructuring 6**

Corporate Restructuring, Globalization; Dominance of Services Economy; Technological and Communication Advancement; Expansion of Financing Opportunities and Financial Innovations; Expanding Role of Professionals, Divestment and Abandonment.

**Text Book:**

1. Chandrashekar Krishnamurti, S R Vishwanath, Mergers, Acquisitions and Corporate Restructuring, Sage, 1st Edition, 2008

**Reference Books:**

1. Patrick A. Gaughan, Mergers, Acquisitions, and Corporate Restructurings, Wiley, 6<sup>th</sup> Edition, 2015
2. D. Depamphilis, Mergers and Acquisitions Basics: All You Need To Know, Academic Press; 1 Edition, 2010.
3. Michael E. S. Frankel, Mergers and Acquisitions Basics: The Key Steps of Acquisitions, Divestitures, and Investments, Wiley, 2005



## MBA-II

## FIN206: Funds Management in Banking and Insurance

## Sem. III

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes:**

On successful completion of the course, students will be able to:

1. Get an insight into the liquidity management in commercial Banking business and discuss the necessity of adequate capital fund.
2. Explain different types of reserves & different factors affecting on its requirement.
3. Understand the different aspects related with Management of Bank loan.
4. Evaluate the performance of Bank on the basis of deposit mobilization, credit deployment & profitability.
5. Discuss different functions & principles of life & non-life insurance. Also describe role of insurance & risk management policies related with non-life insurance.

**Unit I Introduction to Banking & Bank Lending:**

6

Introduction to Banking Business, Characteristics, Types and Structure of the Indian Banking System, Principles of lending, Fund Based Lending, Lending guidelines, Loan Appraisal, Documentation

**Unit II Management of Capital & Reserves:**

6

Objectives of Capital management, Meaning, Functions & Necessity of Capital Funds, Capital Adequacy Standards, Nature and Purpose of Primary Reserves and Secondary Reserves, Factors influencing Secondary reserves, Three-pillar approach to Bank Capital requirements.

**Unit III Management of Bank Deposits:**

6

Management of Bank Loans, Characteristics of Bank Loans, Loan Policy in a Commercial Bank, Evaluation of Loan Application, Credit Information, Credit Analysis, Credit Decision. Priority Sector lending policies of Commercial Banks in India.

**Unit IV Liquidity Management:**

6

Concept of Liquidity Management, Bank business model & Insurance business model. Priorities in the Employment of Bank Fund, Problems in Resource Allocation in India

**Unit V Principles and Practice of Insurance:**

6

Meaning & Nature of Insurance, Purpose and Need of Insurance, Indian Insurance Market, Types of Life Insurance and Non-Life Insurance

**Unit VI Risk and Capital Management:**

6

Bank Balance Sheet & Insurance Balance Sheet, Current Capital requirements for Insurance companies, Alignment between Risk and Capital Management, Emerging role of risk and capital management, Critical success factors of risk and capital management, Differences in risk management per line of business.

**Text Book:**

1. E. Gordon & K. Natarajan, Banking Theory, Law & Practice, Himalaya Publishing House, 23<sup>rd</sup> edition, 2012

**References Books:**

1. Prasad S. Vipradas & Dr. J.K.Syan, Bank Lending, Himalaya Publishing House, 1<sup>st</sup> edition, 2013.
2. S. Murali & K.R. Subbakrishna, Bank Credit Management, Himalaya Publishing House, 2<sup>nd</sup> edition, 2012.
3. K.C. Shekhar & Lakshmy Shekhar, Banking Theory & Practice, Vikas Publishing House Pvt. Ltd., 20<sup>th</sup> edition, 2012
4. Vasant Desai, Bank & Institutional Management, Himalaya Publishing House, 2<sup>nd</sup> edition, 2010
5. P.K. Gupta, Fundamentals of Insurance, Himalaya Publishing House, 2<sup>nd</sup> edition, 2011
6. M.N.Mishra & Dr. S.B.Mishra, Insurance Principles & Practice, S.Chand & Company Pvt. Ltd., 21<sup>st</sup> edition, 2014.
7. O.P.Agarwal, Banking & Insurance, Himalaya Publishing House, 3<sup>rd</sup> edition, 2014.

**MBA-II**  
**FIN207: International Finance**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes:**

On successful completion of the course, students will be able to:

1. Understand the fundamental of international business, finance as well as international financial markets.
2. Describe the mechanism of foreign exchange markets and how exchange rates are quoted. Discuss the techniques of the foreign exchange transactions. And calculate arbitrage.
3. Know the factors that drive exchange rates, in particular how spot and forward rates are related to interest rates and inflation dynamics.
4. Explain the risks in international operations & techniques to cover it. Also understand the various exchange control regulations.
5. Describe how capital budgeting, in an international environment, is similar to or dissimilar from that in a domestic environment.

**Unit I: The International Financial Environment** **6**

Multinational Financial Management: An Overview, International Business Methods, International Monetary System, International Financial Institutions, Development Banks, Balance of Payments

**Unit II: The Foreign Exchange Markets** **6**

The Foreign Exchange Market, Types of Transactions, Exchange Rate Quotations and Arbitrage, Exchange Rate Quotations, Determination of Exchange Rate in Spot Market and Forward Market.

**Unit III: Exchange Rate Mechanism** **6**

Derivative, Foreign Currency Futures, Foreign Currency Options, Conditions Theories of Foreign Exchange Rate Movement and International Parity

**Unit IV: Managing Foreign Exchange Exposure & Exchange Control Regulations** **6**

Management of Foreign Exchange Exposure, Techniques of covering risks- Internal and External. Export Credit Guarantee Corporation, EXIM Bank, Export Import Financing Mechanism, Buyers' Credit, Suppliers' Credit.

**Unit V: Long term Asset & Liability Management** **6**

Foreign Direct Investment, Multinational Capital Budgeting, Country Risk Analysis, Long term financing

**Unit VI: Short term Asset & Liability Management** **6**

Financing International Trade: Payment Methods for International Trade, Trade Finance Methods, Sources of Short Term Financing, Internal Financing by MNC's, International Cash Management.

**Text Book:**

1. Madhu Vij, International Financial Management, Excel Books, 3<sup>rd</sup> edition, 2010.

**References Books:**

1. Jeff Madura & Roland Fox, International Financial Management, South-western Cengage publishing, 2<sup>nd</sup> edition, 2015.
2. Cheol Eun & Burce Resnick, International Financial Management, Tata McGraw Hill Publication company Ltd., 4<sup>th</sup> edition, 2008.
3. P.G.Apte, International Financial Management, Tata McGraw Hill Publication company Ltd., 3<sup>rd</sup> edition, 2002.
4. V.K.Bhalla, International Financial Management, Anmol Publications Pvt. Ltd., 10<sup>th</sup> edition, 2011.



**MBA-II**  
**FIN208: Cost Analysis and Control**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes:**

On successful completion of the course, students will be able to:

1. Discover the importance of analyzing and managing costs
2. Explain Activity-Based Costing (ABC) and Activity-Based Management (ABM)
3. Justify the importance of process costing and cost allocation
4. Develop important tools for planning and decision making
5. Evaluate and manage performance through strategic cost management

**Unit I Cost Terms & Concepts:** 6  
 Cost Objects, Direct & Indirect Costs, Period & Product Costs, Cost Estimation & Cost Behavior, Relevant & Irrelevant Costs and revenues, Avoidable & Unavoidable Costs, Sunk Costs, Opportunity Costs, Incremental & Marginal Costs

**Unit II Cost Accumulation for Inventory Valuation and Profit Measurement:** 6  
 Cost assignment for direct and indirect costs, Job Costing System, Process Costing System, Normal Loss & Abnormal Loss in Process Costing System, Joint and By-Product Costing, Income effects of alternative cost accumulation systems

**Unit III Cost Analysis for Decision-Making:** 6  
 Cost-Volume-Profit Analyses, Fixed Cost Function, Break Even Analysis, Margin of Safety, Cost Estimation and Cost Behavior, Cost estimation methods

**Unit IV Activity Based Costing:** 6  
 Activity Based Costing, Types of cost systems, Comparison of traditional and ABC System, Volume based & non-volume based cost drivers, Activity hierarchies, Activity Based Costing Profitability Analysis

**Unit V Pricing Decisions & Profitability Analysis:** 6  
 Role of cost information in pricing decisions, Price setting under short run pricing decisions, long run pricing decisions, short run product mix decisions, long run product mix decisions, Cost Plus Pricing

**Unit VI Relevant Cost Analysis Decisions:** 6  
 Relevant Cost, Irrelevant Costs, Committed Cost, Absorbed Cost, Situations where fixed costs become relevant for decision making and its related implications, Target Costing, Life Cycle Costing, Kaizen Costing.

**Text Book:**

1. Colin Drury, "Cost & Management Accounting", Cengage Learning Publication, 7th Edition 2012.

**References Books:**

1. Charles T. Horngren, Shrikant M. Datar, George Foster, Madhav V. Rajan, Christopher Ittner, "Cost Accounting", Pearson Publication, 13rd Edition, 2013
2. M. Y. Khan & P. K. Jain, "Cost Accounting & Financial Management", The Mc Grawhill Publication, 3rd Edition, 2014
3. Ravi Kishore, "Cost Management", Taxmann's Publications, 5th Edition, 2012.
4. Edward Blocher, "Cost Management: A Strategic Emphasis", McGraw-Hill Medical Publishing, 5th revised edition 2012.



**MBA II**

**Minor Elective**

**(Any one from System, Operations, Rural, Family Business and Technology Management)**

**Operations Management**

1. OPM201 Materials Management & Inventory Control
2. OPM202 Operations Planning and Control
3. OPM203 Lean Manufacturing System
4. OPM204 Managing Six Sigma
5. OPM205 Purchase Management
6. OPM206 Global Operations Strategy
7. OPM207 Maintenance Management
8. OPM208 Manufacturing Systems Management





**MBA-II**  
**OPM201: Materials Management & Inventory Control**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes**

On the successful completion of the course, students will be able to:

1. Analyze need & importance of materials management in a firm.
2. Apply methods of classification, codification, specifications & standardization of materials.
3. Manage different issues relating to stores department.
4. Take decisions relating to inventory control by using different techniques.
5. Demonstrate the role and importance value analysis.
6. Take make or buy decisions relating to materials management.

**Unit I Materials Management: An Overview**

6

Management of Material Resource, Objectives of Materials Management, Activities of Materials Management, Need & Importance, Integrated systems approach to materials management, Desirable qualities of Materials Manager

**Unit II Classification, Codification, Specifications & Standardization of Materials**

6

Need for Classification & Identification of Materials, Methods of Classification, Nature of Codification, Codification Systems, Objective of specification, Categories of Specification, Development of Specification, Standardization, Levels of Standards, Benefits of Standardization

**Unit III Managing Stores**

6

Stores Management, centralized vs. Decentralized Storing, Function of Stores, Stores organization, Types of Stores, Storage Equipment's, Selection of equipment's, Materials Handling System, Principles of Materials Handling, Material Handling Equipment's

**Unit IV Inventory Control Decisions**

6

Objectives of Inventory Management, Anticipation Inventory, Fluctuation Inventory, Lot Size Inventory, Transportation Inventory, Hedge Inventory, Inventory Costs, Inventory Control Models – Deterministic Models & Probabilistic Models, Selective Inventory Control

**Unit V Value Analysis**

6

Value Analysis, Value Analysis applied to purchase, Value analysis techniques, Identification of Low Value Areas, Value Analysis Job Plan, Function Analysis System Technique (FAST), Role of creativity in Value Analysis

**Unit VI Make or Buy Decisions and Managing Material Waste**

6

Make or Buy decision – A strategic issue, Factors determining Make or Buy or Outsource Decision, Cost Considerations, Dangers of outsourcing, Business Process Outsourcing. Waste as an Indicator of materials productivity, SOS Management: Concept of Dead Stock, Waste Recycling, Organizational issues in Waste Management, Reverse Supply Chain

**Text Book:**

1. J. R. Tony Arnold, Stephen N. Chapman, Lloyd M. Clive "Introduction to Materials Management", Pearson Prentice Hall India Publications, 6<sup>th</sup> edition 2012.

**References: -**

1. Prem Vrat, "Materials Management - An Integrated Systems Approach", Springer Publications (India) New Delhi 2014.
2. Richard J. Tersine, "Principles of Inventory and Materials Management", Prentice Hall India Publications, 1<sup>st</sup> edition 2012.
3. A. K. Datta, Materials Management- Procedures, Text & Case, PHI Learning Private Ltd., New Delhi, 2010
4. A. K. Chitale & R. C. Gupta, "Materials Management – Text & Cases, PHI Private Ltd., New Delhi, 2010



## MBA-II

## OPM202: Operations Planning and Control

## Sem. III

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes**

On the successful completion of the course, students will be able to:

1. Analyze need & importance of operations planning and control in a firm.
2. Forecast demand of the products by applying various methods of demand forecasting.
3. Apply aggregate planning and master production scheduling for taking managerial decision.
4. Analyze the need & importance of resource requirements planning.
5. Take decisions based on materials requirement planning & resource requirements planning.

**Unit I Overview of Operations Planning and Control**

6

Production Planning, Steps involved in Production Planning, Production Control, Main Functions of Production Planning & Control, Production Procedure, Production Systems & PPC

**Unit II Forecasting Fundamentals**

6

Need & significance of Demand Analysis and Forecasting, selecting a forecasting technique, Purpose of forecast, Types of users, Desired accuracy, Qualitative Forecasting Techniques, Quantitative Forecasting Techniques, Time Series Analysis, Trend Analysis, Cyclical Variations, Seasonal effects, Random Fluctuations, Moving Average

**Unit III Aggregate Planning and Master Production Scheduling (MPS)**

6

Aggregate Planning, Inputs & Outputs for Aggregate Planning, Importance of Aggregate Planning, Master Production Scheduling, Functions of MPS, Procedure for Developing Master Production Scheduling, Decision based on Aggregate Planning & MPS

**Unit IV Materials Requirement Planning (MRP)**

6

Requirement Planning concepts, Bill of Materials (BOM), Demand Dependence, Product Structures, Inventory Planning Systems, Lot Size Decision Policies, Buffer Stock in Requirement Systems, Capacity Requirement Planning

**Unit V Resource Requirements Planning**

6

Resource Requirements Planning, Material Requirement Planning (MRP), MRP System, Capacity Requirement Planning, Types of Capacity, Capacity Planning, Line Balancing, Planning Versus Execution

**Unit VI Process Planning & Control**

6

Process Planning, Factors affecting on Process Planning, Steps in Process Planning, Application of BEA in the choice of machines or process, Machines Requirements

**Text Book: -**

James L. Riggs, "Production System: Planning, Analysis and Control", Wileyindia Publications, 3<sup>rd</sup> edition 2012

**References:-**

1. Vollman, Berry, Whybark & Jacobs, "Manufacturing Planning & Control for Supply Chain Management", Tata McGraw Hill Education Pvt. Ltd., New Delhi, 14<sup>th</sup> Edition 2012
2. Spyros Makridakis, Steven Wheel Wright, Rob. Hyndman, "Forecasting (Methods and Application)", Wileyindia Publications, 3<sup>rd</sup> edition 2012
3. Elwood S. Buffa and Rakesh K. Sarin, "Modern Production / Operations Management", Wileyindia Publication, 8<sup>th</sup> edition. 2012
4. J. R. Tony Arnold, Stephen N. Chapman, Lloyd M. Clive "Introduction to Materials Management", Pearson Prentice Hall India Publications, 6<sup>th</sup> edition 2012.



**MBA-II**  
**OPM203: Lean Manufacturing System**  
**Sem.III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes**

On the successful completion of the course, students will be able to:

1. Understand the concept & philosophy of lean manufacturing.
2. Analyze different control techniques used under lean manufacturing.
3. Describe different steps for applying lean in manufacturing and service sectors.
4. Describe the interrelationship of lean manufacturing with just in time system.
5. Analyze the role & importance of cellular manufacturing system in relation with lean manufacturing.

**Unit I Lean Manufacturing: An Overview** **6**

Overview of Lean Manufacturing, Lean Philosophy, Nine Principles of Lean Manufacturing, Lean Production: An Enterprise Approach, Complexities and Challenges, Overview of Toyota Production System (TPS), TPS & Lean Manufacturing, Situations where lean does not work

**Unit II Lean Manufacturing System** **6**

Value Stream Mapping, Pull Manufacturing System, Waste Management, Classification and Elimination Concepts, Application of Lean in Manufacturing and Service Sectors

**Unit III Controlling under Lean Manufacturing** **6**

Production Activity Control (PAC), Performances of Production Operation, Accuracy of Inventory Records, Performance Reporting, Evaluating Cost of Operations, Audits and Reporting, Controlling Resources, Integrating Suppliers, Controlling Storage and Movement of Goods, Quality Control Initiatives, Quantity Control, Initiatives Management Process

**Unit IV Implementation of Lean Manufacturing System** **6**

Prerequisites of Lean, Implementation of Lean Manufacturing System & Strategy, Eight stage model of Implementation, Lean Goals, Hoshin – Kanri Planning Model, Goal Development & Deployment

**Unit V Lean Manufacturing and Just in Time System** **6**

Lean - Just in Time Production System, Improving the Production Environment, Employee Empowerment and Involvement, Impact of reducing variability, Techniques for Mistake Proofing Process, Economics of Set up time reduction, Improving Production flow, Assessment Tools for Lean Manufacturing

**Unit VI Cellular Manufacturing System** **6**

An overview of Cellular Manufacturing System, Cell Requirements, Cell Description, Work Cell Design, Implementation of Cellular Manufacturing System, Group Technology, Implementing Group Technology, Benefits of Group Technology in Manufacturing, Gamma Line Redesign

**Text Book:-**

Lonnie Wilson, "How to Implement Lean Manufacturing", McGraw-Hill Education, 2<sup>nd</sup> Edition (2010).

**References:**

1. Pascal Dennis, "Lean Production Simplified", Productivity Press 2nd Edition, 2012.
2. Lonnie Wilson, "How to Implement Lean Manufacturing", McGraw Hill India, 2015.
3. Akhilesh N. Singh, "Lean Manufacturing: Principles to Practice", Bibliophile South Asia Publications, 2011.
4. Joe Bronski, Francesco Iannello, "Lean: Lean Bible - Six Sigma & 5S", Create Space Independent Publishing Platform, 1<sup>st</sup> Edition 2016



**MBA -II**  
**OPM204: Managing Six Sigma**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes**

On the successful completion of the course, students will be able to:

- 1) Understand the concept & philosophy of Six Sigma.
- 2) Applying quality function deployment technique for creating customer driven organization.
- 3) Manage six sigma teams for achieving better results.
- 4) Apply different tools & techniques for managing Six Sigma.
- 5) Manage risk involved in the six sigma projects.

**Unit I Building Six Sigma Infrastructure****6**

Six Sigma – An Introduction, Six Sigma philosophy, Change Imperative, Change agents and their effects on organizations, Infrastructure, Six Sigma deployment and management, Six Sigma organizational roles and responsibilities, Selecting the “Belts”, Integrating Six Sigma and related initiatives, Six Sigma Goals & Metrics, Six Sigma & Zero Defect

**Unit II Creating Customer-Driven Organizations****6**

Elements of Customer and market driven enterprise, Importance of Surveys and Focus groups in attaining Six Sigma, Customer expectations through Kano model, Quality Function Deployment (QFD) & its use in linking Six Sigma projects to strategies

**Unit III Six Sigma Teams****6**

Six Sigma teams, Process improvement teams, Team dynamics management, Facilitation techniques, Facilitating the group task process, Facilitating the group maintenance process, Team performance evaluation, Team Recognition and reward

**Unit IV Six Sigma Tools and Techniques****6**

DMAIC, DMADV and learning models, Design for Six Sigma project framework, Dynamic models of learning and adaptation, Problem Solving Tools, Process mapping, Cycle time reduction through cross-functional process mapping, Flow charts, check sheets, Process check sheets, Defect check sheets, Pareto analysis, Cause and effect diagrams.

**Unit V Managing Six Sigma Projects****6**

Project planning, Project charter, Work breakdown structures, Feedback loops, Performance measures, Gantt charts, Typical DMAIC project tasks and responsibilities, Resource conflicts, Project management implementation, Short-term (tactical) plans, Cross-functional collaboration, Continuous review and enhancement of quality process.

**Unit VI Risk Assessment****6**

Reliability analysis, Risk assessment tools, Fault free analysis, Safety analysis, Failure mode and Effect Analysis (FMEA), FMEA process, Statistical tolerance.

**Text Book:**

1. Thomas Pyzdek & Paul A. Keller, “The Six Sigma Handbook” (A Complete Guide for Green Belts, Black Belts and Managers at all levels), McGraw Hill Education, New Delhi, 4th edition 2014

**References:**

1. Michael L. George, “Lean Six Sigma: Combining Six Sigma Qualities with Lean Production”, McGraw Hill Education, 1<sup>st</sup> Edition 2010
2. Jerry Kershen & Pourya Rahbar, “Lean Six Sigma: Value Stream Mapping: Simplified Beginner's Guide to Eliminating Waste and Adding Value with Lean Audible – Unabridged”, McGraw Hill Education, 2016
3. Kimberly Watson - Hemphill, “Innovating Lean Six Sigma: A Strategic Guide to Deploying the World's Most Effective Business Improvement Process, McGraw-Hill Education, 2016.
4. Joe Bronski, Francesco Iannello, “Lean: Lean Bible - Six Sigma & 5S”, Create Space Independent Publishing Platform, 1<sup>st</sup> Edition 2016



**MBA-II**  
**OPM205: Purchase Management**  
**Sem.III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes**

On the successful completion of the course, students will be able to:

- 1) Analyze the role & importance of purchase management in a firm.
- 2) Apply different criteria for vendor analysis & selection.
- 3) Apply different purchase strategies for achieving better results.
- 4) Describe the role & importance of buyer – seller relationship.
- 5) Evaluate various modern purchase practices.

