Date: - 10/08/2018

To,

The Dean Academics,

RIT, Rajaramnagar.

Subject: - MBA Structure and Syllabus MBA I (2018-2020)

Dear Sir,

We are hereby submitting the credit structure and syllabus for MBA I (2018-20 Batch) incorporating all the possible changes suggested by our BOS and Academic Council. Kindly acknowledge.

Thanking You,

Warm Regards,

BOS Chairman

(Dr. Hemlata V. Gaikwad)

Department: Management Studies (MBA)

MBA CURRICULUM DESIGN

Sr. No	Year	Sem. I	Sem. II	Total Credits
1	First	26	24	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.

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Rajarambapu Institute of Technology, Sakharale

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Proposed Curriculum Structure and Evaluation Scheme

To be implemented from **2018-19**

Rev: *(MBA)Course Structure/RIT/01/2018-19*

Department: Management Studies (MBA)

Class: F. Y. M.B.A. **Semester:** I

Course Code	Course	Teaching Scheme				Evaluation Scheme					
		L	T	P	Credits	Scheme	Theory (Marks %) Max	Min. for passing		Practical (Marks %) Max.	Min. for passing
MGC1011	Principles of Management	3	0	0	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
MGC1031	Managerial Economics	3	0	0	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
MGC1051	Financial Accounting and Analysis	2	1	0	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15				
						ESE	50	40		----	----
MGC1071	Legal & Business Environment	3	0	0	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			---	----
						ESE	50	40		----	----
MGC1091	Marketing Management	3	0	0	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15				
						ESE	50	40		----	----
MGC1111	Organizational Behaviour	3	0	0	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			--	--
						ESE	50	40		----	----
MGC1131	Quantitative Analysis	2	1	0	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
MGC1151	Indian Ethos and Business Ethics	2	0	0	2	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
MGC1171	Business Communication	2	1	0	3	ISE	50	40	50	----	----
						ESE	50	40		----	----
MGC1191	Certificate Course Microsoft Office & Advanced Excel	0	0	2	0	ISE				50	50
	TOTAL				26						

Total Contact Hours/week : **28**

Total Credits : **26**

Comprehensive Exam Subjects :

ISE = In Semester Exam, MSE (UT1+UT2) –UT-I = Unit Test-I, UT-II = Unit Test-II ESE = End Semester Exam

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Proposed Curriculum Structure and Evaluation Scheme

To be implemented from **2018-19**

Rev: *(MBA)Course Structure/RIT/01/2018-19*

Department: Management Studies (MBA)

Class: F. Y. M.B.A. **Semester:** II

Course Code	Course	Teaching Scheme				Evaluation Scheme					
		L	T	P	Credits	Scheme	Theory (Marks %)			Practical (Marks %)	
							Max	Min. for passing		Max.	Min. for passing
MGC1021	Corporate Finance	3	0	0	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
MGC1041	Operations Management	3	0	0	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
MGC1061	Human Resource Management	3	0	0	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15				
						ESE	50	40		----	----
MGC1081	Business Research Methods	2	0	0	2	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
MGC1101	Managing for Sustainability	3	0	0	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15				
						ESE	50	40		----	----
MGC1121	Management Information System	2	0	2	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			--	--
						ESE	50	40		----	----
MGC1141	Strategic Management	3	0	0	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
MGC1161	International Business	2	0	0	2	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
MGC1181	Soft core (General Aptitude Skills)	-	-	2	1	ISE	-			50	50
MGC1201	Laboratory Courses SPSS	-	-	2	1	ISE				50	50
	TOTAL				24						

Total Contact Hours/week : 27

Total Credits : 24

Comprehensive Exam Subjects :

ISE = In Semester Exam, MSE (UT1+UT2) UT-I = Unit Test-I, UT-II = Unit Test-II ESE = End Semester Exam

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Proposed Curriculum Structure and Evaluation Scheme

To be implemented from **2018-19**

Rev: *(MBA)Course Structure/RIT/01/2018-19*

Department: Management Studies (MBA)

Class: S. Y. M.B.A. **Semester:** III

Course Code	Course	Teaching Scheme L	Teaching Scheme T	Teaching Scheme P	Credits	Evaluation Scheme: Scheme	Theory (Marks %) Max	Theory (Marks %) Min. for passing		Practical (Marks %) Max.	Practical (Marks %) Min. for passing
MGC2011	Project Management	2	-	-	2	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
MGC2031	MS Project Lab	-	-	2	1	ISE				50	50
MGC2051	Comprehensive Project /Industry Internship & EDP Phase I	-	1	-	1	ISE	50	50	50	----	----
	Major Subject Specialization I Elective Paper (SE) I	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
	Major Subject Specialization I Elective Paper (SE) II	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
	Major Subject Specialization I Elective Paper (SE) III	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
	Major Subject Specialization II Elective Paper (SE) I	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
	Major Subject Specialization II Elective Paper (SE) II	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
	Major Subject Specialization II Elective Paper (SE) III	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
	Minor Elective I (Any one from System, Operations, Rural and Technology Management)	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
MGC2071	Soft Core : Business Etiquettes	-	-	2	1	ISE	100	50	50	----	----
MGC2091	Summer Internship Program	-	2	-	6	ISE	100	40	50	----	----
						ESE	100	40		----	----
	TOTAL				**32**						

Total contact hours/week/student : 30

Total credits : 32

- Marketing Management
- Human Resource Management
- Finance Management
- Operations Management
- System Management
- Rural 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.

Marketing Management MKT2011 Sales and Distribution Management MKT2031 Services Marketing MKT2051 Retail Marketing MKT2071 Consumer Behavior MKT2091 Customer Relationship Management	**System Management** SYS2011 Enterprise Resource Planning SYS2031 Software Project Management SYS2054 Strategic Information System Management SYS2071 Database Management Systems SYS2091 Information System Audit and Security
Human Resource Management HRM2011 Compensation Management HRM 2031 Performance & Rewards Management HRM 2051 Organization Development & Change HRM 2071 Industrial Relations & Labour Laws HRM 2091 Human Resource Planning	**Rural Management** RM2011 Rural Banking and Microfinance RM2031 Rural Society and Polity RM2051 Society upliftment Policies RM2071 ICT in Development RM2091 Agribusiness
Finance Management FIN2011 Indian Financial System FIN2031 Financial Markets & Institutions FIN2051 International Finance FIN2071 Working Capital Management FIN2091 Security Analysis and Portfolio Management	**Engineering Management** EM2011 Engineering Management EM2031 Enterprise Productivity EM2051 Technology Management EM2071 R & D Management EM2091 Value Engineering
Operations Management OPM2011 Materials Management & Inventory Control OPM2031 Operations Planning and Control OPM2051 Global Operations Strategy OPM2071 Managing Six Sigma OPM2091 Purchase Management	

Department: Management Studies (MBA)

Class: S. Y. M.B.A. Option I **Semester:** IV

Course Code	Course	Teaching Scheme				Evaluation Scheme					
		L	T	P	Credits	Scheme	Theory (Marks %) Max	Theory Min. for passing		Practical (Marks %) Max.	Practical Min. for passing
MGC2021	Entrepreneurship Development	3	-	--	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
	Major Subject Specialization I Elective Paper (SE) IV	3	--	--	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
	Major Subject Specialization II Elective Paper (SE) IV	3	--	--	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
	Generic Elective	2	--	--	2	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
	Minor Elective II (Any one from System, Operations, Rural and Technology Management)	3	-	--	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
MGC2041	Comprehensive Project	--	2	-	6	ISE	50	50	50	----	----
						ESE	50	50		----	----

Total contact hours/week/student : 16
Total credits : 20

Marketing Management
MKT2021 Digital Marketing
MKT2041 Management of Marketing Communications
MKT2061 Strategic Marketing Management

Human Resource Management
HRM2021 Strategic& International human resource Management
HRM2041 Training & Development
HRM2061 Cross Cultural Management
HRM2081 Conflict & Negotiation Management

Finance Management
FIN2021 Mergers, Acquisition and Corporate Restructuring
FIN2041 Funds Management in Banking and Insurance
FIN2061 Cost Analysis and Control

Department: Management Studies (MBA)

Class: S. Y. M.B.A. Option II **Semester:** IV

Industry Internship and Project

Sr.No	Course Code	Course Title	Contact Hours L	Contact Hours T	Contact Hours P	Credits	Evaluation Scheme: Scheme	Theory Weightage: Max	Theory Weightage: Min for Passing (%)		Practical Weightage: Max	Practical Weightage: Min for Passing (%)
1	IPMB2YYY	Self Study /Online Course related to project domain area approved by DPC	-	-	-	2	ESE	-	-	-	100	50
2	IP204	Internship	-	-	-	8	ISE	50	50	50	-	-
							ESE	50				
3	IP206	Project (Individual related to their Specialization)	-	-	-	10	ISE	50	50	50	-	-
							ESE	50				
		Total				20						

Contact Hours: 00
No of Credits: 20

Note:
1] Online or self study course may be:
A] Online Certification Course
B] Self study course approved by Dean Academics
All courses should be related to Industry project.