**Unit I Purchase Management**

6

Purchase Function, Purchasing Objectives, Trends within Purchasing Management, Organization for Purchasing, Purchasing Management and Corporate Strategies, Centralization vs. Decentralization, Purchasing Methods, Purchasing Interface with other departments.

**Unit II Purchasing Cycles & Vendor Analysis**

6

Purchasing Cycle, Vendor Development & Evaluation of Sources, Purchase Requisition, Selection of Potential Sources, Product Specification, Tender Enquiries / Proposals- RFP, RFI & RFQ, Vendor Analysis, Factors used to analyze supplier performance, Evaluation Criteria, Weighted Point Plan, Cost Ratio Plan, Rating Systems

**Unit III Purchasing Strategies**

6

Purchase strategic planning, Influencer of corporate conditions & environment factors, Re-engineering of purchase function, Early Supplier Analysis (Involvement), Reduction of Cycle Time, Role of purchasing in developing new/alternate materials and equipments,

**Unit IV Buyer- Seller Relationship**

6

Introduction, Transactional Relationship, Collaborative Relationship, Alliance Relationship, Merits & Demerits of Buyer – Seller Relationship, Selection of type of relationship, Effective relationship with suppliers, benchmarking supplier feedback

**Unit V Negotiations for Purchasing**

6

Negotiations for Purchasing, Phases of Negotiations, Pre Negotiation Problems, Potential areas for Negotiations, Strategies for conduct of Negotiations, Negotiation with International Vendors, Contract / Purchase Orders, Purchase Order Execution, Types of Purchase Orders, Follow up Procedure.

**Unit VI Modern Purchase Practices**

6

JIT Purchasing, Green Purchasing, Reverse Marketing, Supplier Partnership, External Resource Management, TQM practices in purchasing, E-purchasing & its Process, Zero Defects Concept.

**Text book:**

Ehap H. Sabi, Arun Gupta, Michael Beitler, "Purchase Order Management Best Practices: Process, Technology, and Change Management", J. Ross Publishing, 2010

**References: -**

1. Arjan J. Weele, "Purchasing and Supply Chain Management: Analysis, Strategy, Planning and Practice" Cengage Learning Publications, 5th Edition 2009
2. J. R. Tony Arnold, Stephen N. Chapman, Lloyd M. Clive "Introduction to Materials Management", Prentice Hall India Publications, 2<sup>nd</sup> edition 2012
3. Richard J. Tersine, "Principles of Inventory and Materials Management", Prentice Hall India Publications, 1<sup>st</sup> edition 2012.
4. Prof. Jhamb L.C., "Purchase Management" Everest Publishing House, 12th Edition, 2010
5. Sharif, "Materials and Purchase Management: Theory and Practice", Narosa Publishing House Pvt. Ltd. - New Delhi, 2016.



## MBA-II

## OPM206: Global Operations Strategy

## Sem.III

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes**

On the successful completion of the course, students will be able to:

1. Emphasize the key role of operations strategies in bringing about the growth and profitability of organizations.
2. Understand & apply different models in relation with operations strategies.
3. Describe different key drivers used for global operations.
4. Understand & apply competency based, resource based and process based operations strategies.

**Unit I Operations Strategy**

6

Business Strategy, Role, Importance and Development of Operations strategy, Competitive Priorities, Translating Competitive Priorities into Production Requirements, performance objectives and its change over time, Tradeoffs, Targeting and operations focus

**Unit II Rationale behind Operational Globalization**

6

Basic Theories, Dunning's OLI Framework, Porter's Five Forces Framework, Kogut's Comparative and Competitive Advantage Framework, Porter's Configuration - Coordination Framework, Bartlett and Ghoshal's Globalization - Localization Framework

**Unit III Drivers for Global Operations**

6

Drivers for Global Manufacturing and Sustainable Global Operations, Benefits of Global Operation: Cost Reduction, Knowledge Generation and Acquisition, Competitive Leverage, Customer Satisfaction. Social and Environmental Value Creation, Risk Mitigation - Natural, Economic, Political, Social, Ethical, and Environmental

**Unit IV Competency based Operations Strategy**

6

Competencies: Operational, Cost, Flexibility, Quality, Time, Quality-Based Global Operations Strategy, Time-Based Global Operations Strategy, Approaches to Achieve Value-Based Competency.

**Unit V Resource based Operations Strategy**

6

Resource and Competitive Advantage, Global Resource Size Management, Global Resource Type Management, Resource Flexibility in Production Input, Resource Flexibility in Production Capacity, Global Location Strategy, Global Dynamic Capacity Management, Dynamic Capacity and Capability Lifecycles, Dynamic Capacity Models.

**Unit VI Process based Operations Strategy**

6

Global Business Processes, Business Process Design, Global Supply Chain Strategy, Global Sourcing Strategies, Global Distribution Strategies, Global Revenue Management Strategy, Global Technology Strategy, Global Product Development (GPD) Strategies, Kleindorfer's Operational Risk Management

**Textbook: -**

Yeming Gong, "Global Operation Strategy - Fundamentals and Practice", Springer, 2013

**References:**

1. Nigel Slack and Michael Lewis, "Operations by Strategy", Pearson education, 4th edition 2015
2. R. Panneerselvam, "Production & Operation Management", PHI Publications, 3rd edition 2012
3. Karl T. Ulrich & Steven D. Eppinger, "Product Design and Development" McGraw Hill Indian Edition 5th Edition 2011
4. Elwood S. Buffa and Rakesh K. Sarin, "Modern Production / Operations Management", Wileyindia Publication, 8th edition, 2012



**MBA-II**  
**OPM207: Maintenance Management**  
**Sem.III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes**

On the successful completion of the course, students will be able to:

- 1) Analyze the role and importance of maintenance management
- 2) Apply maintenance planning & scheduling technique for better results.
- 3) Understand & apply total productive maintenance system in a firm.
- 4) Describe computerized maintenance management system.
- 5) Manage different issues relating to safety and accident prevention.

**Unit I Maintenance Management Framework****6**

Maintenance Management, Challenges of maintenance, Functions of maintenance, Classifications of maintenance system, Organization for maintenance management, MUDA, MURA and MURI

**Unit II Enterprise Asset Management****6**

Design of maintenance system, Preventive Maintenance, Predictive Maintenance, Break down Maintenance, Total Planned Maintenance, Overhauls and shutdown, Inspection and lubrications

**Unit III Maintenance Planning & Scheduling****6**

Planning of different types of maintenance, Scheduling and schedule preparations, Design of maintenance system, Maintenance Cost, Costing and budgeting for maintenance, Cost codes, Cost allocations, Budgetary control, Cost reports, Life cycles of maintenance cost

**Unit IV Total Productive Maintenance (TPM)****6**

Total Productive Maintenance (TPM), Motives of TPM, Overall Equipment Efficiency (OEE), Stages in TPM implementation, TPM Organization Structure, Pillars of TPM, 5S, JISHU HOZEN (Autonomous maintenance), Planned Maintenance, Quality Maintenance, Difficulties faced in TPM implementation

**Unit V Computerized Maintenance Management Systems****6**

Equipment Classification, Job Cataloguing, Inspection Scheduling, Repair Planning, Repair Fulfillment Report, Break Down Entry and Analysis, Material Indent Preparation

**Unit VI Safety Management and Accident Prevention****6**

During Installation, Commissioning & Maintenance, Safety of Plant and People, Accidents, Causes of Accidents, Fire Hazards, Electrical Hazards, Chemical Hazards, Occupational Diseases, Cost of Accidents, preventions for accidents, Safety Management

**Text Book: -**

Mishra R. C., "Maintenance Engineering & Management", PHI Publications, New Delhi, 2013

**References:**

1. Don Nyman & Jiel Levitt, Maintenance Planning, Scheduling and Coordination, Industrial Press Inc., U.S. (2012)
2. Christopher Idhammer, Results Oriented Reliability and Maintenance Management, IDCON Publisher
3. Joel Levitt, Complete Guide to Predictive and Preventive Maintenance, Industrial Press Inc., U. S., 2nd revised edition 2013
4. Gopalakrishnan P., "Maintenance and Spare Parts Management", Prentice Hall India Learning Pvt.Ltd., 2<sup>nd</sup> Edition, 2013



**MBA-II**  
**OPM208: Manufacturing Systems Management**  
**Sem.III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes**

On the successful completion of the course, students will be able to:

- 1) Analyze & apply just in time manufacturing practices in a firm.
- 2) Analyze the role & importance of benchmarking quality improvement system.
- 3) Analyze the planning & implementation of flexible manufacturing systems in a firm.
- 4) Apply theory of constraints tools in manufacturing for better performance.
- 5) Apply business process reengineering system and green manufacturing practices for improving overall productivity.

**Unit I Just in Time Manufacturing****6**

Just in Time Manufacturing, JIT Philosophy, Elements of JIT manufacturing, Value Added Analysis, Understanding the waste, Uniform Plant Load, set up time Reduction, Pull & Push System, Kanban, Implementing JIT, Developing a JIT Strategy

**Unit II Benchmarking System****6**

Benchmarking system, types and levels of benchmarking, Seven Steps of Benchmarking Model, focus of benchmarking, Gap Analysis, Hard and Soft system in Benchmarking Process, benefits and limitations of benchmarking

**Unit III Flexible Manufacturing Systems (FMS)****6**

Flexible Manufacturing Systems, FMS Components, FMS workstations, FMS Layout Configurations, FMS applications and benefits, FMS Planning and Design Issues, Implementation of FMS, Legible Manufacturing System

**Unit IV Theory of Constraints (TOC)****6**

Theory of Constraints, TOC Thinking Tools: Current Reality Tree and Core Conflicts, Conflict Clouds, Negative Branch Reservations, Categories of Legitimate Reservation, Layers of Resistance, Simplified Drum, Buffer, Rope, TOC applications in Distribution, Replenishment Model, Synchronous Manufacturing

**Unit V Business Process Reengineering****6**

Business Process Reengineering, Principles of Reengineering, Application of Reengineering, Three 'R's of Reengineering, Reengineering process & its Requirement, Reengineering in Service industry, Reengineering & TQM, Holonic Business system

**Unit VI Green Manufacturing****6**

Green Manufacturing, Green energy, Green products, Green processes in business operations, Forces driving green manufacturing, Areas of applications of green manufacturing, Framework for adopting Green Manufacturing

**Text Book:-**

Elwood S. Buffa and Rakesh K. Sarin, "Modern Production / Operations Management", Wileyindia Publication, 8<sup>th</sup> edition. 2012

**References**

1. Hiroyuki Hirano, "JIT Implementation Manual: The Complete Guide to Just-in-Time Manufacturing", Productivity Press, 2nd edition, 2016
2. Don Ajith, Abu Bakar, "Industrial Production Management in Flexible Manufacturing Systems", Auris Reference, 1st edition 2016
3. Paul Harmon, "Business Process Change", Morgan Kaufmann Publications, 3rd revised edition 2014
4. Report on "Green Manufacturing Energy, Products and Processes" prepared by Arindam Bhattacharya, Rahul Jain, Amar Choudhary, the Boston Consulting Group, 2011.



**System Management**

1. SYS201 Enterprise Resource Planning
2. SYS202 Software Project Management
3. SYS203 Cyber Laws and Cyber Security
4. SYS204 Database Management Systems
5. SYS205 Information System Audit and Security
6. SYS206 E-Business
7. SYS207 System Analysis & Design
8. SYS208 Strategic Information System Management



**MBA-II**  
**SYS201: Enterprise Resource Planning**  
**Sem.III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes**

On the successful completion of the course, students will be able to:

1. To know the functionality that ERP systems deliver, and to connect this functionality for the benefit of the organization and the managers who are the users of the system
2. To approach ERP systems from a process perspective rather than a purely IT perspective.
3. To learn the tools required for understanding about ERP systems.
4. To provide an understanding of the managerial issues involved in the design and implementation of Enterprise Resource Planning Systems.
5. Integration of the business process of an organization and extension of these processes to the supply chain.

**Unit I Introduction to ERP**

6

Introduction, evolution of ERP, what is ERP? Reasons for the growth, advantages of ERP, why do many ERP implementations fail? Why ERP packages being used now? Benefits of ERP.

**Unit II ERP & Related Technologies**

6

Supply Chain Management- the concept of value chain, SCM for customer focus, need & specificity of SCM, Business Process Reengineering, Management Information System, Decision Support System, and Executive Information System

**Unit III ERP Modules**

6

Introduction, Finance, Manufacturing & Production Planning, Sales & Distribution plant maintenance, Quality Management, Materials Management.

**Unit IV ERP Market**

6

Introduction, SAP AG- company profile, products & technology, best business practices & new technologies, dynamic information management, SAP advantage; BAAN Company-company profile, technology & products, serving vertical industries, BAAN ERP modules, BAAN ERP tools; ORACLE corporation- company profile, technology, PEOPLESOFT-company profile, business management solutions, people tools.

**Unit V ERP Implementation Life Cycle**

6

ERP Implementation: Identification of ERP benefits, team formation, selection of ERP, process of ERP implementation, measuring benefits of ERP, ERP project teams- people involved in ERP implementation, organization of the implementation team.

**Unit VI ERP Present & Future**

6

Introduction, limitations of ERP systems, flexible reporting & analysis, closing the loop, extend the power of ERP using Business Intelligence.

**Text Books:**

1. Enterprise Resource Planning, Alexis Leon, Tata McGraw Hill, 13<sup>th</sup> reprint, 2004.
2. Enterprise Resource Planning Demystified, Alexis Leon, 2<sup>nd</sup> edition, Tata McGraw-Hill, 2006.

**Reference Books:**

3. Enterprise Resource Planning, Jyotindra Zaveri, Himalaya Publishing House, 1<sup>st</sup> edition, 2009.
4. ERP, a curtain raiser, Ashish Pandey, Variety books publishers.





**MBA-II**  
**SYS202: Software Project Management**  
**Sem.III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes**

On the successful completion of the course, students will be able to:

1. Know the fundamental principles of Software Project Management & will also have a good knowledge of responsibilities of project manager and how to handle these.
2. Be familiar with the different methods and techniques used for project management.
3. Superior knowledge of the problems and challenges faced while doing the Software Project Management and will also be able to understand why most of the software projects fail and how that failure probability can be reduced effectively.
4. Will be able to do the Project Scheduling, Tracking, Risk analysis, Quality management and Project Cost estimation using different techniques.

**Unit I- Introduction to Software Project Management: 6**

Definition of the Project, Principles of Project Management, Project Management Life Cycle, what is software Engineering? Characteristics of Software Project, why is software project management is important?

**Unit II- An Overview of Software Project Planning: 6**

Introduction to stepwise project planning, select project, identify project scope & objectives, identify project infrastructure, analyze project characteristics, identify project products & activities, estimates efforts for each activity, identify activity risks, allocate resources, review/publicize plan, execute plan/lower level of planning.

**Unit III- Software Effort Estimation 6**

Introduction, where are estimates done? Problems with over & under-estimates, the basis for software estimating, software effort estimating techniques, COCOMO model, cost estimation, staffing pattern, Capers Jones estimating rules of thumb, effect of schedule compression.

**Unit IV-Activity Planning 6**

Introduction, objectives of activity planning, when to plan, project schedules, projects & activities, network planning models, adding the time dimension, identify the critical path, forward pass & backward pass.

**Unit V -Risk Management 6**

Risk and its implication, categories of risk, framework for dealing with risk, risk Identification, risk assessment, risk planning, risk management, evaluating risks to the schedule, PERT techniques, advantages of PERT.

**Unit VI- Software Quality 6**

Attributes of Successful Project Management, Responsibilities of the Project Manager, why do projects go wrong? Problems with Project Goals, Project Management Issues with regard to New Technologies. Software quality and measurement of software quality, place of software quality in project planning, importance of software quality, defining software quality, ISO 9126.

**Text Books:**

1. Software Project Management, Bob Hughes and Mike Cotterell, 5<sup>th</sup> edition, McGraw-Hill
2. Software Project Management- a concise study, S. A. Kelkar, revised, Eastern Economy Edition, PHI.

**Reference Books:**

1. Software Project Management in Practice, Pankaj Jalote, Pearson Education Asia.
2. IT Project Management, Joseph Philips, Tata McGraw-Hill edition.
3. Quality Software Project Management, Robert T. Futrell, Donald F. Shafer, and Linda I. Shafer, Pearson Education Asia.



**MBA-II**  
**SYS203: Cyber Laws and Cyber Security**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes**

On the successful completion of the course, students will be able to:

1. Comprehend the knowledge of cybercrime.
2. Identify the up-coming legal issues in a digital environment including general issues of jurisdiction and enforcement of rights and liabilities in cyberspace.
3. Consider developments in specific areas of law arising in cyberspace including intellectual property and electronic commerce.
4. Analyze the developing concepts affect the flow of information in society and the work of information professionals.
5. Identify the recent developments in national and global information policy, the nature of the policy making process and the identities and positions of the various stakeholders.
6. Consider the role of the information professions in policy making process.
7. Identify and evaluate resources and materials treating the Law of Cyberspace.
8. Differentiate between cybercrime and conventional crime, • Know various categories and kinds of cybercrimes, • Understand the meaning of computer and cyber security, • Know about cyber space jurisdiction and its types, • Describe various types of domain name disputes.

**Unit I Information Security Concepts and Security Threats****6**

Information Security, Types of attacks, E-commerce Security, Areas of Internet security, Security threats, Weak / Strong Passwords and Password Cracking, Insecure Network connections, Malicious Code, Programming Bugs, Authentication, firewalls.

**Unit II Cryptography / Encryption****6**

Cryptography / Encryption, Digital Signatures, Approaches to Secure Network, Public Key infrastructure, Applications of Cryptography, Public Key Notation, User for Public Key Crypto, Confidentiality in the Real World, Signature and Non-repudiation, Confidentiality and Non-repudiation, Public Key Infrastructure.

**Unit III Security Management****6**

Causes of Security Breach, Information Classification Process, Security Policy, Risk Identification, Risk Control Strategies, Disaster / Recovery. Zero Knowledge Risk.

**Unit IV Information Technology Act, 2000****6**

Concept of internet, internet governance, e-contract, e-forms, data security, cybercrime, Access, addressee, adjudicating officer, appropriate government, certifying authority, certification practice statement, computer network, electronic record.

**Unit V Regulatory Framework****6**

Authentication of electronic records, legal recognition of digital signatures, use of electronic records and digital signatures in government and its agencies, duties of subscribers, penalties and adjudication.

**Unit VI Provisions in Indian Laws****6**

Provisions in Indian Laws in dealing with Cyber Crimes and its critical analysis Information Technology Act, 2000, Penalties, Offences Related with Digital and Electronic Signature, Statutory Provisions Establishment of Authorities, their functions & Powers.





**Text Books:**

1. Ian Lloyd, Information Technology Law, 7<sup>th</sup> edition, oxford university press, 2014.

**Reference books:**

2. Brian, Craig, Cyber Law: The Law of the Internet and Information Technology, Pearson Education.
3. Cyber security: The Essential Body of Knowledge, Dan Shoemaker, Wm. Arthur Conklin, Cengage Learning, 2012.
4. Cyber Laws Simplifies, Vivek Sood, Tata McGraw Hill, 2008
5. Computer Security Handbook, Set, Seymour Bosworth, M. E. Kabay, Eric Whyne, 5<sup>th</sup> edition, Wiley, 2009.
6. Cyber Laws& IT Protection, Harish Chander, 3<sup>rd</sup> edition, PHI Learning Pvt. Ltd., 2012



**MBA-II**  
**SYS204: Database Management Systems**  
**Sem.III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes**

On the successful completion of the course, students will be able to:

1. Comprehend the fundamentals of relational and database systems including: data models, database architectures, and database manipulations
2. To know the theories and techniques in developing database applications and be able to demonstrate the ability to build databases using enterprise DBMS.
3. Be familiar with managing database systems
4. Identify new developments and trends in databases.

**Unit I Data and information** 6

Introduction to databases, Relational Databases, Object Databases, Basic SQL, Data types

**Unit II Database Management** 6

Limitations of Manual Data Processing Advantages of databases- DBMS- Functions of DBA Elements of DBMS: DDL, DML, Entities, Sets and attributes.

**Unit III- Introduction and Conceptual Modeling** 6

Introduction to Database systems- Database system structure – Data Models – Introduction to Network and Hierarchical Models – ER model – Relational Model.

**Unit IV- Data Modeling Using the Entity Relationship Model: -** 6

Entity Types, Entity Sets, Attributes and Keys, Relationships, Relationship Types, Roles, and Structural Constrains, Weak Entity Types.

**Unit V Database Security** 6

Data Security Risk- data tempering, data theft, Identities, Password related threats, Unauthorized Access to table & columns, Unauthorized Access to Rows, Lack of Accountability.

**Unit VI- Database Users** 6

Types of Users- Database Administrators, Security officers, Network Officers, Application Developer, Application Administrator, database user

**Text Books:**

1. Database Systems- Alexis Leon/ Mathecos Leon

**References Books:**

1. Raghu Ramakrishna, "Database Management System", Tata McGraw-Hill Publishing Company
2. Hector Garcia-Molina, Jeffrey D. Ullman and Jennifer Widom, "Database System Implementation", Pearson Education, 2000.
3. Fred R. McFadden, Modern Database Management, Addison Wesley
4. Korth, Silberchartz, Sudarshan, Database System Concepts, McGraw Hill publication.
5. Ivan Bayross, SQL, PL/SQL the programming language of Oracle, BPB publication.





**MBA-II**  
**SYS205: Information System Audit and Security**  
**Sem.III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes**

On the successful completion of the course, students will be able to:

1. Describe fundamental concepts of systems auditing and information security.
2. Analyze the latest trend of computer security threats and defense.
3. Identify security thefts in information systems and rectify them with appropriate security mechanisms.
4. Explain the security controls in the aspects of physical, logical and operational security control.
5. Evaluate the security of information systems.

**Unit I: Information System Audit****6**

Overview of information System Auditing, need of audit of computers effects of computers on auditing, conducting an information system audit, types of audit, audit procedure, audit risks, Overview of steps in an audit.

**Unit II Information System Control****6**

Framework of management control, introduction, top management control, evaluating the planning, organizing, leading and controlling function. Basic concept of system development, management controls, programming management controls, operation management controls.

**Unit III System Management Control****6**

Security Management control- Introduction to security, need for security and control, risk to Information system, data and resources, definition of information security. Computer crimes and virus. Internal control, types of security Physical security, Threats to security, physical access, fire and theft protection, environmental hazards, logical security: Threats to security, access control- identification, authentication, authorization, and password control and management access control software.

**Unit IV Data Security****6**

Data Security: Threats to security, access control, Back-up and recovery strategies, data input/output control, data encryption. Telecommunication Security: Physical security, logical access security, dials in access security, network management control, authentication protocols, Internet/intranet Security.

**Unit V Computer configuration and operation security****6**

Hardware/ software security, startup /shut down procedures, backup and recovery strategies, personal security, protection from people, protection of employees.

**Unit VI Security Policy****6**

Security Planning: Risk and security policy, security management, security audit. Case Studies: Information system organization, Auditing of information system, controls of information system, security measures in system, Backup recovery of information system, Design of security system.

**Text Books:**

1. Information System Control & Audit, Ron Weber, Pearson Publication, 2006

**Reference Books:**

1. Information System Concepts for Manager, Lucas, McGraw Hill Publication.
2. Information System for Modern Management, Murdik Robert, 3<sup>rd</sup> edition, Prentice Hall.
3. Information System Security, Neena Godbole, Wiley Publication, 2006

**MBA-II**  
**SYS206: E-BUSINESS**  
**Sem.III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes**

On the successful completion of the course, students will be able to:

1. To enable students to understand and implement digital technologies in business
2. To be able to appreciate the role of e-payments, e-security, e-marketing, eservices
3. To understand the basic aspects of cyber laws
4. To realize the difficulties in implementation of digital technology with its impact on business, society and individuals
5. To know e-business implementation through an awareness of SAP ERP.

**Unit I: Introduction to E-commerce:**

6

Introduction, E-commerce or Electronic Commerce- an Overview, Electronic Commerce – Cutting edge, Electronic Commerce Framework, Evolution of E-commerce: Introduction, History of Electronic Commerce, Advantages and Disadvantage of E-commerce, Roadmap of e-commerce in India.

**Unit II: Network Infrastructure:**

6

Introduction, Network Infrastructure- an Overview, The Internet Hierarchy, Basic Blocks of e-commerce, Networks layers & TCP/IP protocols, The Advantages of Internet, World Wide Web

**Unit III: Managing the e-Enterprise:**

6

Introduction, e-Enterprise, Managing the e-Enterprise, E-business Enterprise, Comparison between Conventional Design and E-organization, Organization of Business in an e-Enterprise. Risks of Insecure Systems: Introduction, An Overview of Risks Associated with Internet Transactions, Internet Associated Risks, Intranet Associated Risks, risks associated with Business Transaction Data Transferred between Trading Partners

**Unit IV: Electronic Payment Systems:**

6

Electronic Payment Systems, Electronic Cash, Smart Cards and Electronic Payment Systems, Credit Card Based Electronic Payment Systems, Risks and Electronic Payment Systems.

**Unit V: Electronic Data Interchange (EDI):**

6

The Meaning of EDI, History of EDI, EDI Working Concept, Implementation difficulties of EDI, Financial EDI, EDI and Internet. E-Marketing: The scope of E-Marketing, Internet Marketing Techniques.

**Unit VI: Management Challenges and Opportunities:**

6

New Business Model, Required Changes in Business Processes, Channel Conflicts, Legal and Regulatory Environment for e-commerce, Security and Privacy, Managerial Opportunities.

**Text Books:**

1. Management Information Systems: Managing The Digital Firm, Laudon J.P., 11<sup>th</sup> edition, PHI.
2. Management Information Systems, Jawadekar. W.S., 5<sup>th</sup> edition Tata McGraw Hill.

**Reference Books:**

1. Electronic Commerce- concepts, models, strategies; C.S.V. Murthy, 1<sup>st</sup> edition, reprint 2006, Himalaya Publishing House.
2. Electronic Commerce, Elias M. Awad, Prentice- Hall of India Pvt. Ltd., 2002.
3. Electronic Commerce- electronic communication for business, S. Jaiswal, reprint 2006 edition, Galgotia Publication.
4. Electronic Commerce, e-business; Dr. C.S. Rayudu, 1<sup>st</sup> edition, reprint 2014, Himalaya Publishing House.



**MBA-II**  
**SYS207: System Analysis & Design**  
**Sem.III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes**

On the successful completion of the course, students will be able to:

1. Explain the functions of systems analysis and design and the roles and responsibilities of systems analysts and project managers.
2. Explain the stages of the system development life cycle model.
3. To analyze an existing system and recognize the causes of information related problems and design a new system to allay these problems.
4. Design appropriate information systems.
5. Manage the development of systems based on system specifications.

**Unit I Introduction:**

6

System Definition and concepts, characteristics of a system, elements of system, types of system, System Environments and Boundaries. Basic principles of successful systems, Structured System Analysis and Design, decision support system.

**Unit II Systems Analyst:**

6

Introduction, Definition. Historical Perspective: Role and Need of Systems Analyst Academic and Personal Qualification, responsibilities. The Multifaceted Role of the Analyst: Change Agent. Investigator and Monitor. Architect. Psychologist. Salesperson, Motivator, Politician. The Analyst in the MIS.

**Unit III System Development Cycle:**

6

Introduction to Systems Development Life Cycle (SDLC), various phases of SDLC: Study, Analysis, Design, Development, Implementation, Post implementation review and Maintenance; Life cycle models (Waterfall model, Prototyping model, Spiral model).

**Unit IV System Planning:**

6

Data and fact gathering techniques: Interviews, Group Communication Questionnaires, Presentations & Site Visits; System planning & investigation, Basis for Planning in Systems Analysis - Dimensions of Planning, Initial Investigation, Needs Identification.

**Unit V Feasibility:**

6

Feasibility study: Technical, Operational, Economic, Cost Benefits Analysis, Schedule, legal and contractual, Political. Modern Methods for determining system requirements- Prototyping, Joint Application Design (JAD), Group Support Systems (GSS), and BPR.

**Unit VI Basics of Information Security:**

6

Basics of Information Security, Types of Attacks, Viruses, Virus Control, Hackers, and Overview of Risks associated with Internet, Disaster Recovery Plan, Managing Risk, and Information Security Policy.

**Text Books:**

1. K. C. Laudon and J. P. Laudon, "Management Information Systems", Seventh Edition, Pearson Education. System Analysis & Design, Kendall: Pearson.

**Reference books:**

1. J. Hoffer, "Modern Systems Analysis and Design", Second Edition, Joey George and Joseph Valacich, Pearson Education.
2. J. Whitten, L. Bentley and K. Dittman, "Systems Analysis and Design Methods", Fifth Edition, Tata McGraw Hill.
3. Dennis and B. H. Wixom, "Systems Analysis and Design", First Edition, John Wiley & Sons, Inc.
4. Analysis & Design of Information Systems, Senn: McGraw Hill International.

**MBA-II**  
**Data Warehousing & Data Mining**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes**

On the successful completion of the course, students will be able to:

1. Develop skills to use data warehouse for organization.
2. Extract knowledge using data mining techniques.
3. Learn the concepts of database technology and its applications.
4. Comprehend the roles that data mining plays in various fields and manipulate different data mining techniques.
5. Learn multidimensional schemas suitable for data warehousing.
6. Understand various data mining functionalities.
7. Know in detail about knowledge discovery process.

**Unit I Introduction to Data Warehousing****6**

Introduction to data warehousing- What is a Data warehouse, who uses Data warehouse, need for Data warehouse, Overview of system process, Controlling the process, Data Warehouse architecture, Characteristics of data warehouse data, An example of Transient & Periodic data.

**Unit II Database Schema****6**

Database schema- Introduction, Dimension table, Multidimensional Schemes. Data Base Structures - Organizing Relational Data warehouse- Multi-Dimensional Data Structures - Choosing a Structure, Getting Data into the Data warehouse - Extraction, Transformation, Cleaning, Loading and Summarization.

**Unit III Data Mart****6**

Introduction to Data Mart & Metadata. Data Mart – Introduction, when to apply, Independent data mart data warehousing, Dependent data mart & Operational data store architecture, Normalizing Dimension Tables, Metadata – Human metadata

**Unit IV Introduction to Data Mining****6**

Why data mining & what is data mining? What kind of data can be mined- Database Data, Data Warehouse, Transactional Data, Other kinds of data? Major issues in data mining- Mining Methodology, User interaction, Efficiency & Scalability, Data Mining & Society. Data mining versus query tools.

**Unit V Data Processing****6**

Data processing: An overview- Major task in data processing, Data cleaning- Data cleaning as a process, Data Integration- Entity identification problem, Data reduction- Overview of data reduction strategies, Data transformation & Data discretization- Overview.

**Unit VI- Data Warehousing & On-Line Analytical Processing****6**

What is OLAP? OLAP tools, Data Warehousing and OLAP. Difference between Operational Database Systems and Data Warehouse. Extraction, Transformation and Loading, Data warehouse models: Enterprise warehouse and Virtual warehouse. Examples and Case studies of leading Data Mining exercises of India and World.



**Text Books:**

1. Data Warehousing, Data Mining & OLAP, Alex Berson and Stephen J. Smith, Tata McGraw – Hill Edition, 13<sup>th</sup> Reprint 2008.
2. Data Warehousing Fundamentals – A comprehensive guide for IT professionals, PaulrajPonnaiah, Wiley student Edition, reprint 2009.

**Reference books:**

1. Data Mining – Concepts and Techniques - Jiawei Han & Micheline Kamber, Morgan Kaufmann Publishers, Elsevier, 3<sup>rd</sup> Edition, 2012.
2. Data Mining Techniques – Arun K Pujari, 2nd edition, Universities Press, 2005.
3. Data Mining Introductory and Advanced Topics: M.H. Dunham, Pearson Education, 2008.
4. Data Mining: concepts & Techniques, Jaiwei Han, Micheline Kamber, 3<sup>rd</sup> edition, (The Morgan Kaufmann series in DBMS), Elsevier Publications



**Rural Management**

1. RM201 Rural Banking and Microfinance
2. RM202 Rural Society and Polity
3. RM203 Society upliftment Policies
4. RM204 ICT in Development
5. RM205 Agribusiness
6. RM206 Managing Cooperatives
7. RM207 Social Marketing and Social entrepreneurship
8. RM208 Governance and Development





**MBA II**  
**RM201: Rural Banking and Microfinance**  
**Sem.III**

| L | T | P | Credit |
|---|---|---|--------|
| 3 | 0 | 0 | 3      |

**Course Outcomes:**

After successful completion of course, students will be able to:

1. Identify and evaluate the complexities of Rural Credit Banking Policies.
2. Analyze the role of Credit Cooperatives.
3. Analyze the Functions of Commercial Banks.
4. Evaluate progress, performance & problems of RRBs, Small Finance Bank & Payment Bank.
5. Assess the role of microfinance as a tool of socio economic development.
6. Conduct Social Assessments of MFIs, Loan Disbursement and Repayment.

**Unit I: Rural Credit Banking Policies**

6

Framework of Rural Financial Institutions (RFIs), Institutional Void, Rural Credit Banking Policies of RBI and Government of India, Functions of Rural Banking –Institutional Support to Cooperatives: NCDC, NABARD, National Horticulture Board and their Role in Rural Development, Financial Inclusion and Priority sector lending.

**Unit II: Credit Cooperatives**

6

Evolution of Credit Cooperatives: short, medium & long term, Thrift Cooperatives, Rural Lending Policies & Procedures, Role of Credit Cooperatives in Rural Lending, New Economic Policy & Cooperative Movement. Different Intermediaries' in Credit Cooperatives, Regulatory System.

**Unit III: Commercial Banks**

6

Types & Functions of Commercial Banks, Sources of Banks Income, Credit Creation in banks, Consumer & Commercial Credit Analysis, Asset & Liability Management, Trends such as Consolidation & Project Line Expansion, Unit Banking Vs Branch Banking, Commercial Banks and Economic development.

**Unit IV: Regional Rural Banks (RRBs)**

6

Reasons for establishment of Regional Rural Banks (RRBs), RRBs and Commercial banks, Objectives of RRBs, Organization and Management of RRBs Functions of RRBs, Progress, performance and problems of RRBs, Small Finance Bank and Payment Bank.

**Unit V: Microfinance**

6

Banking of unbanked, Rationale for connecting the poor, Role of Microfinance: Global Political Economy & Poverty Reduction, Perils of Poverty, Future at the Bottom of Pyramid, Evolution in India- Present and Future. Microfinance: Risk Management, Delinquency Management, Operational aspects, Legal and Regulatory Measures, Sustainability; Microfinance as a Tool for Development.

**Unit VI: Micro Finance Institutions (MFIs)**

6

Working of SHG Bank Linkage Programme(SBLP)& Problems, Micro Finance Institution Model, Major Micro Finance Institutions (MFIs) SHG, Monitoring and Evaluation, Emerging issues: (Governance, Regional Imbalances & Sustainability) Impact and Social Assessments of MFIs, Loan Disbursement and Repayment.

**Text Book:**

1. Beatriz Amendariz and Jonathan Morduch, The Economics of Microfinance, the MIT Press,

**Reference Books:**

1. S C Bandyopadhyaya, Rural Banking IIBF-Macmillan India, 2014.
2. P Arunachalam, Micro finance in India-Serials publications, 2014.
3. B P Nanda, Micro finance and Rural development in India, Jain Book, 2014.
4. Daryl Collins et al., Portfolios of the Poor: How the World's Poor Live on \$2 a Day. Princeton University Press, 2014.
5. C K Prahalad, The Fortune of the Bottom of Pyramid, Pearson Education, 2014

**MBA II**  
**RM202: Rural Society and Polity**  
**Sem.III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes:**

After successful completion of course, students will be able to:

1. Analyze development of rural economy & rural society and Interdependence between Rural and Urban Sectors.
2. Develop relationship among Rural Communities, Rural Institutions and Rural Environment.
3. Analyze problems of Schedule Cast, Schedule Tribe and Women.
4. Assess the impact of Social Inclusion on development.
5. Analyze the Differences related to gender, Women in Development (WID) and Works and Gender Relation.
6. Evaluate Participatory approaches to rural development and social development.

**Unit I: Rural Areas and Rural Development:** **6**

Rural area: Definition of urban area, statutory towns, Census town, urban agglomeration (UA), Out Growths (OGs), Methodologies to define rural and Criteria for distinguishing the rural social world from the urban social world; Rural development: Features of rural economy and rural society, Interdependence between Rural and Urban Sectors. Strategies for Rural Development.

**Unit II: Rural Society in India:** **6**

Rural Society: Social Differentiation and Stratification, Ideological, Structural, Functional, Marxian, Subaltern, Non- Brahmanical Perspective, Jajmani System; Rural Communities, Institutions and Environment; Rural Populations: Youth, Life Course of elderly & rural strata, Caste Based System and Issues of Ethnic Minorities.

**Unit III: Development, Social Justice Weaker Sections of Society:** **6**

Theories of Underdeveloped, Developing and Third World Countries; Social Justice: Frameworks and Theories, As a value of Social work, Intersecting Social Identities and Systems of Privilege/Oppression, Power and Inequality, Coalition and Movement building, Allyship, Self-care, Healing, Coping, Résistance and Resilience; Weaker Sections of Society: Schedule Cast, Schedule Tribe and Women and their problems.

**Unit IV: Social Exclusion & Social Capital:** **6**

Multidimensionality of social exclusion, active and passive exclusion. Social Capital: Formation in Rural, Urban and Suburban communities, Gendering Theory, Gift Theory, Importance in Combating Social Exclusion, Impact on Development.

**Unit V: Gender and Development:** **6**

Differences related to gender, Women's triple roles and Gender needs, Women in Development (WID), Works and Gender Relation (Inside/Outside House, Informal/Formal, Globalization & Pay gap), Population and Health Problems in Gender Lenses, HIV/AIDS and Gender, Agriculture, Environment and Gender.





**Unit VI: Participatory approaches to rural development and social development: 6**  
Participation, Supply Driven Development, Participatory Development, Sustainable Development, Demand/Community Driven Development, People Centered/Controlled Development, Rights Based Approach, shifts in development approaches, Distinction between participation in development and participatory development, Typology of participation.

**Text Book:**

1. David L. Brown and Kai A. Schafft, Rural People and Communities in 21st Century, Resilience and Transformation, Wiley, 2015.

**Reference Books:**

1. Amy E. Guptill, Denise A. Copelton, Betsy Lucal, Food and Society: Principles and Paradoxes, Wiley, 2012
2. Vivek P. S, Sociological Perspectives and Indian Sociology, Himalaya Publishing House, Mumbai, 2002.
3. Das Veena, Critical Events, An Anthropological Perspective on Contemporary India, Oxford University Press, New Delhi, 2014.
4. Abraham M. F, Modern Sociological Theory, OUP, New Delhi, 2014
5. Shah Ghanshyam, Social Movements and the State, Sage Publications, New Delhi, 2014.
6. Saleem Shaikh, Business Environment, Pearson Education, 2010



**MBA II**  
**RM203: Social Up-liftment Policies**  
**Sem. III**

| L | T | P | Credit |
|---|---|---|--------|
| 3 | 0 | 0 | 3      |

**Course Outcomes:**

After successful completion of course, students will be able to:

1. Identify and evaluate the complexities of Growth Vs Development, Rising Expectations & Development, Dilemmas in Development, Challenges & Opportunities in Rural Economy,
2. Analyze the impact of Rural Child Development Programme.
3. Evaluate the National Rural Health Mission programme.
4. Analyze the role of Rural Housing Programme on socio economic development of rural areas.
5. Analyze the impact of Rural Women Empowerment programme.
6. Evaluate the National Rural Employment programme.

**Unit I: Rural Development**

6

Growth Vs Development, Rising Expectations & Development, Dilemmas in Development, Challenges & Opportunities in Rural Economy, Income Distribution, Rural Vs Urban Poverty, Rural Water Supply and Sanitation, Constructionist Theory of Learning & its Implications on Youth Development: Modernization, Dependency, Rosenstein Rodans, Leibensteins Critical Minimum Effort, Lewis Model, Gunnar Myrdal's Thesis. Rural Development : A Critical Analysis-McKinsey Report.

**Unit II: Rural Child Development Programme**

6

Theoretical Framework for Childhood Morbidity & Mortality, Integrated Child Development Programmes & its Impact - Anganwadi Scheme, Reproductive & Child Health Programme, Mid-Day Meals Programme, Balika Samridhhi Yojna, Sukanya Samridhhi Account Yojana, Combating Modern Slavery & Child Labour, Women and Child Development.

**Unit III: Rural Health Programme**

6

Health Status of Indian Population: Urban & Rural Perspective, National Rural Health Mission, Guidelines, Impact-Reproductive, Maternal, Newborn, Management of Neonatal Illnesses, Janani Shishu Suraksha Programme, Rastriya Bal Swastha Programme, Child & Adolescent Health, Monitoring at Various Levels.

**Unit IV: Rural Housing Programme**

6

Town Planning - Social Overview, Rural Housing Programme and its Impact-National Housing Policy, Indira Awas Yojna, Pradhan Mantri Gramodaya Yojna.

**Unit V: Rural Women Empowerment Programme**

6

Concepts & Theories of Empowerment: A women orientation, Rural Empowerment Schemes & its Impact- Beti Bachao Beti Padhao, Ujjwala, Sudhar Grah, Indira Gandhi Matritva Sahyog, Working Women Hostel, Narishakti Purushkar, Women Helpline, Crèches for Children of Working Mother, Incidences of Domestic Violence & Prevention Techniques.