* Indicates that, student needs to produce certificate of online or certification course at the time of ESE. If student fails to produce this certificate, he or she will not be eligible to give ESE of Online/certification course.

Guidelines for subject code of Self-study or online course:
1] MB is abbreviation of the department. Abbreviations are given below.
Master of Business Administration – MB
2] YYY is individual subject number. Department has to decide this number. While giving the number YYY to the subject following care must be taken
A] Number should start with 002
B] It should be even number.

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Proposed Curriculum Structure and Evaluation Scheme

To be implemented from **2018-19**

Rev: *(MBA)Course Structure/RIT/01/2018-19*

Second Year Semester IV

Option – III

Entrepreneurship Development

Sr. No	Course Code	Course Title	Contact Hours			Credits	Evaluation Scheme					
			L	T	P		Scheme	Theory (weightage) Max	Theory (weightage) Min for passing (%)		Practical (weightage) Max	Practical (weightage) Min for passing (%)
1	ED3002	Project feasibility Analysis	3	0	0	3	ISE	20	40	50	-	-
							UT1	15			-	-
							UT2	15			-	-
							ESE	50	40		-	-
2	ED3004	Entrepreneurship Development	2	0	0	2	ISE	20	40	50	-	-
							UT1	15			-	-
							UT2	15			-	-
							ESE	50	40		-	-
3	ED3006	EDP Program (short term intensive program either in house / by any authorized agencies approved by CIIED)	0	0	0	3	ISE	-	-	-	100	50
4	ED3008	Product/ start up Complete techno economic feasibility assessed by funding agencies & approved for funding	0	0	12	12	ISE	-	-	-	50	50
							ESE				50	50
		Total	**05**	**00**	**12**	**20**						

Contact Hours: 17

No of Credits: 20

Name & Sign of HOD :________________

Department:__MBA ______________________

K.E. Society's
Rajarambapu Institute of Technology, Sakharale
(An Autonomous Institute, Affiliated to Shivaji University, Kolhapur)
Syllabus (Theory Courses)
To be implemented from **2018-19**

Department of Management Studies (MBA)

Class:- **First Year M.B.A.**	Semester-**I**
Course Code : **MGC1011**	Course Name : **Principles of Management**

L	T	P	Credits
3	0	0	3

Course Description:
This course investigates the way that managers get things done in an organization to move their organizations forward and achieve results. The concepts and skills needed to manage effectively under constantly changing conditions are identified. The course will review a manager's skill at influencing the direction and functioning of an organization and will develop students' appreciation of these management activities and their links to employee performance. Active involvement through lectures, discussion, videos, case studies, and group exercises is required.

Course Learning Outcomes:
After 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 the management evolution & how it will affect future managers.
3.Evaluate the influence of historical forces on the current practice of management.
4.Indentity 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

Prerequisite:
Basic understanding of English.

Course Content		
Unit No	**Description**	**Hrs**
1.	**Overview to Management** Organization- Management- Role of managers- Evolution of management thought- Scientific management; Contribution of Taylor, Fayol, Elton Mayo; Hawthorne experiments, Contingency approach.	06
2.	**Planning** 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.	06
3.	**Organizing** 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.	06
4.	**Directing** 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.	06
5.	**Controlling** Process of controlling- Types of control- Budgetary and non-budgetary control techniques- Managing productivity- Cost control- Purchase control-Maintenance control- Quality control-	06
6.	**Recent Trends In Management** Social Responsibility of Management – environment friendly management, Change Management, Total Quality Management, Stress Management, International Management	06

References -
Text Books:
1.Harold Kootnz & 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 edition02013
5. Stephen P. Robins, Fundamentals of Management, Pearson Education Asia02015

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - 1	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

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Syllabus (Theory Courses)

To be implemented from **2018-19**

Department of Management Studies (MBA)

Class:- **First Year M.B.A.**	Semester-I
Course Code : **MGC1031**	Course Name : **Managerial Economics**

L	T	P	Credits
3	0	0	3

Course Description:

The course provides economic concepts for decision making at individual firm's level, along with understanding of the markets and competition. It provides framework for national income concepts of the governments, how it has been spent over the years in different sectors. Finally it gives the glimpse of the issues in the governance of local governing authorities.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

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

Prerequisite:

Basic understanding of economic and commercial activities carried out by businesses, central and state budget concept, national income and expenditures by the state and central governments.

Course Content		
Unit No	**Description**	**Hrs**
1.	**Applied Microeconomics** 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.	**06**
2.	**Cost and Production Analysis** 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	**06**
3.	**Firms and Markets** 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.	**06**
4.	**Applied Macroeconomics** Gross Domestic Product(GDP) and Gross National Product(GNP),Consumer Price Index(CPI),Wholesale Price Index(WPI), Balance of Payment, Ginni Coefficient and Purchasing Power Parity(PPP),Poor Economics and Free Market Economics.	**06**
5.	**Development Concept and Issues in Governance** Development Concept, State and Market, Institutions, Panchayati Raj Institutions – (PRIs) Non Government Organizations (NGOs), Sustainable Development, Governance, Economic Reforms, Plans After Reforms.	**06**
6.	**Sectorial Development and Policy Reforms** Financing of Infrastructure Development, Education Sector, Migration, Poverty, Inequality and Growth, Current Status of Agriculture Input Pricing, Subsidies and Land Reforms, Industrial Policy and Development after 1991, Public Sector Under-Takings (PSUs), Privatization and Disinvestment.	**06**

Tutorial:

1. Practical examples on price, income and cross elasticity's.
2. Calculation of cost and revenue.
3. Exercise on calculating GDP, GNP.

References -

Text Books:

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, Newyork,2011
8.J M Keynes, The General Theory of employment, interest and money, Oxford University Press, Original Edition1936, Reprint Edition 2015
9.Joseph Stiglitz, Freefall, WW Norton and Campany, New York,2014
10.Richard H Thaler and Cass R Sunstein, Nudge, Penguin Book,2008-09

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Class:- **First Year M.B.A.**	Semester-**I**
Course Code : **MGC1051**	Course Name : **Financial Accounting and Analysis**

L	T	P	Credits
2	1	--	3

Course Description:

The course integrates key concepts from accounting and finance and applies them to financial decision-making. The course focuses on the overall aspects of financial accounting, accounting process and mechanism, financial reporting and its regulation in India, preparation of financial statements and various techniques of financial statement analysis. It covers an integral part of overall financial analysis carried out by various business organizations in India and all around the world.

Course Learning Outcomes:

After 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. Apply the various techniques of Financial Statement Analysis
5. Outline the meaning and nature of CVP Analysis & its application that can help an entity to operate more effectively.

Prerequisite:

Basic understanding of accounting and finance as a one the core functional area of an organization.

Course Content		
Unit No	**Description**	**Hrs**
1.	**Need for Financial accounting:** Definition & Meaning of Financial Accounting, Need for Accounting, Internal & External Users of Accounting Information, Key Accounting Terms, Accounting Principles	**06**
2.	**Accounting Mechanics, Process and System:** Rules of Accounting, Preparation of Journal, Ledger, Cash Book, Subsidiary Books, Trial balance.	**06**
3.	**Reconciliation and Depreciation:** Bank Reconciliation Statement, Meaning of Depreciation, Depreciation methods- Straight line method, Reducing balance method	**06**
4.	**Preparation of Financial Statement:** Content of annual reports, Quality of financial reporting, Reporting regulation in India, Reporting regulations of Companies. Nature & objectives of Financial Statements, Uses & Limitations of Financial Statements, Income Statement, Balance Sheet, Cash Flow Statement	**06**
5.	**Techniques of Financial Statement Analysis:** Sources of financial information, Tools and techniques of financial statement analysis. Ratio analysis, Cash flow statement, Common size statement, Comparative statement and Du-point analysis.	**06**
6.	**CVP Analysis:** 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.	**06**

Tutorial:

1. Preparation of business transactions, identifying accounts included and classifying them in different types.
2. Preparation of Trial Balance, Journal, Ledger and Subsidiary books on the basis of given transactions.
3. Preparation of financial statements and analysis of the same through various techniques.

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

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Class:- **First Year M.B.A.**	Semester-**I**
Course Code : **MGC1071**	Course Name :**Legal & Business Environment**

L	T	P	Credits
3	0	0	3

Course Description:
This course systematically explores the external environment in which businesses operate – legal & regulatory, macroeconomic, cultural, political, technological and natural. Additionally, the course will examine the critical opportunities and threats that arise from an analysis of external business conditions. Students will apply scenario planning to a selected industry and synthesize trends in the external environment in the presence of risk and uncertainty. There is an increasing trend in the law to make managers personally liable for breaches of the law by their business. The course will help managers to identify areas of legal liability and risk and suggest how to minimize legal risk.

Course Learning Outcomes:
After 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.

Prerequisite:
Basic understanding of Market and Indian Laws.

Course Content		
Unit No	**Description**	**Hrs**
1.	**Theoretical Framework of Business Environment** 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.	**06**
2.	**Dynamics of Business Environment** 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.	**06**
3.	**Introduction to Business Laws-** Business Management and Jurisprudence; structure of the Indian Legal Systems: sources of Law; Manager and Legal System.	**06**
4.	**Fundamentals of contract laws-** Formation of Contracts;-Principles of Contract Laws-Legality of Object Consideration; Performance of contract-Discharge of contract- breach of contract-Quasi contracts-Contract Management-Special Contracts Laws of Agency; Principal-Agent Problem-Bailment, Pledge, Guarantee and Indemnity.	**06**
5.	**Financial Environment** 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.	**06**
6.	**International & Technological Environment** 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. E-commerce, Indian conditions of E-commerce, Electronic Banking, and Franchise Business.	**06**

References -

Text Books:

1.K.R.Bulchandani; Business Law for Management (2017); 8th Revised Edition; Himalaya Publishing House Private Limited.
2.Avtar Singh; Business Law (2014); 10th Edition; Eastern Book Company.
3 K. Aswathappa Essentials of Business Environment Himalaya Publishing House Private Limited. 2010.

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)

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Class:- **First Year M.B.A.**	Semester-I
Course Code : **MGC1091**	Course Name: **Marketing Management**

L	T	P	Credits
3	0	0	3

Course Description:

Planning alternative marketing strategies is crucial to successfully managing a business enterprise. Students have the opportunity to learn marketing management techniques currently being used in the business environment which enables students to make better marketing management decisions are Marketing is growing in importance in an ever outsourced modern world, where companies can outsource all their functional activities except marketing. As marketing keeps students in touch with the customers it serves two important purposes namely earning the revenue and constantly help the organisation evolve according to the customer needs; thereby ensuring organisational sustainability. objective of the course is to familiarize students with the basic concepts and principles of marketing, and help them in understanding the basic marketing language. At the end of the course, participants are expected to be clear on.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Identify core concepts of marketing and the role of marketing in business and society.
2. Develop marketing strategies based on product, price, place and promotion objectives.
3. Create an integrated marketing communications plan which includes promotional strategies and measures of effectiveness.
4. Collect, process, and analyze consumer data to make informed marketing decisions.
5. Analyze marketing problems and provide solutions based on a critical examination of marketing information.

Prerequisite:

Basic Understanding of English and Market.

Course Content		
Unit No	**Description**	**Hrs**
1.	**Understanding Marketing Management** Defining Marketing for the new Realities, Introduction, The value of marketing, The scope of marketing, Core concept of marketing, Company orientation towards market place.	06
2.	**The Market Environment** Introduction, Environmental Analysis, Techniques for environmental scanning, Competition Analysis, Marketing Planning, Marketing Research.	06
3.	**Connecting with Customer** Introduction, Buyer-An enigma, what influence consumer behavior? Key psychological processes, the buying decision process, what is organizational buying? Tapping into global market.	06
4.	**Marketing Mix (Product & Price)** 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.	06
5.	**Marketing Mix (Place & Promotion)** Developing pricing Strategies and program, adapting the price, Designing and managing integrated Marketing communication, Managing Mass Communication.	06
6.	**Segmentation, Targeting and Positioning the Market** Introduction, Need of Segmentation, Bases of Segmentation, how to Segment the Market, Targeting Strategies, Positioning and its Types.	06

References -

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 – 3rd 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.

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

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Department of Management Studies (MBA)

Class:- **First Year M.B.A.**	Semester-**I**
Course Code: **MGC1111**	Course Name :: **Organization Behaviour**

L	T	P	Credits
3	0	0	3

Course Description:

This course integrates the study of human behavior within organizations. The focus will be upon translation of organizational behavior theory to practices that result in organizational effectiveness, efficiency, and human resource development. The primary goal of this course is to prepare students for advanced leadership roles in modern organization. This course will provide a good foundation for students intending to study in any major, as the main objective of this course is to provide students with the essential content and experiences they need to become a motivating student, successful manager and an effective employee in any type of work they do in the future. By taking the course students will understand themselves and other people at work and will be able to learn how to create effective work groups to be successful in life.

Course Learning Outcomes:

After 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 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

Prerequisite:

Basic human skills.

Course Content		
Unit No	**Description**	**Hrs**
1.	**Introduction to OB** Nature of organizations, why organizations exist, organizational effectiveness, nature or organizational behavior, (OB), foundations of OB, importance and shortcomings of OB, historical roots of OB, interdisciplinary focus, approaches to OB, OB model.	**06**
2.	**Foundations of individual behavior** 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.	**06**
3.	**Group and Group dynamics** 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.	**06**
4.	**Interpersonal behavior** Organizational policies, forces creating political behavior, forces creating political behavior, personality and political behavior. Conflict -Sources and strategies to resolve conflict. Leadership interpersonal communication.	**06**
5.	**Organizational Culture** 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.	**06**
6.	**Emerging Challenges in OB** Emerging challenges, managing diversity, globalization, technology transformation, e business, promoting ethical behavior develop an understanding of the behavior of individuals and groups inside organizations.	**06**

References -
Text Books:
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

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - 1	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Class:- **First Year M.B.A.**	Semester-**I**
Course Code : **MGC1131**	Course Name : **Quantitative Analysis**

L	T	P	Credits
2	1	0	3

Course Description:

This course introduces students to the basic statistical concepts and methods employed in solving management problems. It develops students' ability to organize, describe, analyze and present data. Statistical reasoning and methods can help Management students to become efficient at obtaining information and making useful conclusions.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Apply the basic mathematical and statistical tools.
2. Analyze of time series and business forecasting.
3. Analyze data to take rational decision.
4. Identify problems using multiple mathematical and statistical representations of relevant structures and relationships.

Prerequisite:

1. Basic mathematical knowledge.

Course Content		
Unit No	**Description**	**Hrs**
1.	**Descriptive Statistics for Management** Descriptive statistics: Graphical representation of data, types of graphs, Measures of Central Tendency- Arithmetic mean, Mode, Median, Measures of dispersion-standard deviation, Coefficient of variation.	06
2.	**Advanced Statistics** Karl Pearson's coefficient of correlation, Spearman's rank correlation coefficient, applications and interpretations Regression Analysis: Regression Lines, Equations and Coefficients.	06
3.	**Introduction to linear Programming:** Formulation of LPP, Graphical method of solving LPP- Maximization problem, Minimization problem.	06
4.	**Index Number** Meaning, uses, types of index number, problems in construction of index number, Methods of calculating index numbers- unweighted Aggregate method, weighted Aggregate method.	06
5.	**Forecasting Models** Forecasting capabilities as a competitive advantage, Analysis of Time Series and Business Forecasting: Components, Moving Averages, Least Squares Method	06
6.	**Decision Analysis in Business** Ingredients of decision problems, optimal decision: Maximax Criterion, Maximin Criterion, Minimax criterion, Laplace Criterion, EMV, EOL, EVPI, Decision tree	06

Tutorial:

1. Problems on graphical representation of data
2. Problems on mean, mode, median
3. Correlation Analysis
4. Regression Analysis
5. Problems on LPP- Maximization problem
6. Problems on LPP- Minimization problem
7. Problems on weighted aggregate methods
8. Problems on unweighted aggregate methods
9. Analysis of Time Series
10. Least square method
11. Problems on optimal decision
12. Decision Analysis in business.

References -

Text Books:

1.S. C. Gupta, Fundamentals of statistics, Himalaya Publishing House, seventh revised & Enlarged 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.

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Class:- **First Year M.B.A.**	Semester-I
Course Code : **MGC1151**	Course Name : **Indian Ethos and Business Ethics**

L	T	P	Credits
2	0	0	2

Course Description:
Develop understanding of the Long-term implications of ethical decisions are discussed along with the Indian ethos and value system. Develop the ethical component of Bharatiya management system. Understanding the ancient Indian wisdom and Knowledge from sources like Upanishads and Bhagavad-Gita. Value oriented management system can be established with the help of Indian ethos.To ensure all round development. To ensure all round development growth and prosperity i.e. .,productivity, marketing, profitability.