**Unit VI: Rural Employment Program**

6

World & Indian Employment Trends, Employment Generation Theoretical Perspective, Keynes Theory of Employment, Employment Generation Program in India, Youth Adolescent Development Program, Industrial Training Centre, Literacy Mission- Digital Literacy, Saakshar Bharat Abhiyan, Farmer's Night School, Rural Employment Scheme & its Impact on Society: TRYSEM, MGNREGS, PMRY, STEP, YIN, SWOP, PRIs.

**Text Book:**

1. Kartar Singh, Rural Development Principles, Policy and Management, Sage Publication, 2014

**Reference Books:**

1. S Giriappa, Evaluation of rural development programme, Mohit Publication, 2014
2. Joel S GR Bhose, NGOs and Rural Development, Concept Publication, 2014
3. Robert Chambers, Ideas for Development, EarthScan, London, 2013
4. D Bary, Dalal-Clayton, David Dent, Oliver Dubois, Rural Planning in Developing Countries-Supporting Natural Resource Management and Sustainable Livelihood, Earthscan, 2013



**MBA II**  
**RM204: ICT in Development**  
**Sem.III**

| L | T | P | Credit |
|---|---|---|--------|
| 3 | 0 | 0 | 3      |

**Course Outcomes:**

After successful completion of course, students will be able to:

1. Understand and analyze importance of Information, Communication and Technology in development.
2. Assess role of ICT in Sustainable development goals.
3. Develop and design ICT as an infrastructure and its relationship in managing development issues.
4. Identify opportunities in E-inclusion and its importance in development.
5. Analyze National E Governance Policy.
6. Examine the impact of ICT in Rural Project Framework.

**Unit I: ICT for Development** 6

Importance of Information and Communication Technology in Development, Embedding ICT in Development, Transformative ICT Enabled Development Models and Impacts., Rural Connectedness and Personal Capacity Development, Critical Issues in ICT Development.

**Unit II: ICT and Sustainable Development Goals** 6

ICT and Sustainable Development, ICTs and the MDGs , MDG-ICT: UN ICT Task Force, UN Development Agenda-Post 2015, MDFGs and SDGs – Post 2015 , End Poverty - UN

**Unit III: ICT-Infrastructure and Development** 6

ICT Infrastructure for Rural e governance application. Access to Knowledge (A2K) in Less Developed Countries, ICT as an infrastructure and its relationship in managing development issues. E-readiness, ICT-Vision-India-Planning-Commission-2020, Digital India and Development.

**Unit IV: E-Inclusion** 6

Digital-divide – opportunity, Digital Divide to Digital Inclusion, Net Neutrality and Development, Internet of Things (IoT) and Development, Financial Inclusion.

**Unit V: E Governance and Development** 6

E-Governance – Indian Context, Decrypting e governance, e-Government Projects, Framework for Citizen Engagement-NeGP, Cyber Kiosks and Dilemma of Social Inclusion.

**Unit VI: ICT Project Management** 6

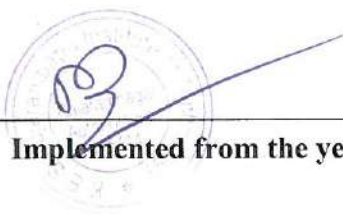
ICT Project Management Framework and Project sizing, District Development Index – Transition in economic development, Focus area for select DDI, Civil society and cyber libertarian develop mentalism, Project life cycle, Rural ICT Comprehensive evaluation.

**Text Book:**

1. Nor Aziah Alias, ICT Development for Social and Rural Connectedness, Springer, 2013

**Reference Books:**

1. TT Shreekumar, ICTs and Development in India-Perspectives on Rural Network Societies, Anthem Press, 2011
2. Ladislaus Semali, Cases on Developing Countries and ICT Integration: Rural Community Development, Information Science Reference, 2011



**MBA II**  
**RM205: Agribusiness**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes**

On the successful completion of the course, students will be able to:

1. Analyze global Agribusiness Environment and scope of community based industry.
2. Estimate demand and plan procurement method.
3. Identify opportunities in organised food retailing.
4. Analyze problems in Agri Input Markets.
5. Analyze ICT application in Agriculture Trade.
6. Create linkage with apex agriculture and farming welfare institution for getting financial assistance and support from latest research.

**Unit I Agribusiness Environment**

6

Agribusiness Global Environment-WTO Agreement on Agriculture, Procurement and Logistics, Food Safety, Commodity Based Industries such as - Paddy, Dairy, Fish, Sugar, Coconut, Poultry, Horticulture- Floriculture, Floriculture, Permaculture, Strategies of Value Addition to Commodities, Trends in Agriculture Production across the Globe.

**Unit II Procurement Methods**

6

Demand Forecasting, Planning and Scheduling, Quality Management in the Supply Chain, Procurement Methods: e-platform, Contract and Cooperative Farming, Zero Budget Farming, Vertical Integration, Future Markets, Community Based Organization, e – Mandis.

**Unit III Food Retailing**

6

Mandi, Haats and Fairs of India, Retail Success and Key Drivers Organized Food Retailing, Food Retailing Success Stories in India, Foreign Retail Investors, Cash and Carry, Franchising the Entry Route; Franchise in India, Fair Trade, Farmer's Markets – Farm to Fork.

**Unit IV Agriculture Inputs**

6

Policy and Market Environment for Inputs - Agricultural Input, Seed -Genetically Modified Seeds, Fertilizer, Pesticide, Agricultural Machinery. Channel Management in Agriculture Input Industry, Drip Irrigation, Tissue Culture.

**Unit V Agri Information Management and Risk Management**

6

ICT Application in Agriculture Commerce, AGMARKNET, Kisan Call Centre, Project Gyandoot, Village Knowledge Centre, DD Kisan, Risk Management-Production Risk, Marketing Risk, Financial Risk, Legal Risk, Human Resource Risk, Crop Insurance Scheme, Forward Contract, Future Market.

**Unit VI Institutional Linkage to Agribusiness**

6

Ministry of Agriculture and Farmer welfare-Department of Agriculture and cooperation, Department of Agricultural Research and Education, Financial Institutions Linkages -RBI,PSU Banks, RRBs, Private Banks, Securities and brokers, Agriculture Insurance Company, NABARD,NCDC,NDDB,APEDA,NAFED,CWC,FCI.

**Text Book:**

1. Bhawe S.W.' "Indian Agriculture and Agri-Business management" Everest Publishing House Pune-4

**Reference Books:**

1. S.S. Achary' and N.L. Agarwal "Agricultural Marketing in India,Oxford and IBH Publishing Company,2014
2. S.K. Misra' V.K. Puri "Indian Economy "Himalaya publishing House Mumbai, 2014
3. C.B. Mamoria' "Problems of Agriculture in India. Himalaya publishing House Mumbai, 2014



**MBA II**  
**RM206: Managing Cooperatives**  
**Sem. III**

| L | T | P | Credit |
|---|---|---|--------|
| 3 | 0 | 0 | 3      |

**Course Outcomes**

On the successful completion of the course, students will be able to:

1. Differentiate the cooperatives with other business models.
2. Analyze the functions of short, medium and long term credit cooperative structure and its role in financial inclusion.
3. Identify the challenges in management of cooperatives and suggest better solution for that.
4. Measure the legal aspects integrated with cooperative business.
5. Develop case study on cooperatives business models.
6. Analyze problems of managing rural cooperatives.

**Unit I: Overview of Cooperatives****6**

Importance of Cooperatives, Basic Values & Principles of Cooperatives, Cooperatives Vs Capitalism, Cooperative Thoughts: Contribution of Cooperatives in Economic development

**Unit II: Growth and Development of Cooperatives****6**

Origin and growth of Cooperative movement in India, Major developments in post-independence period, Short, Medium and Long Term Cooperative Structure, Support of Institutional Finance in Cooperative Development - NDDDB, and NCUI.

**Unit III: Cooperative Legislation****6**

Brief layout of Act of 1904, 1912, Constitutional Reform made in 1919, Essential provision of Maharashtra Cooperative Act 1960, Recent Trends in Cooperative legislation -97<sup>th</sup> Amendment (Feb, 2013), Need for proper administration.

**Unit IV: Cooperative Societies****6**

Consumers Cooperatives Society, Producers Cooperatives Society, Cooperative Marketing Society, Cooperative Farming Society, Housing Cooperative Society, Milk Marketing Cooperative Society, Sugar Cooperative Society, Labour Cooperatives, Industrial Cooperatives, Seva Society, Women Cooperative.

**Unit V: Management of Cooperatives****6**

Cooperative Management - Principles of Cooperation and Principles of management –Role of Officials in Cooperative Management-Registrar of Co-operative Societies and his Role-General Body of Members - Board of Directors- Managing Committee - Functions of Board of Directors- Powers and Functions of Chairman/ President-Duties and Functions of Secretary of Cooperative Societies. Role of women participation in Cooperative Management.

**Unit VI: Managing Problems of Indian Cooperatives****6**

Modern management and features of Cooperative management. Managerial problems: Sales Promotion of Consumer Cooperatives, Procurement Policies and Sales of Marketing Cooperatives, Transport Management, Processing, Product Development & Marketing of Cooperatives, Professionalism in Cooperatives, Workers Management in Indian Cooperatives.

**Text Book:**

1. Kamat ,GS ,New Dimensions of Cooperative Management, Himalayas Publishing House, 2015

**Reference Books:**

1. Sah, AK, Professional Management in Cooperatives, Vikas Publishing House, 2015
2. Ansari AA, Cooperative Management Pattern, ANMOL PUBLICATION, 2015
3. John Restakis, Humanising the Economy: Cooperatives in the age of Capital, New Society Publishers, 2015
4. Michael Siegrist, T c Earle and Heinz Gutsher, Trust in Cooperative Risk Management, Earthscan, 2015

**MBA Part II**  
**RM207: Social Marketing and Social Entrepreneurship**  
**Sem.III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes:**

After successful completion of course, students will be able to:

1. Analyze Theories & Approaches in Behavioral Modification.
2. Identify social marketing projects.
3. Manage Social marketing programme.
4. Assess the models of social Entrepreneurship and Enterprise.
5. Analyze impact of social impact investors.
6. Develop a plan for scaling of social enterprise.

**Unit I: Theories & Approaches in Behavioral Modification****6**

Behavior - Objectives & Goals, Adoption of Healthy & Pro-social Behaviours, Theory of Reasoned Action, Theory of Psychological Reactance, Health Belief Model, Social Cognitive Theory, Cognitive Consistency Theory, Social Determinants & Social Capital. Purpose of Social Marketing: Use of Avoid, Terminate & Accommodate Campaigns.

**Unit II: Social Marketing: Strategy and Implementation****6**

Social Marketing Strategy & Projects - Implementing, Monitoring & Evaluation. Characteristics of New Media – Digital, proactive, Visible, Real-time & Memory, Ubiquitous, Networks. Impact of social media in political, Informational & Media platforms: Tunisian revolution, Arab Social uprising. Connect between Fear & immigration through use of Social media. Social media & Social Campaigns in Public Service Promotions: Conservative & Influential.

**Unit III: Design and application of Social Marketing****6**

Research in the Social Marketing Process, Determining Research needs and options, managing a Social Marketing Program – Partnerships, Evidence Based Advocacy for Policy Framework and Regulation.

**Unit IV: Social Entrepreneurship & Enterprise****6**

Social Entrepreneurship-Addressing Social & environmental Challenges, Models of collective action, Coalition Building & Movement Building, Public Private Partnership model, Situations, Resources & Business Structure for social enterprise. Sustainability: Impact & Performance. Sensitization to social sector, rectifying social inequalities through inclusive business solution, Role of technology & innovations in developing social enterprises.

**Unit V: Financing to Social Enterprises****6**

Financing for Startup, establishment, growth & expansion. Investment of social impact investors, Difference among traditional venture investors, market investors & social impact investor, Measurement of ROI, Exit strategy of social impact investor, contribution of corporations in scaling of social enterprises, Evaluation of "For Profit" social venture models.





**Unit VI: Managing Performance**

**6**

Business plan development, Analysis of three nonprofit locally, nationally & internationally organizations, Social enterprises-A sustainable model, Scaling up of social enterprises, Regulatory framework & CSR, Successful Social Enterprises.

**Text Book:**

1. Nancy R Lee & Philip Kotler, Social Marketing Changing Behaviour for Good, Sage,2015

**Reference Books:**

1. R Craig Lefebvrg, Social Marketing & Social Change –Strategies & Tools for Health,Well Being & Environment,Wiley,2013
2. Schwartz, Beverly. *Rippling: How Social Entrepreneurs Spread Innovation Throughout the World*. Wiley,2012.
3. Grayson, David, McLaren, Melody, Spitzcek, Heiko. "Social Entrepreneurs-An Extra Force for Sustainability." Canfield University, DCCR,2011
4. David Bornstein, How to change the world-Social Entrepreneurs and Power of new ideas,OUP,2007
5. Prahalad, C.K. The Fortune at the Bottom of the Pyramid, Wharton School Publishing, 2006, 5.Erickson, Gary. *Raising the Bar: Integrity and Passion in Life and Business: The Story of Clif Bar, Inc.* Cliff Bar and Family,2014
6. Drucker, Peter, E. *Innovation and Entrepreneurship*. Harper Business; Reprint edition,2014

**MBA II**  
**RM208: Governance and Development**  
**Sem. III**

| L | T | P | Credit |
|---|---|---|--------|
| 3 | 0 | 0 | 3      |

**Course Outcomes**

On the successful completion of the course, students will be able to:

1. Analyze the relationship between Governance and Development.
2. Identify the role of environment in Governance.
3. Analyze Governance issues in Modern state and societies.
4. Evaluate Board of Director Roles and responsibilities for better corporate governance.
5. Assess Accountability and Transparency in Governance in CBOs.
6. Identify and Analyze Geopolitics and Global Governance.

**Unit I: Governance and Development****6**

Foundation of governance, Problems in Governing order and change, Governance in Stateless societies state societies, Relationship between governance and development, Sustainability and Equity Approaches to Development: Green Mail, Poison Pills and golden Parachute.

**Unit II: Environment and Governance****6**

Challenges of Global Environmental Change and Concerns, Role of Environmental Governance and Dilemmas, Sustainable Livelihood Practices, Global Environmental Standards in Plural World, Reproducing the Global in Local Context.

**Unit III: Governance Issue of Modern State and Society****6**

Liberal democratic polity in post-colonial societies, Totalitarian states, Rights of Men/women and Citizens, Tradition, Civil Society and Intermediate Institutions, NGOs, CBOs, Trade Unions etc., Limitations of Democratic Governance, Social Capital and Democratic governance, Governing Market. Bureaucracy and Democracy, Equity in Governance, Institutional governance at apex level – Executive, Judiciary and Legislature

**Unit IV Corporate governance****6**

Corporate governance policies, processes, and customs assessing the effectiveness and execution of governance roles and responsibilities. Corporate governance: The Cadbury Report, Aditya Birla Report boards of directors and continuum. agency and stewardship theory, the division of profit sharing and various forms of employee and equity ownership among insiders, regulation, shareholder activism, the impact of takeovers and mergers and acquisitions on governance, ethical issues such as conflicts of interest and insider trading.

**Unit V Accountability and Transparency in Governance****6**

Accountability and Transparency, Local Self Governance in India, Panchayati Raj Institutions and Development, Governance in Voluntary organization and CSR, Governance Issues in CBOs, Measures of Governances.

**Unit VI Global Governance****6**

Geopolitics and Global Governance, Institutions of Global Governance, Bretton wood Institutions, Emerging Issues: Hybrid Peace Governance, International Migration, Global Governance on water, Politics of international administration, Poverty alleviation and Human Development Index.

**Text Book:**

1. Ogburn F. William & Meyer F. Nimk off. The Governing Institutions of Society-A Handbook of Sociology. Eurasia Publishing House (Pvt.) Ltd. N. Delhi.,2012

**Reference Books:**

1. Bevir, Mark. Governance: A Very Short Introduction, Oxford University Press,2012
2. State. International Encyclopedia of Social Sciences. Vol. 13. The Macmillan Company and the Free Press. New York. Collier- Macmillan Publishers. London.
3. Kashyap, S. C. Our Constitution: An Introduction to India's Constitution and Constitutional Law. National Book Trust,2012



4. Kaviraj, Sudipta. The Culture of Representative Democracy in India, Oxford University Press. N. Delhi., 2013
5. Gurcharan Das , The Difficulty of Being Good, Penguin India; 2009 edition
6. Choudhary, Kameshwar (Ed.), Globalization, Governance Reforms and Development. Sage Publications. N. Delhi., 2013
7. Ha-Joon Chang. Bad Samaritans: The Myth of Free Trade and the Secret History of Capitalism, Bloomsbury Press. New York, 2008
8. Rivero De Oswaldo. 2001. The Myth of Development: The Non-Viable Economics of the 21st. Century. Books for Change. Bangalore., 2014



**Family Business Management**

FBM201 Management of Small and Medium Enterprises  
FBM202 Takeovers, Restructuring and Governance  
FBM203 Financing for an Emerging Enterprise  
FBM204 Legal & Tax Environment  
FBM205 Dynamics of Family Business  
FBM206 Private Equity & Venture Initiation  
FBM207 Franchising  
FBM208 Laws for Entrepreneurs





**MBA Part II**  
**FBM20: Management of Small and Medium Enterprises**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Unit I: Introduction** 6  
 The Entrepreneur Definition and Concept-Entrepreneur Vs Professional Managers-Nature and Significance of SME's—Institution in Aid of Entrepreneurship Development- Problems of Entrepreneurship – Sickness in Small Scale Industries – Reasons and Remedies, problems of SME's

**Unit II: Setting up of a SME** 6  
 Project Concept and Classification – Generation of Business Idea – Project Design and Appraisal. Location of an Enterprise- Steps for Starting A Small Enterprise Selection of Types of Ownership Organization- Statutory compliance of SME's- Registration, Permission from Pollution Board-Labour Office - Income tax Department etc.- Patents, Designs, Trademarks.

**Unit III: Supporting Institutions** 6  
 Ministry of Micro Small and Medium Enterprises- SME Chamber of India- Assistance and Support Services within India and Foreign SME Sector, NSIC-National Small Industries Corporation - Khadi and Village Industries Corporation-

**Unit IV: Schemes for Promoting SME** 6  
 Coir Board Scheme-Office of Development Commission-- Small Industry Service Institute - District Industries Centers- PMRY Scheme and its application process, district level & state level industrial associations.

**Unit V: Financial Institutions providing assistance to SME:** 6  
 SFC-State Finance Corporations - Small Industries Development Bank of India - Industrial Development Bank of India, ICICI, UTI, SBI.

**Unit VI: Risk Management in SMEs** 6  
 What is Risk Management- Types of Risk in SMEs External Risk (Indirect Risk)-Culture-Technology-Government- Economics- Ecological Disasters. Operational Risk (Direct Risk)-Purchasing-Production-Distribution-Informational Technology? Organizational and Management Risk (Direct Risk)- Company Structure Management –Personnel,-Financial Risk(Direct Risk)-Capital-Customer Rating- liquidity Insolvency.

**Reference books :**

1. Vasant Desai, TheDynamics'of Entrepreneurial Development and Management, Himalaya Publishing House, 2009.
2. Saghir Ahmad Ansari, Financial Intermediaries and Industrial Development, APH Publishing Corporation, New Delhi. 2.
3. Matthias Fink, Sascha Kraus, The Management of Small and Medium Enterprises, ,Routledge Studies in Small Business, 2009.
4. Thomas Henschel, Risk Management Practices of SMEs. Evaluating and Implementing Effective Risk Management Systems.
5. Lev & Powell, Strategies for Growth in SME's, Elsevier Ltd.



**MBA Part II**  
**FBM202: Takeovers, Restructuring and Governance**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

|                                                                                                                                                                                                                                                                                                                                                |          |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| <b>Unit I: Takeovers</b>                                                                                                                                                                                                                                                                                                                       | <b>6</b> |
| Types, take over strategies, -Takeover defenses-financial defensive measures-methods of resistance-anti-takeover amendments- poison pills                                                                                                                                                                                                      |          |
| <b>Unit II: Mergers</b>                                                                                                                                                                                                                                                                                                                        | <b>6</b> |
| Introduction, types of merger-theories of mergers-operating, financial and managerial synergy of mergers-value creation in horizontal, vertical and conglomerate mergers-internal and external change forces contributing to mergers                                                                                                           |          |
| <b>Unit III: Merger Process</b>                                                                                                                                                                                                                                                                                                                | <b>6</b> |
| Dynamics of M & Process-identification of targets- negotiation-closing the deal. Five-stagemodel-Duediligence-Types-duediligencestrategyandprocess -due diligence challenges                                                                                                                                                                   |          |
| <b>Unit IV: Corporate restructuring</b>                                                                                                                                                                                                                                                                                                        | <b>6</b> |
| Significance Restructuring Techniques and Procedures • Techniques & Procedure for Organizing Takeover Bids • Search for Acquisition of Target Company • Procedure for Takeovers and Acquisitions (Public announcement, Offer Documents, Minority shareholders, Bailouts, Merchant Bankers & Advisors Including Financial Institutions & Banks) |          |
| <b>Unit V: Downsizing</b>                                                                                                                                                                                                                                                                                                                      | <b>6</b> |
| Demergers & Reverse Mergers • Divestitures • Spin Offs, Split-ups & Split Offs • Equity Carve Out; Master Limited Partnerships • Leveraged Buyout and Management Buyout                                                                                                                                                                        |          |
| <b>Unit VI: Legal aspects of Mergers / amalgamations and acquisitions/takeovers-</b>                                                                                                                                                                                                                                                           | <b>6</b> |
| Combination and Competition Act- Competition Commission of India (CCI)-CCIProcedureinRegardtothetransactionsofBusinessRelatingtocombinationofRegulations2011                                                                                                                                                                                   |          |

**Reference Books**

1. Fred Weston, Kwang S Chung, Susan E Hoag- Mergers, Restructuring and Corporate Control -Pearson Education, 4/e
2. Sudi Sudarsanam- Value Creation From Mergers And Acquisitions - Pearson Education, 1/e, 2003
3. MergerAcquisitions&CorporateRestructuring- ChandrashekarKrishnaMurthy&Vishwanath. S.R -Sage Publication
4. GerardPicotHandbookofInternationalMergers&Acquisitions-PalgravePublishersLtd





**MBA Part II**  
**FBM203: Financing for an Emerging Enterprise**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Unit I: Sources of Finance** 6

Bank Finance –Term Loan, CC Limit, OD Limit, and Loan against pledge, Unsecured Loan, Venture Capital Funding, Crowd Funding, Debentures, Equity Shares, and PE Funding.