Course Learning Outcomes:
After successful completion of the course, students will be able to,
1.Recognize the variable values in morality
2.Analyze the way of righteousness in the Gita and other mythological literature
3.Discuss the principles of Indian Management
4.Apply time effective classification of karmas
5. Analyze the Employees conditions and Business Ethics

Prerequisite:
Basic understanding of English & Moral Values

Course Content		
Unit No	**Description**	**Hrs**
1.	**Indian Ethos – An Overview** Meaning, Features, Need, History, Relevance, Principles Practiced by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices	04
2.	**Management Lessons from Scriptures** Management Lessons from Vedas, Mahabharata, Bible, Quran Kautilya's Arthashastra Indian Heritage in Business Management, Production and Consumption. Ethics v/s Ethos Indian Management v/s Western Management	04
3.	**Work Ethos and Values** Work Ethos- Meaning, Levels, Dimensions, Steps, Factors Responsible for Poor Work Ethos Values Meaning, Features, Values for Indian Managers, Relevance of Value Based Management in Global Change, Impact of Values on Stakeholders: Employees, Customers, Government, Competitors and Society. Values for Managers, Trans-cultural Human Values in Management and Management Education, Secular v/s Spiritual Values in Management, Importance of Value System in Work Culture	04
4.	**Stress Management** Meaning, types of Stress at Work, Causes of Stress, Consequences of Stress. Stress Management Techniques - Meditation: Meaning, Techniques, Advantages, Mental Health and its Importance in Management, Brain Storming, Brain Stilling, Yoga: Meaning, Significance	04
5.	**Indian Systems of Learning** Gurukul System of Learning: Meaning, Features, Advantages, Disadvantages. Modern System of Learning: Meaning, Features, Advantages, Disadvantages. Karma: Meaning, Importance of Karma to Managers, Nishkama Karma. Laws of Karma: The Great Law, Law of Creation, Law of Humility, Law of Growth, Law of Responsibility, Law of Connection .Corporate Karma: Meaning, Methodology, Guidelines for Good Corporate Karma. Self-management: Personal Growth and Lessons from Ancient Indian Education System	04
6.	**Business Ethics** Understanding the need for ethics, Ethical values, myths and ambiguity, ethical codes, Ethical Principles in Business; Theories of Ethics, Absolutism versus Relativism, Teleological approach, the Deontological approach, Kohlberg's six stages of moral development (CMD), Managing Ethical Dilemma; Characteristics, ethical decision making, ethical reasoning, the dilemma resolution process; ethical dilemmas in different business areas of finance, marketing HRM	04

References -
Text Books:
1.Tushar Agarwal and Nidhi Chandorkar ,Indian Ethos in Management, Himalaya Publication , 2017.
2. Csv Murthy ,Business Ethics Text & Cases ,Himalaya Publishing House , 2015.
Reference Books:
1. John Fraedrich, O. C. Ferrell, Business Ethics: Ethical Decision Making &Cases Paperback – Cengage Learning 2014
2. Ethics and the Conduct of Business, By John R. Boatright& B.P. Patra, 6th edition, Pearson,2011
3. Business Ethics: Concepts and Cases by Manuel G. Velasquez, 8th edition, Pearson, 2012
4. The Difficulty of Being Good on the subtle art of Dharma, by Gurucharan Das, Penguin India (2012)
5. What Money Can't Buy: The Moral Limits of Markets, By Michael Sandel, Penguin UK (2012)

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

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Department of Management Studies (MBA)

Class:- **First Year M.B.A.**	Semester-I
Course Code: **MGC1171**	Course Name : **Business Communication**

L	T	P	Credits
2	1	0	3

Course Description:

This course provides a concise, practical guide to communicating effectively in the world of business. This course offers a direct, concrete approach and an opportunity for hands-on application of effective communication strategies. It includes a review of business letters, formal and informal reports, and oral presentation. There is discussion on other strategies in the flow of communication with an emphasis on verbal and non-verbal cues.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Write business letters in a proper, formal format
2. Demonstrate the methods of oral presentation both in a formal and informal environment
3. Review the importance of communication relative to securing employment, with emphasis on using both verbal and non-verbal communication and their impact
4. Prepare the student with the communication tools-verbal, non-verbal and written-and the practical applications inherent in each

Prerequisite:

Basic Understanding of English.

Course Content

Unit No	Description	Hrs
1.	Communication - Meaning, Importance & objectives - Principles of communication, forms of communication, Process of communication, Barriers of effective communication, Techniques of effective communication.	06
2.	Written Communication: A) Business Letters-Types, inquiries, Circulars, Quotations, Orders, Acknowledgments, Executions, Complaints, Claims & adjustments, Collection letter, Banking correspondence, Agency correspondence.	06
3.	Application Letter, Bio-data, Interview Letters, Letter of Reference , Letter of Appointments, Confirmation, Promotion, Retrenchment, Resignations.	06
4.	Report writing – Types of reports, Components of formal reports, Business Reports, Reports by individual, Report by committee. Meetings – Notice –	06

	Agenda , Resolution & minutes.	
5.	Oral Communication : A) Listening & Speaking, Meeting speeches, & techniques of electing response, probing questions, Recording and closing, Observations, methods. Group discussions & Interviews. B) Non verbal Expressions: Body Languages, Gestures, Postures, Facial Expressions, Dress Codes .	**06**
6.	Ethics in Communication and Digital communication Ethics in managerial Communication- Business communication, Digital communication - Application of Electronics media & communications, Telecommunication, Teleconferencing, video conferencing, mobile communication, SMS, Social Media, FAX, Writing E-mail.	**06**

References -

Text Book:

1 Nageshwar Rao & Rajendra P. Das, Communication Skills, Himalaya Publishing House, 2014.

Reference Books :

1. Rajendra Pal & J.S. Korlahalli, Essentials of Business Communication, Sultan Chand & Sons, 8th Edition
2. Meenakshi Raman & Prakash Singh, Business Communication, Oxford, 2006
3. R. C. Sharma & Krishna Mohan, Business Correspondence & Report Writing, Tata McGraw Hill, 4th Edition, 2011
4. Ludlow, R. & Panton, F., The Essence of Effective Communications, Prentice Hall of India Pvt. Ltd.,2014

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

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Department of Management Studies (MBA)

Class:- **First Year M.B.A.**	Semester-I
Course Code : **MGC1191**	Course Name: **Microsoft Office & Advanced Excel**

L	T	P	Credits
0	0	2	0

Course Description:
This intensive hands-on one-day training course has been designed to provide delegates with a understanding of advanced Excel tools and concepts in order to increase their knowledge and productivity.

Course Learning Outcomes:
After successful completion of the course, students will be able to
1. Customize the formatting of charts in Excel
2. Create and use labels and names in a workbook
3. Protect data in worksheets and workbooks
4. Use data linking to create more efficient workbooks
5. Use the Data Consolidation feature to combine data from several workbooks into o

Prerequisite:
Intermediate level of Excel. You should also have a working version of Microsoft Excel in order to complete the assignment activities.

Course Content		
Unit No	**Description**	**Hrs**
1.	**1.1 Overview of the Basics of Excel** · Customizing common options in Excel · Absolute and relative cells · Protecting and un-protecting worksheets and cells	**06**
2.	**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	**06**
3.	**1.3 Data Validations**	**06**

	· 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	
4.	**1.4 Working with Templates** · Designing the structure of a template · Using templates for standardization of worksheets	**06**
5.	**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	**06**
6.	**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	**06**

References -
Text Books: Lab Manual

Evaluation	Weightage	Particulars	Converted Marks
ISE	50%	ISE – I	15
		ISE – II	15
		Final Test	20
		Total Marks	**50**

Class:- **First Year M.B.A.**	Semester-II
Course Code : **MGC1021**	Course Name: **Corporate Finance**

L	T	P	Credits
3	0	0	3

Course Description:
The goal of this course is to develop the analytical skills for making corporate investment with regards to financial decisions. It explores the important decision areas that affect the overall profitability, liquidity and solvency of the organization and to develop in them application of various techniques towards managerial decision-making based on theoretical knowledge. This could include anything from developing a business plan to help identify business goals, knowing financial position in real-time, or having the processes and tools in place to ensure invoices are raised and debts are chased in a timely manner.

Course Learning Outcomes:
After 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.

Prerequisite:
Basic knowledge of accounting and finance subject is required along with the clear understanding of functional areas of an organization. Students should be familiar with the accounting process and they should know the basic use of financial statements.

Course Content

Unit No	Description	Hrs
1.	**Introduction to Corporate Finance:** Concept of Corporate finance, Meaning of Financial Management, Nature and Scope of Financial Management, Goals of Financial Management, Finance Functions, Emerging Role of the Finance Manager.	06
2.	**Sources of Finance:** 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.	06
3.	**Designing Capital Structure:** 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.	06
4.	**Capital Budgeting:** Nature and Significance of Capital Budgeting, Techniques of Capital Budgeting – Pay Back Method, Accounting Rate of Return, Net Present Value and Profitability Index	06
5.	**Working Capital:** Nature and Need of Working Capital, Operating Cycle of Working Capital, Determinants of Working Capital, Estimation of Working Capital	06
6.	**Leverage & Cost of Capital:** 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.	06

Tutorial:

1. Study the capital structure of any five organizations with the help of financial statements and write your views on the same.
2. Identify the most demanded sources of finance and explain them briefly.
3. Prepare forecast of working capital for next five years for visited any organization.

References -
Text Books:
1.M. Y. Khan & P. K. Jain, Financial Management, Tata McGraw-Hill Publishing Company Limited, New Delhi, 6th 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 Publising Company Ltd.,11th edition, 2014.
3. Stephen Ross, R. W. Westerfield, J. Jaffe & R.K. Kani, Corporate Finance, Tata McGraw-Hill Publising Company Ltd., New Delhi, 8th edition, 2009
4. Dr. Prasanna Chandra, Financial Management, Tata McGraw-Hill Publishing Company Limited, 8th edition, 2011.
5. I. M. Pandey, Financial Management, Vikas Publishing House Pvt. Ltd., New Delhi,10th edition, 2010
6. V. K. Bhalla , Financial Management, Anmol Publications Pvt. Ltd., 9th edition, 2010

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Class:- **First Year M.B.A.**	Semester-**II**
Course Code : **MGC1041**	Course Name : **Operations Management**

L	T	P	Credits
3	0	0	3

Course Description:

Operations management was identified, as service sector became more prominent. Rapid changes in technology has posed numerous opportunities and challenges which have resulted in enhancement of manufacturing capabilities through new materials, facilities, techniques and procedures. Hence, managing a service/production system has become a major challenge in the global competitive environment. Operations management leads the way for the organizations to achieve its goals with minimum efforts. Activities in operations management includes selecting and designing new products, selecting process, arranging layouts, locating facilities, measuring performance, controlling quality, scheduling work, managing inventory and planning production activity etc.

Course Learning Outcomes:

After successful completion of the course, students will be able to,
1. Apply fundamentals of operations management in a firm.
2. Take decisions related to facility locations & layout.
3. Effectively analyze different aspects relating to designing & developing products & processes.
4. Apply various aspects relating to Operations Planning and Control.
5. Evaluate various modern practices in operations management.

Prerequisite:

Basic understanding of production activity, production process, inventory, quality of the product etc.

Course Content		
Unit No	**Description**	**Hrs**
1.	**Introduction to Operations Management** Overview of operations management, 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	**06**
2.	**Facilities Location & Layout** Location decision, Factors affecting on location decision, Location models – Factor rating method, Point rating method, Break even analysis, Facility Layout, Service Facility Layouts, Effective Materials Handling system	**06**
3.	**Product & Process Design** 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	**06**
4.	**Planning and Control of Operations** Operations Planning, Aggregate Operations Planning, Master Operations Scheduling, Materials Requirement Planning (MRP), Capacity Requirement Planning (CRP), Distribution Requirement Planning (DRP)	**06**
5.	**Inventory Planning & Control** 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	**06**
6.	**Recent Trends in Operations Management** Total Quality Management, Supply Chain Management, Lean Management, JIT Manufacturing, Six Sigma, Flexible Manufacturing System, Green Manufacturing	**06**

References -
Text Books:
1. B. Mahadevan, "Operations Management – Theory and Practice", Pearson India Education Services, 3rd edition, 2015

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

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Class:- **First Year M.B.A.**	Semester-II
Course Code : **MGC1061**	Course Name **: Human Resource Management**

L	T	P	Credits
3	0	0	3

Course Description:
This course examines the role of the human resource professional as a strategic partner in managing today's organizations. Key functions such as recruitment, selection, development, appraisal, retention, compensation, and labor relations are examined. Implications of legal and global environments are appraised and current issues such as diversity training, HR policies, and rising benefit costs are analyzed. Best practices of employers of choice are considered.

Course Learning Outcomes:
After successful completion of the course, students will be able to,

1. Explain the importance of human resources and their effective management in organizations
2. Develop & implement employee orientation, training, and development programs.
3. Apply different techniques in recruitment, talent management and compensation planning.
4. Evaluate a benefits package that supports the organization's strategy
5. Analyze core issues, policies and practices surrounding employee relations and legal issues

Prerequisite:
Basic understanding of English & human Skills.

Course Content		
Unit No	**Description**	**Hrs**
1.	**Fundamentals of Human Resource Management:** Concepts and Perspectives, Corporate objectives of HR in a dynamic environment, Critical importance of human resources, Current & future 21st century challenges in HRM, Job Analysis, Job description and Job Specification, Human Resource Planning, Demand and Supply, Job design	**06**
2.	**Recruitment and Selection.** 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.	**06**
3.	**Training and Development:** Training need analysis, Training Process and methods, Performance Management & appraisal, Potential assessment, Competency development, Management development, Career planning, Managing careers, Capacity building.	**06**
4.	**Compensation and Reward Management:** Job Evaluation, Methods and types of compensation, Linking pay to performance, wage/ salary fixation, incentives, bonus, ESOPs, Employee Satisfaction & Motivation issues in compensation design, Employee Relations, Trade Unions. Grievance Redressal, Dispute Resolution and Conflict Management,	**06**
5.	**International HRM and Emerging Horizons of HRM:** International HRM, Global HR practices, E-HRM, HRIS (Human Resource Information System), Impact of HRM practices on organizational performance, Contemporary issues in Human Resource Management. Fundamentals of Industrial Relations and Fundamentals of Labour Laws.	**06**
6.	**Recent Trends in Human Resource Management** HR Audit, Balance Score card, Employee Empowerment, Succession planning, Payroll Management, Flexible work arrangements, Employee surveys, Downsizing & out placements lay off, Attrition & Retention.	**06**

References -
Text Books:
1.George W. Bohladender, Scott a Snell Principles of Human resource Management Cengage learning 2013
Reference Books:
1.D'Cenzo, David A., Stephen P. Robbins, and Susan L. Verhulst, Human Resource Management, John Wiley and Sons, NewDelhi.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.

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Class:- **First Year M.B.A.**	Semester-II
Course Code : **MGC1081**	Course Name : **Business Research Methods**

L	T	P	Credits
2	0	0	2

Course Description:
Business Research Methods introduces students to the nature, scope, and significance of research and research methodologies. Additionally, the course studies primary and secondary research methods with applications to specific problems, using qualitative and quantitative designs for individual investigation on current problems within a student's area of interest.

Course Learning Outcomes:
After successful completion of the course, students will be able to,

1. Apply the major types of research designs
2. Formulate clearly defined research questions
3. Analyse and summarise key issues and themes from existing literature
4. Evaluate and conduct research
5. Understand the ethical issues associated with the conduct of research

Prerequisite:
Basic knowledge of Statistics

Course Content

Unit No	Description	Hrs
1.	**Introduction to Business Research** Research in Business, The Research Process: An Overview types of research, Clarifying the Research Question through Secondary Data and Exploration, Literature review, Ethics in Business Research	04
2.	**The Design of Business Research** Research Design: An Overview , Qualitative Research 'design ,Observation Studies , Experimental research design ,Surveys	04
3.	**The Sources and Collection of Data** Primary and secondary data , collection, Measurement Scales , Questionnaires and Instruments , Crafting Effective Measurement Questions	04
4.	**Census and Sampling** Census , Probability and non- probability sampling ,Determining Sample Size , Data Preparation and Description, Describing Data Statistically ,Normality of data	04

5.	**Hypothesis Testing** Hypothesis – meaning and types, type I and Type II error, Level of significance, Testing procedure, parametric and non- parametric tests – an introduction, problems on t-test, ANOVA. and chi-square, measures of association	04
6.	**Report Writing** Presenting Insights and Findings: Written Reports, Oral Presentations, important aspects and synopsis preparation.	04

References -

Text Books:

1.Cooper and Schindler, Business Research Methods, McGraw Hill Publications, 11th edition, 2015

Reference Books:

1.Andy Field, Discovering Statistics using IBM SPSS Statistics 4e + SPSS Version 22.0, SAGE Publications, Inc.; 4th Revised edition, July 2014)

2.Alan Bryman, Emma Bell ,Business Research Methods , Oxford University Press , 3rd Edition, 2011

3.William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, Business Research Methods, 9th Edition, Cengage Learning,

4.Rajendra Nargundkar, Marketing Research: Text and Cases, McGraw Hill Education India Private Limited; 3 edition, 2008

7.Naresh Malhotra and Satya Bhushan Das, Marketing Research: An applied Orientation, Pearson Education, 2011

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Department of Management Studies (MBA)

Class:- **First Year M.B.A.**	Semester-II
Course Code : **MGC1101**	Course Name : **Managing for Sustainability**

L	T	P	Credits
3	0	0	3

Course Description:

This course will investigate the productive processes transformations in the era of the 4.0 industrial revolution. This course covers the different perspectives of CSR: the historical evolution of the CSR theory, the relation between the impact theory and practice and the return for the society in terms of economic, social and environmental sustainability, the role of the stakeholders and the new configurations of the peer value, the corporations and the social enterprises and the challenge of the measurement, analysis of the sustainability of the new forms of value creation: sharing, collaborative and circular economy, the shift towards the Corporate Social Desirability. It also covers the major aspects of corporate governance: Codes and practices, major corporate governance failures etc.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Demonstrate a multi-stakeholder perspective in viewing CSR issues.
2. Analyze the impact of CSR implementation on corporate culture, particularly as it relates to social issues.
3. Explain the concept of corporate governance, why governance is important for corporations as well as for society at large.
4. 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.
5. Discuss open issues concerning the future evolution of corporate governance in the context of globalization.