**Unit II: Small Scale Industries** 6

Meaning, importance, growth of SSIs, Regulatory requirements, Special financing needs, issues & implications. IPO platform for SMEs.

**Unit III: Loan Documentation** 6

Documents for processing of loan – project report, constitution details, promoters, fixed assets, material and various sanctions, approvals and clearances.

**Unit IV: Project Financing** 6

Preparation of Project Financing Report – Components of Report, Market, Technical and Financial Feasibility, Appraisal of term loans by Financial Institutions.

**Unit V: Business Plan** 6

Preparation of Business Plan – Feasibility studies, Appraisal of Business Plan by Venture capital and PE Funds.

**Unit VI: Credit Rating and Insurance** 6

Credit rating by rating agencies like CRISIL, CARE, ICRA to assess the credit worthiness of small enterprise, Benefits of credit rating; Different insurances for business.

**Reference Books:**

1. Introduction to Project Finance: HR Machiraju, Vikas Publications
2. The Perfect Business Plan made Simple: William Lasher, Random House
3. The Business Plan Workbook: Collin Barrow, KPI
4. Small – Scale Industries in India: Problems And Policy Initiatives: K.Vijayarani, K.
5. Vijayarani, Susan F. Hensso now, Intl Specialized Book Service Inc.



**MBA Part II**  
**FBM204: Legal & Tax Environment**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

- Unit I: Forms of Organization** 6  
 Sole proprietorship, Partnership, Limited liability partnership, Joint stock company; Rules, regulations and benefits related to different forms of organizations.
- Unit II: Licensing Requirements** 6  
 Bombay Shop Establishment Act 1948, SSI (SME) Registration, Approvals and Clearances – Electricity Board, Pollution Control Department etc.
- Unit III: Government Incentives** 6  
 Package Scheme of Incentives – 2013, Financial incentives for MSMEs, Various subsidies, SEZ incentives.
- Unit IV: Service Tax** 6  
 Provisions of law and procedures; Various Services covered under Service Tax.
- Unit V: VAT and CST** 6  
 Concept, Applicability, Procedures involved and implications of the VAT, Introduction to CST.
- Unit VI: Other Taxes** 6  
 Local body tax (LBT) – Provisions and Procedures, Profession Tax - Provisions and Procedures

**Reference Books:**

1. Indirect Taxes: Datey V. S., Taxmann Publications, New Delhi
1. [http://103.247.98.218/~mofpi/state\\_pdf/Maharashtra/PackageSchemeofIncentives2013.pdf](http://103.247.98.218/~mofpi/state_pdf/Maharashtra/PackageSchemeofIncentives2013.pdf)
2. <http://www.sharpfacility.com/Labour%20Laws/General/BARE%20ACT/Shop%20and%20Establishment.pdf>
3. <http://www.ipindia.nic.in/>





**MBA Part II**  
**FBM205: Dynamics of Family Business**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Unit I: The Family Business: What Makes It Unique** 6

The Nature, Importance, and Uniqueness of Family Business, Constituents of Family Business, Theories on Family Business: Systems Theory Model, Agency Theory, Stewardship Perspective, Joint Optimization, Competitive advantage and Resource based view, Ethics and Social Responsibility in Family Business, Importance of outside experience, Family Business Life Cycle

**Unit II: Managing Coordination within Family** 6

Coordination with in family members, Synergizing Interpersonal Relationships, Theory of Jealous Spouse, Role of Non Family Employees, Leaders Role in Managing Disputes

**Unit III Strategic Planning and Family Business** 6

Creating value with unique business models, Strategic Planning and its discipline execution, Strategies parallel to stages of Family Business Life Cycle, Cases

**Unit IV: Successful Family Businesses** 6

Great Families in Business: building Trust and Commitment, Zero Sum Dynamics and Family Culture, Family Emotional Intelligence, Family Meetings and retreats

**Unit V: Designing family Governance, Boards, Stewardships** 6

Policy Making, Effective governance of the shareholder–firm relationship, the role of the board, ownership structure, boards versus independent advisors/consultants, Family Communication: family meetings, family councils, and family offices

**Unit VI: Sustaining the Family Businesses** 6

Managing the Family Component, Succession Processes, Succession Activities, Formalizing Management Processes, Taking the Lead Desired Outcomes,

**References Books:**

1. Family Business 3rd Edition, by Ernesto J. Poza, Publisher- Cengage Learning
2. Family business in India- Sudipt Dutta, Sage (1997)
3. The Keys to Family Business Success-Leslie, Sam Lane, Joe Paul, Darrell Beck and William Roberts: Aspen Family Business Group
4. Who moved my cheese? , Dr. Spencer Johnson, Random House
5. IMOKYOU'REOK, ThomasA. Harris
6. Family Business Succession Managing the All-Important Family Component Written, Grant Walsh



**MBA II**  
**FBM206: Private Equity & Venture Initiation**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Unit I: Introduction** **6**

Company formation: structures, ownership and issues, capitalization tables and valuation, governance, value add and exists, issues in private equity in emerging markets (PEEM) and development of fund strategy and managing crisis. Contrasts with US/Europe. Role of PE/VC in economic development.

**Unit II: Company strategy in PEEM** **6**

Evolution of fund development in selected emerging markets, contrasts in India, China and Brazil, role of governments in the building of a venture capital base in emerging markets. Approaches to inventorying base of opportunities, Understanding the point of view and expectations of entrepreneurs, families and existing owners, identifying and navigating relationships with corporate partners.

**Unit III: PE and VC Valuation Challenges in PEEM** **6**

Basic universal PE/VC valuation methods, special considerations in emerging markets PE, special considerations in emerging markets VC, special considerations in term sheet provisions in PEEM-IFC's quasi-equity structures, country limitations in VC deal structure, PE and buyout considerations in deal structuring and contrast with US, structuring PE deals without leverage.

**Unit IV: New Venture Strategy** **6**

Meaning of Industry environment, requirements for initiating ventures in mature industries, marketing and market strategy issues, product differentiation, and product positioning for venture, strategy to bring product/service to customer base.

**Unit V: Financial Planning** **6**

Elements of new venture financial statements, contrast sources of funding for ventures, alternative deal structures for venture financing, differentiate angel and venture capitalist investments, process of evaluating ventures.

**Unit VI: Exit Planning, Alternatives and Execution in Emerging Markets** **6**

Alignment with entrepreneurs' expectations and goals, role and risks of local listing, Information resources for offshore listing, Strategies for domestic and offshore trade sales, Mechanism and requirements for growth of a venture, prelaunch process and methodology, Discuss issues with corporate governance.

**Reference Books:**

1. Udayan Gupta (Editor), Done Deals: Venture Capitalists Tell Their Stories
2. Poza E. (2010), Family Business, 3<sup>rd</sup> Edition, Mason OH: South-Western Cengage Learning, [ISBN: 0470998105]





**MBA II**  
**FBM207: Franchising**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Unit I Introduction of franchising** 6  
 Franchising: History and overview, Types of franchising, Threshold Business Issues, Advantages & Disadvantages of franchisee, Element of Successful System, Growth of Franchising, Key Learning

**Unit II Becoming Franchisor** 6  
 Basic Business Concept, Pilot Operation, Developing the operational Manual, Developing the Franchise package, Marketing the Franchise package, Selection Franchisees, Developing the Franchisor's organization, Gross Revenues, Profit & Loss Statement, Capital Expenditure, Franchisee Sales, Marketing the product or service, Operations (including innovation), Initial services, Ongoing services.

**Unit III Becoming Franchisor** 6  
 How to become a Franchising: How does being a franchisee differ from running your own non-franchisee business, Self-examination, Type of business, Assessing the business proposition, what happens if the Franchisor fails.

**Unit IV Financial aspects of Franchising** 6  
 Initial Franchisee fee, Sale of the Franchise Package, Leasing the Premises, Continuing fees, Advertising funds, Role of banks, Financial Analysis

**Unit V Comparison of two franchise cases** 6  
 Demographic analysis of the area, Traffic counts, Estimated start-up cost and ongoing fees (Franchise fees and start-up expenses), Assessment of the overall competitiveness of the franchise, considering the demographic and market potential, Break even Analysis to recover franchise fees, royalties and start-up costs. Selected Ratio Analysis based on industry selection (Using RMA data), A Pro forma income statement for the first three years of operations for the two franchises, A recommendation on the best franchise (with data support)

**Unit VI Franchisor Franchisee Relations** 6  
 Foundations, Parties responsible, Continuing relationship, Channels of communication – personal contacts, written communication, Franchisee Meetings, Franchisee Associations, Contractual Issues, Structure of Franchisee Agreements.

**Reference Books –**

1. Hoy F and Stanworth, J (2003), Franchising: An International Perspective, Routledge.
2. In Good Company: Managing Intellectual Property Issues in Franchising, World Intellectual Property Organization
3. Gaurav Marya, The Science of Reproducing Success, Franchise India Publication, 5th Edition



**MBA II**  
**FBM208: Laws for Entrepreneurs**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Unit I: The Indian Contract Act 1871** **6**

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

**Unit II Factories Act 1948** **6**

Meaning & Definition, Provisions for Health, Safety, Welfare, Working Hours of Adults, Annual Leaves with Wages, Other Benefits, Labor Management Relation Act 1947

**Unit III Companies Act 2013** **6**

Definition & Characteristics of a Company, Company distinguished from Partnership, Kinds of Companies, Provisions relating to Incorporation, Memorandum of Association, Articles of Association, Prospectus, Membership in A Company, Share Capital, Shares, Company Management, Meetings & Proceedings, Winding up.

**Unit IV Sale of Goods Act 1930** **6**

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

**Unit V Negotiable Instruments Act, 1881** **6**

Negotiable Instruments –meaning –characteristics –types –parties –holder and holder in due course, Negotiation and types of endorsements Dishonor of negotiable instruments -noting and protesting Liability of parties on Negotiable Instruments

**Unit VI Consumer Protection Act 1986** **6**

Definitions of consumer, consumer dispute-complaint –goods –service –unfair trade practice – consumer dispute redressal agencies

**Reference Books**

1. Peter Bohm Business Law - A Guide for Entrepreneurs , Jordan publishing , UK
2. Frank J. Cavico, Bahaudin Mujtaba, Business Law for the Entrepreneur and Manager, ILEAD Academy, LLC, 2010 - Commercial law
3. Constance E. Bagley, Craig E. Dauchy The Entrepreneur's Guide to Business Law , South Western Cengage Learning





**Engineering Management**

EM201 Engineering Management  
EM202 Enterprise Productivity  
EM203 Technology Management  
EM204 R & D Management  
EM205 Value Engineering  
EM206 Engineering Systems Simulation  
EM207 Big Data Analytics  
EM208 Manufacturing Systems



**MBA Part II**  
**EM201: Engineering Management**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Unit I The field of Engineering Management** **6**

The functions of the Engineer, Engineer in various type of organization management skills required at various levels, Concept of engineer management, Process of management, Requirements for the engineer manager's job.

**Unit II Decision Making** **6**

Decision making as management responsibility, Concept of decision making, Decision making process, Approaches in solving problems, Quantitative model for decision making.

**Unit III planning technical activity:** **6**

Nature of planning, planning at various management level, Developing tactic or strategies to reach the goal, Types of plan, Parts of strategic plan.

**Unit IV organizing technical activities:** **6**

Organizing, Purpose of structure, Types of organizational structure, Reason for organizing.

**Unit V Managing Production and Service operations:** **6**

Operation, production process, Operation management, operation and Engineer manager, Productive System- Product design, Production planning and scheduling, purchasing and material management, Inventory control, Work flow layout, Quality control.

**Unit VI Communication:** **6**

Communication, Functions of communication, Communication process, Forms of communication, Barriers to communication, Techniques for communicating in organizations, Management information system.

**Text Book**

1. Engineering Management- Ayonkay R. Medina, e-book

**Reference Books**

1. Roger Kinsky ,Engineering Management,, McGraw-Hill Education





**MBA Part II**  
**EM202: Enterprise Productivity**  
**Sem.III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Unit I Introduction** 6  
 Productivity concepts, Macro and Micro factors of productivity, productivity benefit model, productivity cycles.

**Unit II Enterprise level and micro level productivity:** 6  
 Enterprise level and micro level productivity, productivity and economic growth, Role of workers, Trade unions and management productivity.

**Unit III Productivity in Agriculture and Industrial sectors:** 6  
 Productivity in Agriculture and Industrial sectors, Indian scenario for productivity, Reasons for low productivity, Areas for improving productivity- low cost technology, appropriate technology, energy resources, Import substitution, flexible production.

**Unit IV Productivity Models:** 6  
 Productivity Measurement at International, National and organization level, total productivity models. Productivity Management in manufacturing and service sector.

**Unit V Work Measurement:** 6  
 Computation of Standard Time, Elements, Types of Elements Performance Rating, Allowances, Need for Allowances, Types of Allowances.

**Unit VI Industrial engineering and productivity techniques:** 6  
 Industrial engineering and productivity techniques, Historical growth of Industrial engineering, Technology-Based Productivity Improvement Techniques -Robotics, Laser Technology , Energy Technology , Group Technology , Rebuilding Old Machinery ,Energy-Conservation Technology (ECT)

**Books Recommended:**

- 1.Productivity engineering and management - Sumanth, D.J. – Tata McGraw-Hill, New Delhi 1990.
2. Organizational transformation and process re-engineering - Edsomwan, J.A., - British Library Cataloging in Pub.data 1996.
3. ProductivityPlus: How Today's Best Run Companies Are Gaining the Competitive Edge - John G., Jr. Belcher - Butterworth-Heinemann



**MBA Part II**  
**EM203: Technology Management**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Unit I National and International Business Scenario:** 6

Competitiveness, Role of technology and core competence, Bench marking and re-engineering, Technology management approach, Integration of technology and other resources to succeed.

**Unit II Products, product lines and technology life Cycles:** 6

Introduction to PLM, PLM in factory and applications, Technology cycle and understanding technologies change - Responding to technological changes - Adoption of technology - Overcoming resistance - different approaches.

**Unit III Technology and industry:** 6

Technology origin and evolution – Tailoring technology to fit specific industry requirements – Organization redesign – Organizational re-engineering – Financial considerations for technology

Planning.

**Unit IV Acquiring Technology from Outside:** 6

planning obtaining technology, Types of alliances, Acquisition and Mergers, Key issues in for successful acquisition of technology, acquisition capabilities, Negotiation, Metrics, Gap analysis, Case study

**Unit V Technology forecasting:** 6

Technology Forecasting – Need – Methodologies: - Trend Analysis, Analogy, Delphi, Soft System Methodology, Mathematical Models, Simulation, System dynamic, S-curve, Role of Technology Information Forecasting and Assessment Council (TIFAC).

**Unit VI Patterns of Technological Change:** 6

Managing Technological Transitions Disruptive Technologies, The Reconfiguration of Existing Product Technologies and the Failure of Established Firms, S-curve” and the “Chasm”

**Reference Books:**

1. M.A. White and G.D. Bruton. The management of technology and Innovation, Cengage Learning, 2007.
2. John Howells. The Management of Innovation and Technology, Sage Publications, 2005
3. Jan verloop. Insight in Innovation-Managing Innovation by understanding the laws of Innovation, Elsevier publications, 2004
4. Chris Floyd, Managing Technology for Corporate Success, Gower publishing limited, 1998





**MBA Part II**  
**EM204: R & D Management**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Unit I Introduction & Managerial aspects of Innovation function:** 6  
 Introduction, Components of Innovation, Types of Innovations, Models of Innovation Processes,

**Unit II Innovation Management:** 6  
 Evolution and characteristics of Innovation Management, Key drivers of Innovation, Factors influencing Innovation, organizing for Innovation, Factors influencing organizational design, Developing Innovation Strategy, Characteristics of creative of creative organization.

**Unit III Research and Development Management:** 6  
 Introduction, Meaning, Objectives, Significance, Classification of R&D according to R&D type, process phase, measurement level, purpose of measurement and measurement perspective.

**Unit IV Performance of R&D management:** 6  
 Performance of R&D management in Indian scenario. Financial Evaluation of R&D Projects, Cost effectiveness of R&D financial forecasts,

**Unit V R & D Projects:** 6  
 Project selection, Evaluating R&D ventures, conflicting views of managers, Allocation of resources, R&D programme planning and control

**Unit VI Understanding of Intellectual Property Rights:** 6  
 Introduction of IPR, History of Patent Protection, Rationale behind Patent System, WTO, TRIPS and WIPO

**References :**

1. R&D Management (Management for Professionals) K B Akhilesh Springer; 2014 edition
2. The Valuation of Technology – Business and Financial Issues in R&D F. Peter Boer, Wiley)
3. WIPO Reading Material on Intellectual Property, WIPO, Geneva



**MBA II**  
**EM205: Value Engineering**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Unit I. Introduction:** 6  
 Definition, value engineering recommendations, programmes, advantages, Evaluation of function, determining function, classifying function, evaluation of costs, evaluation of worth, determining worth, evaluation of value.

**Unit II. Value Engineering Job Plan:** 6  
 Introduction, orientation, information phase, Function phase, creation phase, evaluation phase, Investigation phase, implementation phase, speculation phase, analysis phase.

**Unit III Selection of Evaluation of Value Engineering Projects:** 6  
 Project selection, Methods selection, value standards, application of Value Engineering methodology.

**Unit IV Initiating Value Engineering Programme:** 6  
 Introduction, training plan, career development for Value Engineering specialties. Fast Diagramming: Cost models, life cycle costs

**Unit V. Value engineering level of Effort:** 6  
 Value Engineering team, Co-ordinator, designer, different services, definitions, construction management contracts, value engineering case studies.

**Unit VI Value Analysis:** 6  
 Concept, tools of value analysis, approach of value analysis, roadblocks to good value, case studies

**REFERENCES:**

1. Value Engineering A how to Manual: S.S.Iyer, - New age International Publishers 2009
2. Value Engineering: A Systematic Approach Arthur E. Mudge - - McGrawHill
3. "Techniques of Value Analysis and Engineering," L. D. Miles





**MBA II**  
**EM206: Engineering Systems Simulation**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Unit I Introduction to System Simulation:** 6  
 Introduction to system simulation – Applications – Discrete and Continuous simulation – Simulation models – Simulation procedure – Simulation Examples – General Principles - Simulation software.

**Unit II Random Numbers:** 6  
 Random number generation-Testing of Random numbers – Techniques for generating random numbers- Random Variate Generation – Inverse transform techniques-Acceptance Rejection techniques- Special properties

**Unit III Principles of engineering systems modeling and simulation:** 6  
 Different types of computer modeling and simulation: continuous, kinematics, and discrete-event simulations

**Unit IV Applications of simulation techniques:** 6  
 utility as design, analysis, problem-solving, and decision-support tools for complex engineering systems.

**Unit V Simulation Modeling:** 6  
 queuing models, statistical models, selecting input probability distribution, building valid credible models, design and conduct of simulation experiments

**Unit VI Simulation output analysis:** 6  
 Statistical analyses of output, Verification and validation of simulation models

**References:**

1. Averill M. Law and W David Kelton, Simulation Modeling and Analysis, 3rd Edition, McGraw Hill, 2000.
2. W David Kelton, Randall P Sadowski and Debroah a Sasowski, Simulation with ARENA, McGraw Hill, 2002.



**MBA II**  
**EM207: Big Data Analytics**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Unit.I Introduction to big data:** **6**

Introduction to Big Data Platform – Challenges of Conventional Systems - Intelligent data analysis – Nature of Data - Analytic Processes and Tools - Analysis vs Reporting - Modern Data Analytic Tools - Statistical Concepts: Sampling Distributions - Re-Sampling - Statistical Inference - Prediction Error.