Prerequisite:

- No prior knowledge is required, though interest in the topic of corporate social responsibility will be helpful

Course Content		
Unit No	**Description**	**Hrs**
1.	**Introduction to Corporate Social Responsibility** 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	**06**
2.	**CSR and Triple bottom line** CSR through triple bottom line and Sustainable Business; triple green rating, international efforts towards environmental protection, Vienna convention, Montreal protocol, Kyoto protocol, sustainable finance.	**06**
3.	**Conceptual Foundations of CSR** 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	**06**
4.	**Conceptual Framework of Corporate Governance** 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	**06**
5.	**Corporate Governance – Codes and Practices** 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	**06**
6.	**Major Corporate Governance Failures** Bank of credit and commerce international (UK), Maxwell communication corporation and Mirror group newspapers (UK); Enron(USA); Andersen worldwide (USA); Vivendi (France); News of the world (UK); Punjab National Bank (India), Satyam computer services ltd (India); Sahara (India); Kingfisher ltd (India); common governance problems noticed in various corporate failures.	**06**

Tutorial:

1. Identify the recent issues of CSR in Indian business environment.
2. Analyze the real life cases of CSR.
3. Case studies on corporate governance failures.

References -

Text Book:

1. Sanjay k Agarwal, Corporate Social Responsibility in India –SAGE Publications, New Delhi, 2008.
2. Mallin, Christine A., Corporate Governance (Indian Edition), - Oxford University Press, New Delhi, 2015.

Reference Books:

1. Mark S. Schwartz, Corporate Social Responsibility: An Ethical Approach, - Broadview Press, Canada, 2011.
2. CII., Handbook on Corporate Social Responsibility in India, PricewaterhouseCoopers, India, 2013.
3. Sharma, J.P., Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd, New Delhi, 2016.
4. Peter Wallace, john Zinkin, John Wiley & Sons, Mastering Business In Asia: Corporate Governance 2006.

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

K.E. Society's
Rajarambapu Institute of Technology, Sakharale
(An Autonomous Institute, Affiliated to Shivaji University, Kolhapur)
Syllabus (Theory Courses)
To be implemented from **2018-19**

Department of Management Studies (MBA)

Class:- **First Year M.B.A.**	Semester-II
Course Code : **MGC1121**	Course Name : **Management Information System**

L	T	P	Credits
2	0	2	3

Course Description:
Students acquire the basic knowledge and skills needed to effectively utilize information systems and technology in support of organizational strategy. Topics include an introduction to information systems in organizations, Decision Support Systems, Group decision support systems (GDSS), Strategic Role of Information Systems and Building Information Systems, Information System Success and Failure, MIS Working and Practical Exposure.

Course Learning Outcomes:
After 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.

Prerequisite:
The basic knowledge of computer is required. Should know the use of information in decision making.

Course Content		
Unit No	**Description**	**Hrs**
1.	**Management Information Systems** 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.	**06**
2.	**Decision Support Systems** 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. Model of Decision Making - Herbert Simon's Models	**06**
3.	**Group decision support systems (GDSS)** 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	**06**
4.	**Strategic Role of Information Systems and Building Information Systems** Information as a strategic resources and concept of strategic information system. Contribution of information systems to pursue competitive strategies.	**06**
5.	**Information System Success and Failure** 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.	**06**
6.	**MIS Working and Practical Exposure** Contemporary technologies and infrastructure required to implement an IS. Understanding Information systems for Accounting, Finance, Production and manufacturing, Marketing and HRM functions in any organization.	**06**

Tutorial:

1. Major types of information system in organization
2. GDSS- GDSS can enhance group decision-making & ESS- benefits of ESS
3. Models of Decision Making - Herbert Simon's Models
4. Major problem areas in information system.
5. Business intelligence, process management, systems development and security.
6. Success story of information systems- Prepare report on three companies success story.

References -
Text Books:

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

Reference Books:

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

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Class:- **First Year M.B.A.**	Semester-**II**
Course Code : **MGC1141**	Course Name : **Strategic Management**

L	T	P	Credits
3	0	0	3

Course Description:
Strategic management focuses on the concept of strategy formulation and implementation by exploring the functions and nature of general management. The course serves as an opportunity to develop skills for strategic thinking and analysis, leadership, communication, teamwork, and cross-functional integration. Students learn about corporate and business planning and the implementation of organizational change through structures, systems and people. The approach adopted includes lectures, case analyses and action learning through group efforts.

Course Learning Outcomes:
After 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. Conduct strategic analysis and make choice for best appropriate action.
4. Play vital role in strategic implementation.
5. Evaluate strategy and suggest the modification.

Prerequisite:
Basic understanding of management concept, management function, organization structure, external and internal environment of organization.

Course Content		
Unit No	**Description**	**Hrs**
1.	**Introduction:** Strategy- Fundamentals of Strategy, Conceptual Evolution of Strategy, Scope and Importance of Strategies; Strategic Management- Need, scope, key features and importance of strategic management, strategic management process, Role of Strategists in Decision Making, strategists at various management levels, Types of Strategies, Limitations of Strategic Management; vision, mission, objectives and goals.	**06**
2.	**Levels and Types of Strategy** Corporate level strategies- Stability, Expansion, retrenchment, and Combination strategies; Business level strategies- Cost leadership, Differentiation and focus business Strategy. **Growth strategy**-Diversification Strategies, Vertical Integration Strategies.	**06**
3.	**Environmental analysis** External environmental analysis- Environmental appraisal Scenario planning - Preparing an Environmental Threat and Opportunity Profile (ETOP); Internal environmental analysis- Resource based view of a firm, types & sources of competitive advantage, analyzing Company's Resources and Competitive Position, competitive advantage, competitive parity & competitive disadvantage, Core Competence.	**06**
4.	**Strategy Formulation** Tools for strategic formulation- SWOT analysis, GAP analysis, Porter's five forces model, Value-chain analysis, Benchmarking, BCG Matrix, GE-9 Cell Matrix.	**06**
5.	**Strategy Implementation** Components of a strategic plan, barriers to implementation of strategy, Organization structure- entrepreneurial, functional, divisional, SBU, Strategic leadership, Corporate culture, Mintzberg's 5 Ps – Deliberate & Emergent Strategies, Mc Kinsey's 7s Framework.	**06**
6.	**Strategic Evaluation and Control** Overview, Strategic Control, Techniques of strategic evaluation and control, Strategies for the Bottom of the Pyramid, Digitalization strategies.	**06**

References -
Text Books:

1. Thomas L. Wheelen and J. David Hunger, Concepts in Strategic Management and Business Policy", Pearson Education, 13th Edition.

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

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Department of Management Studies (MBA)

Class:- **First Year M.B.A.**	Semester-**II**
Course Code : **MGC1161**	Course Name: **International Business**

L	T	P	Credits
2	0	0	2

Course Description:
This course provides an overview of the environment, concepts, and basic differences involved in international business. Topics include forms of foreign involvement, international trade theory, governmental influences on trade and strategies, international organizations, multinational corporations.

Course Learning Outcomes:
After successful completion of the course, students will be able to,
1.Describe the foundation of international business.
2. Discuss the business operations of international organizations and multinational corporations.
3. Analyze forms of foreign involvement.
4. Apply international trade theory.

Prerequisite:
Basics of Marketing Management and business environment.

Course Content		
Unit No	**Description**	**Hrs**
1.	**Globalization and International Business** International Trade: Basic Concepts, Globalization and its Drivers, State of World Economy, International Business	**04**
2.	**National Differences In Political Economy, Culture And Economic Development** Political System and International Business, Legal Systems and International Business, Culture and International Business.	**04**
3.	**International Trade Theories** Trade Theories of Absolute and Comparative Advantage, Heckscher-Ohlin's Theory of Factor Endowment, Modern Theories of International Trade.	**04**
4.	**Foreign Direct Investment** Portfolio investment by Foreign Institutional Investors, Theories of FDI, FDI Flows in India, Historical Context, FDI Policy: Historical Phases, FDI Policy: Different Routes, Factors that attract FDI, Advantages and Disadvantages of FDI	**04**
5.	**International Business Strategy** The Role of Strategy in International Business, Operation of a Firm: Primary v/s Secondary activities, Global Expansion and Profitability of a firm, Alternative Organizational Arrangements for International Operations, Issues of Control, Global Corporate Social Responsibility	**04**
6.	**Multinational Companies (MNCs) And Entry Strategies** Types of MNCs, Taxonomy of Entry Modes of MNCs, Determinants of Entry Mode Choice in Emerging Nations	**04**

References -
Text Books: .
1. Francis Cherulinam, International Business, Himalaya Publishing House, Mumbai, 2015
Reference Books:
1. K. Aswathappa, International Business, Tata McGraw hill Publication , 3rd. Edition
2. P Subba Rao International Business, Himalaya Publishing House, Mumbai 2015

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Class:- **First Year M.B.A.**	Semester-**II**
Course Code: **MGC1181**	Course Name: **Soft core (General Aptitude Skills)**

L	T	P	Credits
0	0	2	1

Course Description:
This course enhance holistic development of students and improve their employability skills. It also improves aptitude, problem solving skills and reasoning ability of the students. It develop skills that enable students to identify quickly the critical issues and logically derived conclusions from written facts or data.

Course Learning Outcomes:
After successful completion of the course, students will be able to,
1.Evaluate critically the real life situations by resorting and analyzing of key issues and factors
2.Utilize their innovative thinking skills to project themselves for finding fresh approaches towards tribulations
3.Demonstrate various principles involved in solving mathematical problems and thereby reducing the time taken for performing job functions
4.Make and evaluate the assumptions used in analyzing quantitative data

Prerequisite:
Basic knowledge of mathematics

Course Content		
Unit No	**Description**	**Hrs**
1	Numbers: Classification, Divisibility Rules, Number Series	**02**
2	Factorials, Number of Factors, Remainder, LCM & HCF, Percentage	**02**
3	Partnerships, Averages, Ratios & Proportions	**02**
4	Profit & Loss, Simple Interest & Compound Interest	**02**
5	Time & Work, Profit & Loss, Progression	**02**
6	Coding and Decoding, Letter Series, Blood Relations, Puzzles.	**02**

References -

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

Reference Books:
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

Evaluation	Weightage	Particulars	Converted Marks
ISE	50%	ISE – I	15
		ISE – II	15
		Final Test	20
		Total Marks	**50**

Department of Management Studies (MBA)

Class:- **First Year M.B.A.**	Semester-II
Course Code : **MGC1201**	Course Name: Laboratory Courses SPSS

L	T	P	Credits
0	0	2	1

Course Description: Handling statistical data is an essential part of psychological research. In this course Basic concepts and use of SPSS will be introduced. This SPSS data analysis course will help students to analyze data in SPSS, choose the right descriptive statistics technique and write up the result of the findings with confidence. The course covers everything from entering data into SPSS to interpreting the result and offers easy step-by-step guide to mastering statistics in SPSS.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Define variables in SPSS and import excel data sheet
2. Compute frequencies, Percentage calculations and output five saving.
3. Calculate Mean, Median Mode, Standard deviations and interpret the result
4. Perform Normality tests and choose test statistics accordingly
5. Construct graphs and perform hypothesis tests like f – test, chi – square and interpret the result.

Prerequisite:

Basic Understanding Computer Statistics and research methods

Course Content

Unit No	Description	Hrs
1	Getting Familiar With SPSS, Entering Data by Hand, Using Variable View	2
2	Creating A Data Sheet and Code Sheet	2
3	Creating A Frequency Table, Creating A Histogram, Creating A Box Plot	2
4	Calculating Mean, Mode and Median	2
5	Calculating Measures of Spread	2
6	Correlation, Simple Linear Regression	2
7	Chi Square Test	2
8	ANOVA	2
9	Multivariate Analysis – Principal Component Analysis	2
10	Multiple Regression	2
11	MANOVA	2
12	T Test	2

References -

Text Books: SPSS Lab Manual

Evaluation	Weightage	Particulars	Converted Marks
ISE	50%	ISE – I	15
		ISE – II	15
		Final Test	20
		Total Marks	**50**

Class:- **Second Year M.B.A.**	Semester-III
Course Code : **MGC2011**	Course Name : **Project Management**

L	T	P	Credits
2	0	0	2

Course Description:
A project is a temporary endeavor undertaken to create a unique product, service, or result. The outcome of the project may be tangible or intangible. Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. Project Management is an organized venture for managing projects. It involves scientific application of modern tools and techniques in planning, financing, implementing, monitoring, controlling and coordinating unique activities or tasks to produce desirable outputs in accordance with the pre-determined objectives within the constraints of time and cost.

Course Learning Outcomes:
After 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. Apply PERT & CPM technique for managing project duration.
5. Taking decisions based on risk management in the projects.

Prerequisite:
Basic understanding of management principles & functions, operations management.

Course Content

Unit No	Description	Hrs
1.	**Project Management** Project Management, Responsibilities and Competencies of the Project Manager, Interpersonal Skills of a Project Manager, Project Life Cycle and Uncertainty, Organizational Influences on Project Management	04
2.	**Project Feasibility Studies** 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	04
3.	**Project Cost Management** Estimate Project Cost, Components of Capital Cost of Project, Sources of Project Finance, Role of Financial Institutes in Project Financing, Decisions	04

	based on computation of Payback method / NPV /IRR	
4.	**Managing Human Aspect in Projects** Project Organization, Acquire Project Team, Project Leadership, Motivations in Project Management, Conflict in Project Management, five stage team development models, managing virtual project teams	04
5.	**Project Time Management** Project scheduling, Application of Network Analysis, Graphical Evaluation & Review Techniques (GERT), Slack Time, Estimating Activity Time (to,tm,tp) , Total Project Time, PERT & CPM	04
6.	**Project Risk Management** Risk Management, Decision making under Certainty, Risk & Uncertainty, Risk Management Process, Monte Carlo Process for managing risk, Project Termination, Types, Termination Strategies	04

References -

Text Books:

1. Gray C. F., & Larson, E. W., "Project Management: The Managerial Process", Tata McGraw Hill
2. Publications, New Delhi 5th edition 2012

Reference Books:

1. Harold Kerzner, "Project Management: A systems approach to planning, scheduling & controlling", Wiley India Pvt. Ltd., New Delhi. (10th 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, 8th Edition, 2015
4. Rory Burke, "Project Management – Planning and Control Techniques", 5th Edition, Wiley India Pvt. Ltd. New Delhi, 2013

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Class:- **Second Year M.B.A.**	Semester-**III**
Course Code : **MGC2031**	Course Name : **MS Project Lab**

L	T	P	Credits
0	0	2	1

Course Description:
Microsoft Project has many useful features to help you to plan projects, manage and update project information, and communicate the status of the project. The Gantt chart can show the project schedule graphically on a time scale. You can 'outline' your project into phases of summary tasks and sub tasks. You can create different working times for each group of resources and for each individual resource if required. There are views and reports to help you quickly identify resource availability and costs.

Course Learning Outcomes:
After 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.

Prerequisite:
A working knowledge of Windows is required or Microsoft Office Introduction course. No experience of MS Project is required.

Course Content		
Unit No	**Description**	**Hrs**
1.	**Introduction to MS Project** Basic project management concepts, Project environment overview including what's new , navigation including customizing the Ribbon and Backstage View	04
2.	**Task Creation and Scheduling** Creating a task list, modifying a task list, Change Highlighting, Multi-Level undo, Manual Scheduling, Structuring tasks to create an outline	04
3.	**Scheduling Tasks** 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	04
4.	**Using Task Views** Working with the timeline, using calendar view, using network diagram view, modifying views, Modifying timescale, Zoom and zoom slider	04

5.	**Formatting and Sharing Information** Project properties, adding notes & hyperlinks, Copy / paste picture, Copy / paste tasks and rows, formatting bars and the gantt area, Formatting for printing	04
6.	**Opening and viewing a project** 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	04

References -

Text Books:

1. Carl Chatfield , Timothy Johnson, "Microsoft Project 2010 Step by Step", Microsoft Press, First Edition ,2010

Reference Books:

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

Evaluation	Weightage	Particulars	Converted Marks
ISE	50%	ISE – I	15
		ISE – II	15
		Final Practical Test	20
		Total Marks	**50**

Department of Management Studies (MBA)

Class:- **Second Year M.B.A.**	Semester-**III**
Course Code : **MGC2051**	Course Name : **IIP/ED/CP Phase I**

L	T	P	Credits
0	1	0	1

Course Description: This course aims at giving students hands on experience to the world of work which imbibes in them the skills and competencies required to make them competent graduates for employment as per the expectation of the industry. It is a semester long course where the students are expected to identify the areas of their interest and prepare a report / Synopsis.