**Unit.II mining data streams** **6**

Introduction to Streams Concepts – Stream Data Model and Architecture - Stream Computing - Sampling Data in a Stream – Filtering Streams – Counting Distinct Elements in a Stream – Estimating Moments – Counting Oneness in a Window – Decaying Window - Real Time Analytics Platform(RTAP) Applications

**Unit. III Hadoop** **6**

History of Hadoop- The Hadoop Distributed File System – Components of Hadoop Analyzing the Data with Hadoop- Scaling Out- Hadoop Streaming- Design of HDFS-Java interfaces to HDFS Basics

**Unit IV: Map Reduce:** **6**

Developing a Map Reduce Application-How Map Reduce Works-Anatomy of a Map Reduce Job Run-Failures-Job Scheduling-Shuffle and Sort – Task execution - Map Reduce Types and Formats- Map Reduce Features

**Unit V Hadoop environment** **6**

Setting up a Hadoop Cluster - Cluster specification - Cluster Setup and Installation – Hadoop Configuration-Security in Hadoop - Administering Hadoop – HDFS – Monitoring Maintenance-Hadoop benchmarks- Hadoop in the cloud

**Unit VI Frameworks:** **6**

9Applications on Big Data Using Pig and Hive – Data processing operators in Pig – Hive services – Hive QL – Querying Data in Hive - fundamentals of H Base and Zoo Keeper - IBM Info Sphere Big Insights and Streams. Visualizations - Visual data analysis techniques, interaction techniques; Systems and applications

**References:**

1. Michael Berthold, David J. Hand, "Intelligent Data Analysis", Springer, 2007.
2. Tom White "Hadoop: The Definitive Guide" Third Edition, O'reilly Media, 2012.
3. Chris Eaton, Dirk De Roos, Tom Deutsch, George Lapis, Paul Zikopoulos, "Understanding Big Data: Analytics for Enterprise Class Hadoop and Streaming Data", Mc Graw Hill Publishing, 2012
4. Anand Rajaraman and Jeffrey David Ullman, "Mining of Massive Datasets", Cambridge University Press, 2012.





**MBA II**  
**EM208: Manufacturing Systems**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Unit I Fundamentals of Manufacturing and Automation: 6**

Production operations and Automation in Production Systems, types of automation, Automation Principles & Strategies, Advance mfg. techniques like Digital manufacturing, RPT etc.

**Unit II High -Volume Production Systems: 6**

Automated flow lines, methods of work part transport, transfer mechanisms, buffer storage, analysis of flow lines without storage and with storage buffer, assembly systems, automated assembly system and its types, parts feeding devices, analysis of single stage and multistage assembly machines.

**Unit III Development and implementation of an FMS: 6**

Planning phase, Integration, System configuration, FMS layouts, Simulation, FMS Project development steps. Project management, Equipment development, Host system development, planning, Hardware & Software development.

**Unit IV Functions and Components of CIM System: 6**

Concept of CAD/CAM and CIMS; Software Technology for CIM System: Business Database System: File processing, Data Processing and Database Design, File Organization and Relational Analysis; Decision Support System, Personal/Distributed Computing and Local Area Network.

**Unit V Planning and Scheduling Functions in CIM System: 6**

Aggregate Production Planning (APP), Master Production Schedule (MPS), Material Requirement Planning (MRP), Capacity Requirement Planning (CRP), Manufacturing Resource Planning (MRPII), Just-In-time Production Systems and Concept of Enterprise Resource Planning (ERP).

**Unit VI Automated Material Handling Systems & Advanced Manufacturing Systems 6**

Industrial Robots, Conveyors, AGVs, Automatic Storage and Retrieval Systems; Lean Manufacturing Systems, Agile Manufacturing Systems, Reconfigurable Manufacturing Systems, Holonic Manufacturing Systems and Agent-Based Manufacturing Systems.

**References:**

1. Groover, M.P: "Automation, Production System and CIM"- Prentice-Hall of India.
2. Vajpayee, "Principles of CIM" - Prentice-Hall of India.
3. Ranky, Paul G: "Computer Integrated Manufacturing"- Prentice-Hall of India.
4. David Bedworth: "Computer Integrated Design and Manufacturing" -TMH, New Delhi.
5. CAD/CAM/CIM. P. Radhakrishnan& S. Subranarayan. New age international publishers.



# **Generic Elective (any one)**





**MBA II**  
**MGE201 Taxation Planning and Management**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 2 | 0 | 0 | 2       |

**Course Outcomes**

On successful completion of the course, students will be able to:

1. Apply analytical reasoning tools to assess how taxes affect economic decisions for all taxpaying entities.
2. Develop a fundamental understanding of the components of taxable income determination across taxable entities so that the student builds a foundation for effectively learning future tax laws in order to implement future tax compliance and planning strategies
3. Draw supportable conclusions regarding tax issues by using research skills (including accessing and interpreting sources of authoritative support) to identify and evaluate strengths, weaknesses and opportunities
4. Communicate tax conclusions and recommendations in a clear and concise manner to relevant stakeholders.
5. Develop technological skills necessary to undertake tax planning, compliance and research strategies.

**Unit I: Income Tax**

6

Introduction of Income Tax Act, Concept, introduction, definition under income tax laws, Heads of Income, Income from salary, Income from house property, Income from business/ profession, Income from capital gains, Income from other sources, Deductions allowed, Exemptions from taxable income.

**Unit II: Tax Returns**

6

Filing of income tax returns, Assessment procedure of individual/ partnership firms/ companies/ cooperative societies/trust, Payment methods of Tax-Self assessment tax, Advance tax, Tax for regular assessment, TDS- Appeal filing procedure, various tax authorities. Advance ruling system.

**Unit III: Value Added Tax**

6

Introduction, Definitions, input credit mechanism, Calculation of VAT, Works contracting provisions, Filling of returns, Forms under VAT act. Intersect transactions, declared goods- Exempted transfer, Authorities and Jurisdiction.

**Unit IV: Central Sales Tax**

6

Introduction, Definitions, Interstate transactions, Exempted transfers, CST calculation, filling of returns/ Forms, Declared goods, Jurisdictions and authorities.

**Unit V: Service Tax Act & Other Tax Laws**

6

Introduction, Definitions, Services under tax net, Calculation of service tax, Input tax mechanism, Advance ruling. **Excise Provisions:** -Excise provisions applicable to all. **Wealth tax** :-Definition, taxable wealth calculation method, **Custom Act, Profession tax**- Introduction and Provisions, **Luxury tax provisions**- P.T and L.T.

**Unit VI: Goods and Services Tax**

6

Taxes on various goods, Tax replaced, Taxation Scheme, Effects & Impacts, Goods and Services Tax Network (GSTN).



**Text Books:**

1. Dr. V. K. Singhania: Students Guide to Income-tax including Service Tax/VAT; Taxmann Publications Pvt. Ltd., 59/32, New Rohtak Road, New Delhi – 110 005 (Edition based on provisions applicable for AY 2014-15)

**Reference Books:**

1. Girish Ahuja and: Systematic Approach to Income-tax, Service Tax and VAT; Bharat Law Ravi Gupta House, T-1/95, Mangolpuri Industrial Area, Phase I, New Delhi-110 083. (Edition based on provisions applicable for AY 2014-15)
2. B. B. Lal and N. Vashist: Direct Taxes, Income Tax, Wealth Tax and Tax Planning; Darling Kindersley (India) Pvt. Ltd., 482, FIE, Patparganj, Delhi. -110092 (Edition based on provisions applicable for AY 2014-15)
3. Dr. H. C. Mehrotra and: Direct Taxes (with Tax Planning); Sahitya Bhawan, Agra. (Edition based Dr. S.P. Goyal on provisions applicable for AY 2014-15)
4. Girish Ahuja and: Professional Approach to Direct Taxes Law & Practice; Bharat Publications Ravi Gupta (Edition based on provisions applicable for AY 2014-15)
5. Vikas Mundra: Tax Laws and Practices; Law Point publications, 6C, R.N. Mukherjee Road, Kolkata- 700001 (edition based on provisions applicable for AY 2014-15)
6. V. S. Datey: Service Tax Ready Reckoner; Taxmann Publications, 59/32, New Rohtak Road, New Delhi
7. J. K. Mittal: Law, Practice & Procedure of Service Tax; CCH India, (Walters Kluwer (India) Pvt. Ltd.), 501-A, Devika Tower, 6 Nehru Place, New Delhi.
8. Balram Sangal and: All India VAT manual (4 Vols.); Commercial Law Publisheres (India) Pvt., Jagdish Rai Goel Ltd., 151, Rajindra Market, Opp. Tis Hazari Courts, Delhi – 110 054
9. Vikas Mundra: Tax Laws and Practices; Law Point publications, 6C R.N. Mukherjee Road, Kolkata- 700001 (edition based on provisions applicable for AY 2014-15)





**MBA II**  
**MGE202 Healthcare and Hospital Management**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 2 | 0 | 0 | 2       |

**Course Outcomes**

On successful completion of the course, students will be able to:

1. Building competencies and provides expertise for hospital & healthcare management, operations and administration through learning of Hospital core and Support Services.
2. Provide the students an intensive, stimulating and challenging learning experience in the management and administration of Hospitals.
3. Acquaint the Students about Health Policy and Health Care Systems.
4. Acquaint the Students about different important services needed in a Hospital.

**Unit II- Hospital Planning****6**

Concept of Hospital; Meaning and Definition of Hospital; Departments in a Hospital; Functions of a Hospital; Aspects of the Hospital Services, Line Services, Supportive Services, Auxiliary Services; Planning for a New Hospital; Guiding Principles in Planning Hospital Facilities and Services, High Quality Patient Care, Effective Community Orientation, Economic Viability, Sound Architectural Plans; Preliminary Survey; Study of Existing Hospital Facilities; Study of Required Staff and Services; Financial Planning, Constructing. Meaning of Records Management; Importance of Records Management

**Unit II- Health Policy and Health Care Systems****6**

Health Policy: Health Policy – Meaning and Need; National Health Policy – Features; Current Scenario; National Health Programmes in India. Health Care: Concept of Healthcare; Health Care System, Goals of Health Care System, Brief History of Health Care System; Few Facts and Figures of Health System Challenges; Building Blocks of a Health Care System; Levels: Primary, Secondary and Tertiary; Present Status of Primary Health Care in India.

**Unit III- Hospital Services****6**

Introduction, Functional Areas- Front Office Services: Objectives of the Front Office Department, Inpatient Services: Divisions of Inpatient Services, Wards and Rooms, Accident and Emergency Services: Concept of Emergency Department; Billing Services, Radiology and Imaging Services, Operation Theatre: Definition of Operating Department; Objectives of the Operating Department; Location. Understanding Supportive Services: Need and Significance of Supportive Services; Nutrition and Dietary Services: Meaning, Pharmacy, Hospital Engineering and Maintenance, Electrical Supply, Water Supply, Medical Gas Pipelines, Plumbing, Sanitation, Air-conditioning System, Hot Water and Steam Supply, Communication System, Biomedical Engineering Department, Laundry Services, Housekeeping Services.

**Unit IV- Hospital Management and Law****6**

Law Pertaining to Health- Registration of Births and Deaths Act, 1969, Laws Pertaining to Establishment, Registration and Regulation of Health Care Organisation, The Indian Medical Council Act, 1956 – Definitions related to Rules and Regulations for Hospitals, Registration and Regulation of Health Care Organisation, PNDT Act, 1994 and MTP Act, 2003: PNDT Act, Commencement, Definitions, Pre-Natal Diagnostic Techniques (Regulation and Prevention of Misuse) Amendment Act, 2002,

**Text Books-**

1. Kunders G.D. – “Hospitals Facilities, Planning and Management, Tata McGraw Hill, Publishing Company Ltd. New Delhi.

**Reference books:**

1. Francis C.M. and Mario C de Souza – Hospital Administration, Jaypee Brothers, Medical Publishers (P) Ltd., New Delhi.
2. Hospital Management Paperback – 2011 by Dr. S.M. Jha, Himalaya Publishing company.
3. Principles Of Hospital Administration And Planning Paperback – 2009 by Sakharkar, Jaypee Publication.





**MBA II**  
**MGE203 Mentoring and Coaching**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 2 | 0 | 0 | 2       |

**Course Outcomes**

On successful completion of the course, students will be able to:

1. Evaluate the benefits of coaching and mentoring to an organization
2. Assess how coaching and mentoring programmes support business objective.
3. Develop guidelines and protocols for programmes based on accepted coaching and mentoring theory and practice.
4. Conduct formal and informal coaching conversations and begin to understand formal coaching relationships.
5. Evaluate the impact to an organisation of establishing coaching and mentoring culture

**Unit I: Overview of coaching**

6

Introduction, Concept, A History of Life and Business Coaching v Therapy, Counseling, Training, and Mentoring, Coaching process

**Unit II: Coaching Principles**

6

Characteristics of a Successful Coach, Essential Coaching Skills, coaching relationship, coaching models, core coaching competencies Cognitive Behavioral Coaching, Focused Coaching

**Unit III: Coaching and Change**

6

The nature of change, Transitions, Resistance to coaching and change, Coaching and Learning, Coaching and adult learning principles, Learning styles, Emotions and learning, Goal setting, Develop Strategies to achieve the goals, Action steps.

**Unit IV: Values and Belief Systems**

6

The significance of values, Approaches to values elicitation, importance of beliefs Business Coaching, Team coaching

**Unit V Mentoring**

6

Introduction, concept, Mentoring skills, Management of mentoring. Mentoring practices, Mentor- Mentee relationship.

**Unit VI Learning**

6

Logic and Process of Learning, Principles of Learning, Individual differences in learning, Learning management system, Skills of an Effective mentor.

**Text book**

1. Carol Wilson, Performance Coaching Kogan Page 2<sup>nd</sup> edition 2014

**Reference books**

1. Raymond A Noe Employee Training & Development Tata McGraw Hill Education 2009
2. Dr. B. Janakiram Training & Development biztantra 2012
3. Elaiene Biech Training & Development A Wiley Brand 2015,
4. Trvelove, Steve, Handbook of Training and Development, Blackwell Business. 2009



**MBA II**  
**MGE204: Warehouse Management**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 2 | 0 | 0 | 2       |

**Course Outcomes: -**

- 1) Understand the fundamental concepts of warehouse management.
- 2) Taking decisions related to designing warehouse layout.
- 3) Effectively analyze different processes performed for managing warehouses.
- 4) Develop an understanding and application of warehouse management system.
- 5) Demonstrate the role & importance of inventory & transportation in warehouse Management.

**Unit I Introduction to Warehouse Management** 6

Warehousing & Its characteristics, Evolution from store to warehouse, Purpose & Role of Warehouses, Types of Warehouses, Storage Policies, Terminologies in warehousing

**Unit II Warehouse Layout & Design** 6

Introduction to warehousing process, Warehouse Receiving, Warehousing functions, Warehouse Design, Elements & Principles of Warehouse Design, Dynamics of Warehouse Design, Warehouse Layout Scenario

**Unit III Warehouse Processes** 6

Receipt/ Inward Process, Roles & Responsibilities of Inward Operator, Performance Measurement standards, Performed in the put away area, Storage Techniques, Roles & Responsibilities of put-away operator, Dispatch Process, Activities Performed in Dispatch Operations, Roles & Responsibilities of Dispatch Operator

**Unit IV Material Handling, Ergonomics and Interpretation of Labels** 6

Material Handling, Ergonomics, Labeling Process, Importance of Labeling, Label Interpretation Marking on Packages

**Unit V Warehouse Management System (WMS)** 6

Introduction to WMS, WMS Applications in the warehouse facility, WMS Applications in the warehouse System, Physical Audit Procedures

**Unit VI Inventory Management & Transportation** 6

Inventory Counting, Inventory Classification, Reconciliation of Stock, Transportation System, Modes of Transportation, Freight Carriages in Transportation, Types of freight, Multimodal Transportation

**Text Book: -**

1. J.P. Saxena, "Warehouse Management and Inventory Control", Vikas Publishing House, 1<sup>st</sup> edition 2012

**References: -**

1. Stuart Emmett, "Excellence in Warehouse Management: how to minimize costs and maximize value", Wiley Publications, 1<sup>st</sup> edition, 2012
2. J. R. Tony Arnold, Stephen N. Chapman, Lloyd M. Clive "Introduction to Materials Management", Prentice Hall India Publications, 2<sup>nd</sup> edition 2012.
3. Sunil Chopra & Peter Meindl, "Supply Chain Management – Strategy, Planning & Operation", Pearson Education, New Delhi, 6<sup>th</sup> Edition, 2016
4. P. Narayan, Jaya Subramanian, "Inventory Management: Principles and Practices", Excel Books, 2012
5. F. Robert Jacobs & Richard Chase, "Operations and Supply Chain Management", McGraw Hill Education, 14<sup>th</sup> edition, 2017
6. Gwynne Richards, "Warehouse Management: a complete guide to improving efficiency and minimizing costs in the modern warehouse", Kogan Publications, 2<sup>nd</sup> Edition, 2014



**MBA II**  
**MGE205: Mall Management**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 2 | 0 | 0 | 2       |

**Unit-I Introduction** 6  
 Concept of shopping mall, Growth of malls in India, Mall positioning strategies, Strategic planning for malls.

**Unit-II Aspect in Mall Management** 6  
 Concepts in mall design, Factors influencing malls' establishment, Recovery management, Aspect in finance, Human resources, Security and accounting, Legal compliances and issues, Measuring mall performance.

**Unit-III Mall Operations** 6  
 Store allocation, Leasing negotiations, Maintenance and repairs, Security and safety procedures and regulations, Operational activities, Footfalls measurement, Common area management.

**Unit-IV Tenant Management** 6  
 Selection of anchor tenant, Tenant mix, Types of retail formats, Multiplexes, Food courts, Branded stores, Specialty stores, Hypermarkets, Supermarkets, Mall resource allocation, Owner-tenant relationship.

**Unit 5: Marketing and promotional activities for malls** 6  
 Classification of marketing activities, marketing and promotion during planning and construction phase, launch and operations phase, targeting tenants and customers

**Unit 6: Regulatory framework for malls** 6  
 Shops and establishment act, environmental regulations for malls, mall insurance, labour laws concerning malls.

**Text book**

1. Mall Management, SINGH, Tata McGraw-Hill Education

**Reference books**

1. Shopping Centers and Other Retail Properties: Investment, Development, Financing, and Management John Robert White, Kevin D. Gray



**MBA II**  
**MGE206 Change Management**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 2 | 0 | 0 | 2       |

**Course Outcomes**

On successful completion of the course, students will be able to:

1. Describe in general terms a number of change management theories and how they might apply in practice.
2. Articulate what change management is and why it is important in the contemporary business environment.
3. Discriminate between different types of change process for different purposes and outcomes.
4. Identify the steps in putting together an effective change management plan.
5. Apply critical thinking and problem solving skills to the analysis and resolution of change problems

**Unit I Introduction & levels of change.** **6**

Importance, imperatives of change, forces of change. Causes- social, economic, technological and organizational. Organizational culture & change. Types & Models of change Action research, Expanded Process Model., A.J. Leavitt's model,

**Unit II Understanding the Change Challenge** **6**

Change Management for Sustainability, Change within the Individual, individual capacities and confidence, the emergence of new internal belief systems, the adoption of new habits, a shift in mood, Ego defenses and creating change

**Unit III Change & its implementation.** **6**

individual change: concept, need, importance & risk of not having individual perspective. Team Change – concept, need, importance & limitation Change & its impact, Resistance to change & sources- sources of individual resistance, sources of organizational resistance

**Unit IV Overcoming Resistance to change** **6**

Manifestations of resistance, Six box model Minimizing RTC. OD Interventions to overcome change- meaning and importance, Team intervention, Role analysis Technique, T-group, Job expectations technique, Behaviour modification, managing role stress.

**Unit V Effective implementation of change** **6**

Change agents and effective change programs. Systematic approach to change, client & consultant relationship, Classic skills for leaders case study on smart change leaders, case lets on Action research.

**Unit VI Managing personal transitions** **6**

The Social Readjustment Ratings Scale, Change Transition Model Stages of psychological reaction to change, facilitating employee change transitions, change intervention styles

**Text book**

- 2) French, W.L. and Bell, C.H., Organization development, Prentice-Hall, New Delhi.2014

**Reference books**

- 3) Cummings, T. G., organization development and change, South Western. 10<sup>th</sup> edition 2014
- 4) Fred Luthans- Organisational Behaviour an Evidence based Approach 12<sup>th</sup> Edition McGraw Hill 2012
- 5) Dipak kumar Bhattacharya Organizational change & development OUP India publisher 2011
- 6) K.Ashwathapa- Management & OB, HRM Mc Graw hill 2015



**MBA II**  
**MGE207: Commodity Markets**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 2 | 0 | 0 | 2       |

**Course Outcomes:**

1. Explore the fundamental concepts of commodity market & derivative market.
2. Apply their knowledge of financial markets.
3. Understand the dynamics of commodity exchange.
4. Get familiar with various commodities.
5. Understand the workings of commodity market & derivative market.
6. Get an aware with necessity of investment knowledge.

**Unit I: Introduction to Commodity Market****6**

Meaning, History & Origin, Types of Commodities Traded, Structure of Commodities Market in India, Participants in Commodities Market, Trading in Commodities in India (Cash & Derivative Segment), Commodity Exchanges in India & Abroad, Reasons for Investing in Commodities.

**Unit II: Strengthening commodity markets in India****6**

Role of Government, Role of Commodity Exchanges, Other Institutions, Training & development of Dealers

**Unit III: Commodity Exchanges****6**

Function & Role, Trading & Clearing methods, Commodity futures, Commodity Specific Exchanges Vs Multi Commodity Exchanges

**Unit IV: Commodity Market in India****6**

Commodity Exchanges in India, Role of Information in Commodity Markets, Linkages between equity markets and commodity markets, Commodity markets – Logistics and Warehousing

**Unit V: Introduction to Derivatives Market****6**

Meaning, History & Origin, Elements of a Derivative Contract, Factors Driving Growth of Derivatives Market, Types of Derivatives, Types of Underlying Assets, Participants in Derivatives Market, Advantages & Disadvantages of Trading in Derivatives Market, Current Volumes of Derivative Trade in India, Difference between Forwards & Futures.

**Unit VI: Futures and Hedging****6**

Futures Contract Specification, Terminologies, Concept of Convergence, Relationship between Futures Price & Expected Spot Price **Hedging:** Speculation & Arbitrage using Futures, Long Hedge – Short Hedge, Cash & Carry Arbitrage, Reverse Cash & Carry Arbitrage, Payoff Charts & Diagrams for Futures Contract, Perfect & Imperfect Hedge

**Text Book:**

1. Rangarajan K, Derivatives: Principles Practice, McGraw Hill, Second Edition, 2011.

**Reference Books:**

1. Robert L. McDonald, Fundamental of Derivative Market, Pearson, 1<sup>st</sup> edition, 2009.
2. John C. Hull & Basu -Futures, options & other derivatives
3. John Hull, Fundamentals of futures & options
4. Ankit Gala & Jitendra Gala, Guide to Indian Commodity market, Buzzing stock publishing house
5. K. Sasidharan & Alex K. Mathews, Option trading – bull market strategies, McGraw Hill publication
6. Niti Chatnani, Commodity markets, McGraw Hill Publication

**MBA II**  
**MGE208: Food Retail Management**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 2 | 0 | 0 | 2       |

**Course Outcomes:**

After successful completion of course, students will be able to:

1. Identify variables for vast International Food Markets.
2. Analyses trends in Food Retailing.
3. Measure the brand value of Food Retail organizations and their products.
4. Analyses the challenges present in Food Retail operation and develop CRM strategy for food retail companies.
5. Follow appropriate law of conducting food business.
6. Analyze the opportunities and threat associated with GMO Foods.

**Unit I: Global Food Market**

6

Introduction to Global Food market, India's Competitive Position in World Food Trade, Foreign Investment in Global Food Industry, Supply/demand balance, free trade and nations self-sufficiency. International Food Safety and Environmental Sustainability. Understanding food preference of global Consumer, Food consumption and Expenditure pattern, Demographic and Psychographic factors affecting Food Pattern.

**Unit II: Trends in Food Retailing**

6

Food Retailing, Value Chain in Food Retailing, Principal trends in food wholesaling and retailing, competition and pricing in food retailing, market implications of new retail developments.

**Unit III: 4 Ps in Food Retail Management**

6

4 P's in Food Retail Management, Brand Management in Retailing, Merchandise pricing, Pricing Strategies used in conventional and non-conventional food retailing, Public distribution system, Promotion mix for food retailing, Management of sales promotion and Publicity, Advertisement Strategies for food retailers.

**Unit IV: Managing Retail Operation**

6

Managing Retail Operations, Managing Retailers' Finances, Merchandise buying and handling, Merchandise Pricing, Logistics, and procurement of Food products and Handling Transportation of Food Products.

**Unit V: Issues in Retailing**

6

Customer Relationship Management, Managing Human Resources in retailing, Legal and Ethical issues in Retailing. Non Store Retailing

**Unit VI: Food Safety and Standard**

6

Food Safety and environmental sustainability ie, GMO Food, Food Poisoning; FSSAI, ISO 22000, Fruit Product Order (FPO), Law of essential commodity act 1955 and its amendments

**Text Book:**

1. Berman & Evans. Retail Management: A Strategic Approach. 12th Ed. Prentice Hall of India, 2014

**Reference Books:**

1. Cox. 2014. *Retailing: An Introduction*. 7th Ed. Pearson Edu., 2014
2. Levy M & Weitz BW. *Retailing Management*. 7th Ed. McGraw Hill, 2014





**MBA II**  
**MGE209: Human Resource Audit**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 2 | 0 | 0 | 2       |

**Course outcomes**

After successful completion of course, students will be able to:

1. Gain knowledge about a systematic methodology for evaluating HRD.
2. Demonstrate knowledge in examining the adequacy and appropriateness of the HRD systems, structures, styles, culture, and competencies.
3. Design & prepare Human Resource Audit Report
4. Identify the gaps between the current state and the standard.
5. Conduct the Human Resource Audit for the organization

**Unit- I. Human Resource Audit****6**

Good HR Practices, Elements of Good HRD, Role of Human resource audit in business environment, HR Audit Objectives, Concepts, Components, Need, Benefits, Importance, Methods, Audit process and Issues in HR, HRD Strategies, HRD Styles and culture, HRD Structures & Systems.

**Unit – II Human Resource Costs / Investments****6**

Human Resource Costs, the Monetary Value Approach, Non-Monetary value Based Approaches Investment in employees HR Accounting

**Unit- IV HRD Audit Methodology and Issues****6**

Methodology and instruments of HR Audit, Interviews, Observation, Questionnaires, HRD Scorecard, Writing the HRD Audit report, Designing and Using HRD Audit for Business Improvement

**Unit- V Human Resource Audit Report****6**

Essentials of HR Audit Report, Purpose, Report Design, Preparation of report, Use of HR Audit report for business improvement, HRD audit instruments, HR Scorecard, effectiveness of HRD Audit as an intervention.

**Unit-5 Comprehensive HR Audit****6**

Audit of business strategy, business goals & assumptions, Audit of employee turnover, labour laws compliances. HR Audit checklist

**Unit-6 Audit of HR Competencies****6**

Definition of competency, Communication competency, Strategic action competency, Global awareness, Self-management competency, Techniques of audit of competency, Recent advancements in Human Resource Audit and Accounting.

**Text Book**

1. Rao, T.V. HRD Audit Sage Publication 2009.

**Reference books**

1. Rao T.V. HRD Scorecard 2500 New Delhi: Response Books 2008
2. Udai Pareek and Rao T V Designing and Managing Human Resource Systems New Delhi: Oxford & IBH Publishing Co. 2003
3. Eric G. Flamholtz, Human Resource Accounting advances in concepts, Methods, and Applications, Kluwer Academic Publishers 2010
4. Arun Sekhri . Human Resource Planning & Audit, Himalaya Publication, 2016



**MBA II**  
**MGE210 Small scales industries management**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 2 | 0 | 0 | 2       |

**Course Outcomes:**

After successful completion of course, students will be able to:

1. Understand small businesses and supporting organizations for its setup.
2. Identify Business Opportunities and plan according to survey.
3. Prepare project and develop the report according to planned idea and market.
4. Analyze the basic aspects of business and understand better to prepare for the same.
5. To understand the Legal laws governing the business and environment.
6. Analyze the other business considerations which are also important.

**UNIT I: Small Industry: Meaning and importance –**

4

Definition of small industrial unit -role of small scale industry in India, Economy - Small industry less than five years plans - Products reserved for small scale industrial units. Start ups

**UNIT II: Steps for Starting Small Industry:**

4

Decisions to become entrepreneur - Steps to be taken - Search for a business idea, source of ideas, idea processing, selection idea, input requirements - Preparation of project report feasibility study - Location - Selection of type of organisation - Size of the unit Preparation of project port guidelines -Factory design and layout - Legal formalities for registration and licensing.

**UNIT III: Incentives and subsidies:**

4

Policy initiatives for entrepreneurial growth - Meaning of incentives and subsidies -Need for incentives/ under the licensing problems - Schemes of incentives in operation - Incentives under the licensing regulations - Incentives for development of backward areas - Subsidies consultancy service, marketing studies - and indigenous technology; Machinery on hire purchase or on lease -Transport subsidies - Seed capital assistance, Taxation benefits to small scale units - New pastures for industrial development - Exploring export possibilities - Institutional set up for export assistance -Export incentives.

**UNIT IV: Finance and Production Planning:**

4

Financial requirements - Structure and management of fixed and working capital - Sources of capital - Financial institutions problems in financing a small scale unit: Production Planning: Size of plant - Production mix - Costs of production - Production facilities and their optimum utilization procurement of raw material - Problems involved Role of Government in supplying Machinery and raw materials.

**UNIT V: Marketing and Manpower planning Etc.:**

4

Methods for pricing, Distribution - competition - Sales Management Role of Government - Export Assistance: Manpower Planning: Source of manpower - Requirement and turnover absenteeism - Compensation and welfare measures - Grievances disputes - settlement machinery; Sickings in Small Industry: Diagnosis and measurements, causes and consequences - Remedial measures.

**UNIT-VI Legal Aspects and Environmental Considerations**

4

Elementary knowledge of Income Tax, Sales Tax, Patent Rules, Excise Rules, Factory Act and Payment of Wages Act, Environmental considerations, Concept of ecology and environment, Factors contributing to Air, Water, Noise pollution, Air, water and noise pollution standards and control, Personal Protection Equipment (PPEs) for safety at work places.





**Text Book**

1. R.K. Khan, . Management of small scale industries Sultanchand publication

**Reference Books**

2. CB Gupta and P Srinivasan, Sultan Chand and Sons, Entrepreneurship Development
3. Reddy & Reddy Sickness in small scale industries Himalaya Publication
4. Thakur Kailash, Environmental Protection Law and policy in India: Deep and Deep Publications, New Delhi.
5. PM Bhandari Handbook of Small Scale Industry Vikas Publication



**MBA II**  
**MGE211: Total Quality Management**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 2 | 0 | 0 | 2       |

**Course Outcomes**

1. Understand the fundamental principles of Total Quality Management.
2. Develop an understanding on various ISO standards and quality systems.
3. Apply the tools and techniques of quality management to manufacturing and services processes.
4. Develop analytical skills for investigating and analyzing quality management issues in the industry and suggest implementable solutions to those.

**Unit I Quality Concepts**

4

An overview of Quality, global scenario from quality perspective- Customer focused quality, Quality as strategy, Quality process, Quality as a process philosophy, Quality Terms, Drivers of Quality, Quality Organization. Costs of quality, balance between cost of quality and value of quality

**Unit II Total Quality Management & Quality Certifications**

4

An overview of TQM, Elements of TQM, Importance and evolution of TQM, TQM & organizational Cultural Change, PDCA Cycle, Quality Circle, Quality certifications ISO 9000: 2000, QS 14000, QS 9000 & other standards

**Unit III Quality Improvement Tools**

4

The Pareto Chart, Cause Effect Diagram, Check Sheet, Histogram, Scatter Diagram, Control Charts, Application of seven quality control tool in Six Sigma

**Unit IV Poka Yoke & Kaizen**

4

Poka Yoke philosophy, defects and its impact, principles of Poka Yoke, defect detection and prevention strategies, approaches to mistake proofing, Kaizen Philosophy, Kaizen's Ten-Step Process, Benefits of Kaizen, Conditions for successful implementation of Kaizen Strategy

**Unit V Breakthrough Improvement & Benchmarking**

4

Introduction, Invention & Innovation, Creativity, Brainstorming, Theory of Inventive Problem Solving, Value Analysis, Benchmarking, Types of Benchmarking, Designing Benchmarking Process, Prerequisites of Benchmarking

**Unit VI Quality Assurance & Control**

4

Quality Assurance, Designing Quality Assurance System, Quality Policy, Quality Manual, Inspection & Testing, Economic models for Quality Assurance, Process Capability, Quality Auditing, Stages in Quality Audit Program

**Text Book:-**

Poornima M. Charantimath "Total Quality Management", Pearson Education, New Delhi, 2<sup>nd</sup> edition 2015

**References:**

1. Dale H. Besterfield, Carol Besterfield, Mich. Besterfield, Mary Besterfield, "Total Quality Management", Pearson Education Publications, 4<sup>th</sup> edition 2011.
2. Barrie Date and W. John, "Managing Quality", Wileyindia Publications, 5<sup>th</sup> edition, 2012
3. Mikel Harry, Richard Schroeder, Doubleday, Six Sigma, Random House Inc. New York,
4. R. P. Mohanty & R. R. Lakhe, Handbook of Total Quality Management, Jaico Publishing House



**MBA II**  
**MGE213: Search Engine Optimization**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 2 | 0 | 0 | 2       |

**Course Objectives:**

1. Promote the search engine ranking of site by implementing the best practices.
2. Achieve impressive results through inbound marketing by applying SEO strategies.
3. Understand new SEO innovations and changing search engine trends.
4. Use Google Analytics and other metrics and tools to monitor progress in achieving search engine marketing goals.

**Unit I SEO Analysis of Website**

6

What is Domain, Basic Knowledge of World Wide Web, Difference between Portal and Search Engines, what is SEO, Types of SEO Techniques, Black hat techniques, White Hat techniques, How Search Engine works, Website Analysis, SEO Competition Analysis, Keyword Research, Keyword Finalize, Search Engine Optimization Strategy Analysis, Initial Ranking analysis

**Unit II On page SEO Optimization**

6

Website Structure Optimization, Content Optimization, Image Optimization, HTML code optimization, Meta tag creation & optimization, HTML Sitemap creation, Web master tools, Analytics Setup & Monitoring, Robots.txt Optimization, RSS Feed Generation, Off Page SEO Optimization: Google Base Optimization (Google My Business), Reputation building, Book marking, SEO Content writing, Quality link building, Article submission, Press Release Creation, Blog commenting, Forum posting

**Unit III Social Media Optimization & Marketing**

6

Social bookmarking, Social Networking Profiles creations, Social Networking Profile Optimizations, Content Sharing Optimization, Video Optimizations, Social media advertising (PPC), Blogging, Blog Optimization

**Unit IV Search Engine Marketing**

6

Slide submission, pay per click (PPC) campaigns, Search Engine Marketing Research, Video Marketing, Image marketing

**Unit V Reputation Building**

6

Authority building, Trust building, Relationship building, Mentions, Tagging, Profile optimization, Profile building

**Unit VI Conversion Optimization**

6

Conversion analysis, Conversion Tracking, Conversion Creation, Conversion building, CTR Improvements tactics, ROI conversion optimization

**Text Books:**

1. Damian Ryan, Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page; 3 editions, 2014

**Reference Books:**

1. Alan Charles worth Digital Marketing: A Practical Approach, Routledge; 2 editions 2014.
2. Eric Enge, Stephan Spencer and Jessie Stricchiola "The Art of SEO: Mastering Search Engine Optimization" 3rd Edition, O'Reilly Publications
3. Adam Clarke, Search engine optimization 2017: Learn SEO with smart internet marketing strategies, Simple Effective Publishing



**MBA II**  
**MGE214 Marketing Analytics**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 2 | 0 | 0 | 2       |

**Course Objectives:**

Upon completion of this course, students should be able to

1. Understand the needs of marketing managers for marketing intelligence;
2. Determine and react to the objectives set for marketing analytics projects;
3. Identify the type of analyses that will best help achieve the objectives;
4. To manage and execute marketing analytics projects;

**Unit 1. Preparing data for Marketing Analytics****4**

Introduction to marketing analytics, Slicing and Dicing Marketing Data with pivot tables, summarizing marketing data using combination charts, histogram and statistical functions, creating basic reports

**Unit 2. Pricing****4**

Estimating demand curves and optimizing price, price bundling, non -linear pricing, revenue management.

**Unit 3. Customer Value****4**

Customer life time value, measuring sensitivity analysis, using customer value to value a business and Monte Carlo simulation

**Unit 4. Market Segmentation**

Cluster analysis, collaborative filtering, using classification trees for segmentation

**Unit 5. Retailing****4**

Computing lift for two products, RFM analysis and optimizing direct mail campaigns, allocating retail space and sales resources.

**Unit 6. Advertising****4**

Measuring effectiveness of advertising -Ad Stock Model, Media selection models, Monte Carlo Media Allocation simulation

**Text Book:**

1. Marketing Analytics, Wayne L. Winston, Wiley India Pvt. Ltd. Reprint 2016

**Reference books:**

2. Cutting Edge Marketing Analytics: Real World Cases and Data Sets for Hands On Learning, Rajkumar Venkatesan, Pearson FT Press; 1 edition, 2014
3. Allenby & Brazell, Seven Summits of Marketing Research: Decision-Based Analytics for Marketing's Toughest Problems, 2015 (free download)





**MBA II**  
**MGE215: Tourism Management**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 2 | 0 | 0 | 2       |

**Course Outcomes**

1. Use knowledge and skills associated with problem solving, creative and critical thinking, reflection and decision making to function effectively in the classroom, community and industry.
2. Lead with the knowledge that the foundation of tourism is based on the respect for the host culture with the responsibility to perpetuate the unique values, traditions, and practices of that place.
3. To develop a range of leadership skills and abilities such as motivating others, leading changes, and resolving conflict
4. Gain supervisory skills and competencies necessary to meet the needs of the ever demanding Travel and Tourism Industry.
5. Recognize the importance of outstanding guest service quality, server-guest relationships, and ethics

**Unit I Tourism Concepts & Principles****6**

Introduction: What is Tourism? Definitions and Concepts, tourist destination, services and industry, Types of Tourists, Visitor, Traveller, Tourism Products & Attraction: Nature, Characteristics and Components of Tourism Industry. Elements, Types and Forms of Tourism Inter-regional and intra-regional tourism, inbound and outbound tourism, domestic, international tourism. Forms of Tourism, Tourist Transportation.

**Unit II Travel Agency Management****6**

Travel formalities: Travel Formalities: Passport, Visa, Health requirements, taxes, customs, currency, travel insurance, baggage and airport information. Travel Agency and Tour Operation Business: History, Growth, and present status of Travel Agency. Definition of Travel Agency and differentiation between Travel Agency and Tour Operation business. Travel Agency and Tour Operators: Linkages and arrangements with hotels, airlines and transport agencies and other segments of tourism sector, Functions of a Travel Agent and Tour Operator

**Unit III Tourism Policy and Planning****6**

Introduction: Concept of Policy, Formulating tourism policy, Role of government, public and private sectors, Role of international multinational, state and local tourism organizations in carrying out tourism policies. Tourism Policy, Understanding Tourism Planning

**Unit IV Tourism Marketing****6**

Marketing, Analysis and selection of market (STP), Marketing Strategies, Planning marketing programmes, Tourism Marketing: Service characteristics of tourism. Unique features of tourist demand and tourism product, Tourism marketing mix. Marketing of Tourism. Services: Marketing of Airlines, Hotel, Resort, Travel Agencies and other tourism related Services- Challenges and strategies.

**Unit V Tour Operation Management****6**

Preparing for Work in Travel Operation: Appearance of Staff, working area, Agencies internal environment, Checklist for display areas, Health and safety at work; Stationary, Printing and office supplies, Effective communication in Travel Agency: Use of Telephone, Use of Telelx & Fax, special Handling of business correspondence, Method of Taking Care of Customers. Domestic Counter International, Travel Counter, Tour Costing: Methodology of Quotation Preparation and preparation of sample quotation for tour operation with various plans and services.



**Unit VI Introduction to Hospitality industry & its distinctive characteristics** 6 inflexibility, perishability, fixed location, relatively large financial investment. Future trends in Hospitality Industry – Usage of CRS in Hotel Industry, operational usage through chain of hotels. Role of Associations in hospitality management- Functions and operations.

**Text book:**

1. Philip Kotler, "Marketing for hospitality and Tourism" Pearson Education Asia, 2003
2. Philip Kotler, Kevin Lane Keller – "Marketing Management" Pearson Publications – 15th Edition – 2016.
3. Kahiri Keka, "Tourism and hospitality services an introduction" The Icfai University Press.2005

**Reference books:**

1. Choudhari J.S., "A study of commercial economic aspects of tourism and hotel industry at hill station" Abhay Prakashan Kanpur, 2010
2. Negi, 'Hotels for Tourism Development', S.Chand, New Delhi.
3. Suresh K, "Travel and Tourism Challenges and Opportunities" The Icfai University Press, 2004.





**MBA II**  
**MGE216 Export – Import Procedure & Documentation**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 2 | 0 | 0 | 2       |

**Course Outcomes**

- 1) Providing an overall perspective on import & export management.
- 2) Developing an understanding towards export and import procedure and documentation.
- 3) Developing analytical skills for processing of export order.
- 4) Identifying & managing risk involves in the import & export transactions.

**Unit No. I Import-Export Management: Overview 6**

Import Export Management, Foreign Trade - Institutional Framework; India's foreign trade policy Simplification of Document; Reduction in Document to Five for Custom Purpose; Exporting; Importing Counter Trade; the Promise and Pitfall of Exporting; Improving Export Performance; Counter Trade, Concept of EPZ/FTZ and 100% EOUs

**Unit No. 2 Export and Import Procedure and Documentation 6**

Export and Import Financing Procedures; 14 Steps for Conducting Export Transaction; Export Assistance; Export-Import Primary Consideration, Freight Forwarder's Powers of Attorney, Bill of Lading, Certificates of Origin, Letter of Credit.

**Unit No. 3 Processing of Export Order 6**

Processing of Export Order; Examination and Confirmation of Export Order; Central Excise Clearance; Pre Shipment Inspection, Appointment of Clearing and Forwarding Agents, Transportation of Goods to Port of Shipment; Port Formalities and Customs Clearance; Dispatch of Documents by Forwarding Agent to the Exporter; Certificate of Origin and Shipment Advice; Presentation of Documents to Bank; Claiming Export Incentives; Excise Rebate; Duty Drawback.

**Unit No. 4 Risk Management in Import & Export 6**

Meaning of Risk Management; Identification, Assessment, Potential Risk Treatment, Risk Avoidance & Reduction, Risk Retention, Risk Transfer, Creating a Risk Management Plan, Implementation; Review and Evaluation of the Plan; Area of Risk Management; Enterprise Risk Management

**Text Books**

1. Ajay Pathak, Export Import Management, Educreation Publishing, 1<sup>st</sup> edition, 2016

**Reference Books:-**

1. Justin Paul & Rajiv Aserkar, "Export Import Management", Oxford Publications, 2nd edition, 2013
2. C. Rama Gopal, "Export Import Procedures - Documentation and Logistics", New Age International Publications, New Delhi
3. Aseem Kumar, "Export and Import Management" Excel Books Publications,
4. Export Import Policy, Publisher: Ministry of Commerce, Government of India, New Delhi.
5. N. Janardhan, "Electronic Commerce", Publisher: Indian Institute of Foreign Trade, New Delhi.



**MBA II**  
**MSC201: Soft Core: Business Etiquettes**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 0 | 0 | 2 | 1       |

**Course Outcomes**

On successful completion of the course, students will be able to:

1. Create a professional image, follow cubicle and office etiquette, and maintain positive office relationships.
2. Use the Internet appropriately when at work and handle ethical dilemmas and personal issues in the workplace.
3. Introduce people properly, be a good conversationalist, and follow proper etiquette in meetings.
4. Display courtesy on the telephone, in voice mails, and in written communications. - Follow proper etiquette at business functions and dinners, and identify formal table settings for business dining.
5. Be a courteous traveler and prepare for international business trips.

**Unit -1 Office protocol**

- Office etiquette
- Understanding business etiquette
- Maintaining a professional appearance
- Cubicle and office etiquette
- Practicing cubicle etiquette
- Practicing office etiquette
- Office relationships
- Developing positive relationships with co-workers
- Avoiding rumors and gossip
- Developing relationships with superiors and staff

**Unit 2 - Professional conduct**

- Appropriate use of the Internet
- Accessing the Internet
- Ethical dilemmas
- Handling ethical dilemmas
- Maintaining loyalty and confidentiality
- Personal issues in the workplace
- Handling personal issues in the workplace

**Unit 3 - Communicating in the workplace**

- Introductions
- Introducing people
- Following etiquette while being introduced
- Conversations
- Making conversation
- Etiquette in meetings
- Understanding meeting protocol
- Conducting yourself properly in meetings

**Unit 4 - Etiquette in communication**

- Telephone courtesy
- Applying telephone courtesy



- Using voice mails and speakerphones
- E-mail etiquette
- Using subject lines and e-mail signatures
- Composing the body of e-mail messages
- Writing guidelines
- Formatting a business letter
- Writing memos and informal letters

**Unit 5 - Business functions**

- Attending business functions
- Identifying types of business functions
- Following etiquette at business functions
- Business dining
- Identifying table settings at formal dinners
- Following etiquette for business dining
- Handling utensils and napkins
- Applying basic rules of dining etiquette

**Unit 6 - Travelling for business**

- The courteous traveler
- Being a courteous traveler
- Being courteous on an airplane, on a train, or in a car
- Following the rules of etiquette at hotels
- International travel
- Understanding cultural orientation
- Showing respect to your hosts

**REQUIREMENT:**

1. Presentation: Students are divided into groups to do presentations on the etiquette do's and don'ts of a particular culture or country.
2. Fieldwork on Etiquette: Students are given an opportunity to observe how etiquette rules are practiced in the real life situation in Taipei. Both oral and written reports are required to compare and contrast the data collected from the field and the information acquired in classes and other resources.
3. Reading Assignment: There will be reading assignment for every class meeting. Students are expected to finish the readings before class and share their views on the issues covered in the readings with the rest of the class



**MBA II**  
**MPC201: Summer Internship Project**  
**Sem. III**

| L | T | P | Credits |
|---|---|---|---------|
| 0 | 1 | 0 | 4       |

Between the end of the first year and the beginning of the second year, all First year MBA students are required to work on a summer internship for a minimum of seven weeks (45days). Interns are governed by the following rules:

- Students are evaluated by the project guide of the respective organizations along with a final evaluation at the institute by external panel
- A student is required to get a satisfactory rating on the evaluation to complete the programme.
- Immediately after the completion of the internship, it is the prime responsibility of the students to submit the filled-in Summer Internship Evaluation Reports: weekly progress report and sealed evaluation report duly signed by the project guide, to the placement office
- If a student embarks on a Summer Internship, but does not complete the required seven weeks, he/she will have to repeat the Summer Project the following year.
- Students are required to submit one hard copy and a CD of the project within the prescribed deadline, failing which it is deemed that the student has not fulfilled the academic requirement.
- All summer internship formalities must be completed by the student before arriving on campus for the next semester.





**MBA II**  
**MGC202: Entrepreneurship Development**  
**Sem. IV**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes**

On successful completion of the course, students will be able to:

1. Identify the values, attitudes and motivation for a plunge in entrepreneurship.
2. Impart basic entrepreneurial skills and understanding to run a business efficiently and effectively.
3. Develop and strengthen their entrepreneurial quality and motivation to start their own small scale business/enterprise.
4. Understand the scope of an entrepreneur, key areas of development, financial assistance by the institutions, methods of taxation and tax benefits, etc.
5. Be aware regarding entrepreneurial traits, entrepreneurial support system, opportunity identification, project report preparation and understanding of legal and managerial aspects.
6. Combine and apply her/his understanding of new knowledge or new technology with her/his insights from business.

**Unit I Entrepreneurship in a Global Economy****6**

The nature and importance of entrepreneur, the entrepreneurial and entrepreneurial mind set, the individual entrepreneur, International entrepreneurial opportunities. Global issues related to economic growth, inflation, interest rates behavior, exchange rates determination, global competitiveness, unemployment and the trade account. How changes in monetary policies may affect business environment of a specific industry in terms of attractiveness and profitability.

**Unit II Business plan development****6**

Creativity and business idea, Legal issues for the entrepreneur, Business plan: creating a business plan, starting the venture. The marketing plan. The organizational plan, the financial plan for a new start up. (Also an existing business, acquisition or spinout of an old business) New product development: Products performance (rational/ emotional & cost/ technology trade off. New product: ideation, concept generation & selection, detailed design, prototyping & testing, and product launch. Mass customization & Parallel prototyping.

**Unit III Managing and financing the emerging enterprise****6**

Source of capital, Informal source of capital, Risk, capital and venture capital the financial control and investment opportunities in an entrepreneurial setting.

**Unit IV Market Development for a project/entrepreneurship venture****6**

Application of marketing research as an aid to management decision making. Development of problem-analysis skills, Demand Forecasting, market, segment, target, positioning and Focus vs. diversification.

**Unit V Leadership, motivation & power****6**

How people think and operate when working with others, understanding your most effective self. The appeals that are most persuasive to influence others. How organizational systems and conventionally used management paradigms lead to misguided behavior at work.

**Unit VI Entrepreneurship strategies such as doing deals managing, growing and ending the new venture****6**

“Deals,” describes focus of managing, growing and ending an enterprise. How people negotiate in most deals (control, risk, return and duration) and the relationship between them. Persuasion and negotiation.

**Text Book**

1. Donald F. Kuratko, Entrepreneurship: Theory, Process, and Practice, The Kelley School of Business, Indiana University – Bloomington, 9th Edition-2011

**Reference Books:**

1. Innovations and Entrepreneurship by Peter Drucker Pub: UBS publishers and Distributors Ltd. New Delhi-110002 – 2011
2. Dynamics of Entrepreneurship Development by Vasant Desai, Himalaya Publication House, 2009.
3. Entrepreneurial Development by S.S. Khanaka. Published by S. Chand and Company Ltd. New Delhi-110055, 4<sup>th</sup> Edition – 2013





**MBA II**  
**MGC204: Management of Technology and Innovation**  
**Sem. IV**

| L | T | P | Credits |
|---|---|---|---------|
| 2 | 0 | 0 | 2       |

**Course Outcomes**

On successful completion of the course, students will be able to:

1. Develop an awareness of the range, scope, and complexity of technological innovation, and the issues related to managing technological change.
2. Understand different approaches to managing innovation.
3. Evaluate the commercial potential of a new technology that could be pursued by an existing organization
4. Identify drivers and barriers to technological innovation within an organization.
5. Apply models of technology innovation to the analysis of an opportunity.

**Unit1: Introduction to technology management****4**

Competitiveness in view of creativity, inventions, innovations and technology. Role of technology and core competence, Benchmarking and reengineering, Technology management approaches.

**Unit 2 Disruptive Innovation.****4**

Christensen's disruptive innovation framework, Problems & Challenges in disruptive innovation, sustaining innovations, engagement in sustaining innovations

**Unit 3 : Technology Transfer****4**

Types and modes of technology transfer, managing technology transfer agreement, Key Issues in technology transfer agreement, Intellectual Property Rights (IPR), Types of cybercrimes and cyber law in India.

**Unit-4 Emerging Technologies****4**

Concept of emerging technologies, Techniques for scanning the horizon for emerging technologies, Strategies for successful emerging technology. Environment for emerging technologies.

**Unit 5: Innovation management****4**

Evolution and characteristics of innovation management, Key drivers of innovation, Factors influencing innovation, organizing for innovation, Process innovation, Product innovation.

**Unit 6: Innovation as Strategic Advantage****4**

Embedding innovation in organizational culture, Economics of innovation, Innovation strategies, Why great companies can fail, Managing disruptive technological change, Dilemmas of innovation, How to make your organization capable of disruptive growth, Structure of Japanese innovation system, Spectrum of technological excellence.

**Text Book**

1.Jakki J Mohr, Marketing of High - Technology Products and Innovations, Pearson Paperback – 2014

**References:**

- 1.John Bessant Joe Tidd, Managing Innovation: Integrating Technological, Market And Organizational Change, 4th Edition, Wiley India Pvt. Ltd.
- 2.V.K. Narayanan, Managing Technology and Innovation for Competitive Advantage, Pearson 2002
- 3.Clayton M. Christensen, Innovator's Solution: Creating and Sustaining Successful Growth, HBR Press, December 2013
- 4.Clayton M. Christensen, Innovator's Dilemma: When New Technologies Cause Great Firms to Fail (Management of Innovation and Change) HBR Press, November 2013 Vijay Govindarajan & Chris Trimble, Ten Rules for Strategic Innovators (English) illustrated edition, HBR Press, December 2005



**MBA II**  
**MGC206: Cross Cultural Study**  
**Sem. IV**

| L | T | P | Credits |
|---|---|---|---------|
| 2 | 0 | 0 | 2       |

**Course Outcomes**

On successful completion of the course, students will be able to:

1. Increase their knowledge of and sensitivity to other cultures
2. Become aware of their own cultural strengths and weaknesses when working with people from other cultures
- 3 To carry a basic analysis of cultural differences.
4. Learn fundamental principles and acquire basic information on ways to build bridges between people from diverse cultures working together in some form of business or project.
5. Identify and negotiate the obstacles to effective communication across cultures

**Unit I Cross Cultural Studies**

4

Introduction & Overview, Issues and regional differences prevalent in Indian Society and Culture. Ethnography, Migration Studies, Marginal Studies, Tribal and Folklore Literature, Language Death and Preservation, Oral literature, Material culture, Social customs.

**Unit II Cultural Dimensions**

4

Geert Hofstede's Cultural dimensions. Power Distance, Uncertainty avoidance, Individualism vs. Collectivism, Masculinity vs. Femininity, and Long term vs. Short term orientation (Focus on Past, Present or Future)

**Unit III Cultural Theory**

4

Culture Theory (Comparative anthropology and semiotics) {Karl Marks, Max Weber, George Simmel, Emile Durkheim, Friedrich Nietzsche, W.E.B. DuBois, The Social System, General Theory of Action (AGIL Model), Labeling Theory, Phenomenology, Ethnomethodology Marxism & ideology, modernity & post-modernity, hegemony & resistance, theory & praxis, colonialism & post-colonialism Ethnography.

**Unit IV Policy & making of an egalitarian society**

4

Public Policy, Impact of the developmental processes on the marginalized communities, Rural vs Urban Poverty, Bhagwati vs. Amritya Sen, Income distribution, Social Security, Public Distribution System (PDS), Gini- coefficient, Perils of Poverty, creating capacity to consume: Future at the Bottom of the Pyramid

**Unit V Social Dimensions**

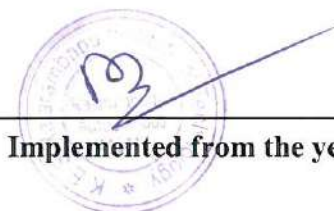
4

Power & Agency, Identity & Subjectivity, Artifacts, Values, Myth/symbol & semiotics, Assumptions, Gender Studies, Understanding Gender Theory (Conceptualized through art forms), Gender Differentiation, Balance between work & family,

**Unit VI Women in Leadership**

4

Positions, Glass Ceiling, Patriarchy vs. Matriarchy, Feminism, LGBT in a masculine society, Slavery in Modern times, Child labor, Performative Gender, Orientalism, Popular Culture Studies, Post-structuralism, Social Structuralism, Language Studies, History and Anthropology, Universalism vs. Particularism, Neutral vs. Emotional, Achievement vs. Ascription, Cross-cultural Dialogue.





**Text Book**

1. Philip Smith, Alexander Riley, *Cultural Theory: An Introduction*, Wiley 2011

**Reference Books**

1. Barker, Chris. *Cultural Studies: Theory and Practice*. 3<sup>rd</sup> ed. Los Angeles CA: Sage, 2008.
2. Bordas, Juana. *Salsa, Soul and Spirit: Leadership for a Multicultural Age*. Barrett-Koehler Publishers, 2012.
3. Sandberg, Sheryl. *Lean In: Women, Work, and the Will to Lead*. Knopf Doubleday Publishers, 2013.
4. Fried, Mindy. *Taking Time: Parental Leave Policy and Corporate Culture*. Temple University Press, 1998.
5. Amott, Teresa, and Julie Matthei. "Whatever Your Fight, Don't Be Ladylike: European Women" and "We Specialize in the Wholly Impossible: African American Woman."
6. Collins, Patricia Hill. "Toward a New Vision: Race, Class and Gender." In *The Meaning of Difference: American Constructions of Race, Sex and Gender, Social Class, and Sexual Orientation*. Edited by Karen Rosenblum and T. Travis. McGraw Hill College, 1996.
7. Connell, R. W. "Sex Role Theory." In *Gender and Power*. Stanford University Press. 1987.



**MBA II**  
**MGC208: International Business**  
**Sem. IV**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes**

On successful completion of the course, students will be able to:

1. Identify and evaluate the complexities of international business and globalization from home versus host-country, and regional, cultural perspectives.
2. Analyze the relationships between international business and the political, economic, legal and social policies of countries, regions and international institutions.
3. Analyze current conditions in developing emerging markets, and evaluate present and future opportunities and risks for international business activities (The Opportunist).
4. Develop a framework to support successful decision-making in all relevant functions and activities of any international business or international operations of a domestic business within the competitively, international environment.
5. Evaluate and select best entry mode for penetrating global market.
6. Prepare and execute Global Research and Development and marketing strategy.

**Unit I International business: An overview**

6

Introduction; Definition of International Business; Risk and opportunities of going global; Activities of International Business; The global market; Multinational corporations; The financial crisis and economic downturn; Transmission channels of the crisis; Key feature of FDI downturn and underlying factors; Main drivers of globalization;

**Unit II International Trade**

6

Theories of International Trade; Strategies trade theories; Govt. control trade; Non-tariff barriers to International Trade; Advantages of economic integration; Types of economic integration; Levels of Integration; Politics of economic integration

**Unit III International Organizations**

6

GATT, WTO, Fundamental principles of the WTO trading system; Organization of WTO; General Agreement on Trade in Service (GATS), Trade Related Aspects of Intellectual Property Rights (TRIPS), Environmental and social issues under WTO

**Unit IV Foreign Direct Investment**

6

Defining FDI; Benefits from FDI; Theories of FDI; Strategic consideration while investing abroad; FDI trends for India; Impact of govt. in FDI; Apprehensions regarding FDI

**Unit V Entry Modes**

6

Financing of International Trade; Licensing; Joint Ventures; International Financial Management; Foreign Investment; Sovereign Wealth Funds, International Mergers, Acquisitions and Divestures

**Unit VI Strategies**

6

What is Strategy? International business Strategy; International business as location decision exporting; Production and operation strategies; Strategic decisions of technology transfer; R & D strategies; Marketing Strategies; Human Resource Strategies.

**Text Books:**

1. S.N.Chary, "Elements of International Business" Wiley Publications, 2015

**Reference Books:**

1. P.Subba Rao, "International Business" 4<sup>th</sup> Edition, Himalaya Publishing House 2015
2. Francis Cherunilam, "International Business" 5<sup>th</sup> Edition, PHI learning Pvt Ltd.2015
3. V.K.Bhalla and S.Shiva Ramu "International Business" 13<sup>th</sup> Edition, Anmol Publications Pvt.Ltd.2015



**MBA II**  
**MGC210: Supply Chain Management**  
**Sem. IV**

| L | T | P | Credits |
|---|---|---|---------|
| 3 | 0 | 0 | 3       |

**Course Outcomes**

On successful completion of the course, students will be able to:

- 1) Understand the fundamental concepts and importance of Supply Chain Management.
- 2) Apply methods for managing demand & supply position in supply chain network.
- 3) Managing inventory in Supply chain network.
- 4) Plan and design transportation networks relating to supply chain management.
- 5) Demonstrate the role & importance of logistics management.

**Unit I Building a Strategic Framework****6**

Supply Chain Management, decision phases and process view of Supply Chain, supply chain drives and metrics. Distribution network designs, Direct shipment distribution strategies, inventory storage point strategies. Transshipment, Selection of appropriate strategy

**Unit II Planning Demand and Supply****6**

Role of forecasting in Supply Chain, responding to predictable variability in a supply chain, Managing Supply and Demand, Bullwhip Effect- Qualifying the bullwhip effect, Methods for coping with the bullwhip effect

**Unit III Inventory Management & Risk Pooling****6**

Economies of scale, Safety inventory, Impact of uncertainty, Aggregation and replenishment policies, Single Stage Inventory Control, Risk Pooling- Centralized versus Decentralized Systems, Managing Inventory in Supply chain

**Unit IV Designing and Managing Transportation Networks****6**

Modes of transportation and their performance, Transportation infrastructure and policies, Design options, Tradeoffs in Transportation design, Sourcing - in-house or outsource, third and fourth party logistics providers, supplier selection, Supplier scoring and assessment.

**Unit V Logistics Management****6**

Introduction, Activities of Logistics Management, Value added role of logistics, Micro dimensions of logistics, Interface with operations, manufacturing, marketing, supply chain.

**Unit VI Logistics Relationships****6**

Types of relationships, Competitive relationship, Product relationship, Spatial relationship, Intensity of involvement, logistics outsourcing activities – concept & types of 3PL, 4PL, Need for collaborative relationships

**Text Book:-**

Sunil Chopra & Peter Meindl, "Supply Chain Management – Strategy, Planning & Operation", Pearson Education, New Delhi, 6<sup>th</sup> Edition, 2016

**References:**

1. David Simchi-Levi, Philip Kaminsky and Ravi Shankar, Designing and Managing the Supply Chain, McGraw Hill Education (India) Private Limited, 3rd edition
2. Michael H. Hugos, Essentials of Supply Chain Management, John Wiley & Sons, 3rd Edition, 2011
3. David, J. B., Stephen, L., & Joe, B.H, "Logistics Management", PHI Publications, New Delhi, 2011
4. Dr. Krishnan Gopal, "Material Management", Pearson Education, New Delhi, 5th Edition.



**MBA II**  
**MPC202: Comprehensive Project**  
**Sem. IV**

| L | T | P | Credits |
|---|---|---|---------|
| 2 | 0 | 0 | 2       |

The Comprehensive Project provides an opportunity to learn in a real world context. This provides a vehicle for integration of learning across functions and disciplines. The project must be organization-based, not based entirely on secondary data or library work. It must be multifunctional and multidisciplinary in nature. Comprehensive project provides an opportunity for the student to use their acquired theoretical knowledge into practical experience and reveal an understanding of the ideas, concepts and skills gained through their MBA program. The project focuses on a relevant Industry / Business / NGO / Government or a functional area that is of interest to the student. Four students will be working on a single project. The project should be completed in following phases:

**Phase I (Two weeks):** The student is expected to get acquainted with the organizational procedures in the chosen field of study.

**Phase II (Two weeks):** Identification and formulation of the problem. Preparation of the research design and preparation of tool of data collection (if required).

**Phase III (Three weeks):** Data Collection and Analysis.

**Phase IV (Two weeks):** Report preparation for the industry where 50 % evaluation is by industry & 50 % at RIT.

**Phase V (Before completion of semester):** Publication of one research paper based on the work done in a reputed conference or journal.

**Phase VI:** Presentation of the report as per the schedule displayed by the department.

The project must provide a specific solution to the problem identified in the concerned industry of interest. The project report should be in the prescribed format