Course Learning Outcomes:
After successful completion of the course, students will be able to,
1. A Synopsis for CP/IIP and the pre-feasibility report for ED
2. The survey tool of CP/ IIP/CP Evaluation

Prerequisite: Knowledge of Management Fundamentals.

CRITERIA FOR SELECTION OF STUDENTS
The students who want to opt for industry internship II and project with are required to fulfill the criteria specified

1. CPI of students up to semester II should be ≥ 6
2. Ready to move to the place where industry assignment is allotted.
3. The entire cost of the Internship will be borne by the students (lodging boarding and any other cost). However, any facilities extended by the company like conveyance facility, subsidized canteen facility and stipend
4. They have to go through the selection process of the company.
5. Maximum number of students will be decided based on the policy guidelines prepared from time to time.
6. Once the student is allotted the company (after final selection process) cannot be changed and it is binding on the student to complete the assignment in that company.

CRITERIA FOR LISTING OF THE COMPANIES

1. It should be a industry from any of the upcoming sectors having the functional departments and facilities to design develop a student's skill related to the area of specialization and potential to recruit managers after training.
2. Company should provide well defined internship assignments along with projects and extend facilities to students for on the job training (OJT) as well as access to data & information and guidance to complete the assigned project. Should be able to keep record of attendance and provide a mentor to monitor the project and help the students to sort out problem issues.

Evaluation	Weightage	Particulars	Converted Marks
ISE	50%	ISE – I	15
		ISE – II	15
		Final Test	20
		Total Marks	**50**

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

Marketing Management

1. MKT2011 Sales and Distribution Management
2. MKT2031 Services Marketing
3. MKT2051 Retail Marketing
4. MKT2071 Consumer Behavior
5. MKT2091 Customer Relationship Management

Class:- **Second Year M.B.A.**	Semester-III
Course Code : **MKT2011**	Course Name : **Sales and Distribution Management**

L	T	P	Credits
3	0	0	3

Course Description:

The aim of the course is that the student understands the importance of Sales and Distribution, and is capable of putting up a sales team and to manage it. Furthermore, the student manages the multitude of distribution channels and is capable of creating an optimal distribution channel solution for a Business. Sale Management starts with helping develop the right products, setting the right prices and distributing in the right places, and continues with marketing messaging, customer service and other selling efforts.

Course Learning Outcomes:

After 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 monitory 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.

Prerequisite:

The basic understanding of Sales and distribution is required. Understanding of sales related marketing policies are essential to acquire the knowledge about various selling policies and strategies.

Course Content		
Unit No	**Description**	**Hrs**
1.	**Personal Selling and Marketing Strategy** 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.	06
2.	**Organizing the Sales Effort** The Effective Sales Executive, the Sales Organization, Sales Department Relations, Distributive - Network Relations.	06
3.	**Sales Force Management**	06

	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.	
4.	**Controlling the Sales Efforts** Forecasting Sales & Developing the Sales Budget, Quotas, Sales Territories, Sales Control and Cost Analysis, Key Accounts Management.	06
5.	**Marketing Channel Systems** 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.	06
6.	**Developing Marketing Channel** Strategy in Marketing Channels, Designing the Marketing Channel, Electronic Marketing Channel, Selecting the Channel Members, Target Markets and Channel Design Strategy.	06

References -

Text Books:
1.Still, R.R. & Cundiff et al., "Sales Management - Decision Strategies & Cases", Pearson, 5th Edition- 2014.
Reference Books:
1.Bert Rosenbloom, "Marketing Channels" Thomson Publications, 7th 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

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Class:- **Second Year M.B.A.**	Semester-**III**
Course Code : **MKT2031**	Course Name : **Services Marketing**

L	T	P	Credits
3	0	0	3

Course Description:
Theoretical foundations and practical application of marketing of services are examined. Topics include the nature of services, marketing framework and the marketing mix for services, service encounter, human factor and service quality. This course focuses on the key elements (culture, communications, strategy, operations, people and technology) that marketers must integrate to establish and sustain service excellence and provide customer value. While the course examines broad issues in managing service businesses and the service component of manufacturing firms, a core theme is how customer value is created.

Course Learning Outcomes:
After successful completion of the 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.

Prerequisite:
Basics of Marketing Management.

Course Content

Unit No	Description	Hrs
1.	**Foundations of Services Marketing** Introduction - Growth of the Service Sector - The Concept of Service - Characteristics of Services - Classification of Services -Services Marketing Mix.	06
2.	**Delivering Quality Services** 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	06

	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 SERVQUAL and Gap analysis.	
3.	**Customer Expectations of Service** Basic consumer behaviour in service , Meaning and type, factors influencing customer service expectations , customer perceptions,customer satisfaction , service encounters.	06
4.	**Understanding Customer Requirements** Using market research to understand customer expectations, Elements of effective research program,analyzing findings and upward communication.Relationship marketing , strategies and challenges.	06
5.	**Service recovery** Impact of service failure and recovery , service recovery strategies, service innovation and design , types of innovations , service blue printing.	06
6.	**Managing Demand and Capacity** Capacity constraints, Demand patterns ,strategies for balancing, yield management - balancing capacity utilization ,pricing , market segmentation ,waiting line strategies , service and the bottom line	06

References -
Text Books:
1.Valerie A Zeithmal & Mary Jo Bitner, Services Marketing, Tata McGraw Hill, 8th Edition.
Reference Books:
1.Service - Marketing: Text and Cases, 2nd Edition – 2011 by Harsh V. Verma.
2.Lovelock, Service Marketing, (People, Technology, Strategy) 7th Edition, Pearson.
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.

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Class:- **Second Year M.B.A.**	Semester-III
Course Code : **MKT2051**	Course Name : **Retail Marketing**

L	T	P	Credits
3	0	0	3

Course Description:
The main objective of this course is to introduce students to the basic concepts of a Retail Marketing. This course targets the needs of rapidly growing Retail sector, providing an industry relevant and exciting education in the latest techniques and strategies being employed and developed. Retailers today must make complex decisions about selecting the appropriate target market and locations, determining what merchandise and service to offer, training and motivating retail employees, and deciding how to price products and present merchandise. The objective of this course is to enrich learners understanding of retailing. To survive and prosper in the retail jungle, retailers must build a path based on well-developed strategic plans and use state-of-art information and distribution systems to implement them. Thus, learners are exposed to well-established retail strategic framework and relevant research encompassing various areas of retailing. An applied perspective is adopted whereby learners are encouraged to apply concepts and perspectives learned in the course.

Course Learning Outcomes:
After successful completion of the course, students will be able to,
1.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.Analyze the latest strategies required for the development of retail marketing.
4.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.

Prerequisite:
Basic understanding of the fundamental concepts of Retail Marketing and Retail Marketing trends.

Course Content		
Unit No	**Description**	**Hrs**
1.	**An Introduction to Retailing** Introduction; Overview; the Framework of Retailing; the Importance of Development and Applying a Retail Strategy; Theories of Retail Change. **Changing Paradigm of Retail in India:** Introduction, Retailing in India: Trends & Opportunities; Traditional Retail Formats; Modern Retail Formats in India; Geographical Markets; Retailing in Rural India; Vertical Marketing System in Indian Retailing; Challenges in Retailing Business in India.	**06**
2.	**Strategic Process Planning in Retailing** Introduction; Situation Analysis; Objectives; Identification of Consumer Characteristics and Needs; Overall Strategy; Specific Activities; Control; Feedback; a Strategic Planning Template of Retail Management; Case Study.	**06**
3.	**Building and Sustaining Competitiveness: A Strategic Approach** Introduction; Methods of Developing Sustainable Competitive Advantage; Value and the Value Chain; Retailer Relationship; Technology and Relationships in Retailing; Ethical Performance and Relationships in Retailing.	**06**
4.	**Pricing in Retailing** Retail Pricing: Approaches and Strategies; External Factors Affecting a Retail Price Strategy; Developing a Retail Price Strategy; Implementation of Price Strategy.	**06**
5.	**Retail Location Strategy** Introduction; the Importance of Location to Retail Companies; Types of Retail Locations; Location Assessment Techniques; Case Study: ECE Project management.	**06**
6.	**Growth Strategies:** Introduction; Growth Options; Outlet Growth: Organic Growth through Outlet Multiplication, Franchising, Mergers & Acquisitions; Global Growth Opportunities.	**06**

References -
Text Books:
Levy & Weitz: Retailing Management, TMH, 9th Edition, 2014.
Reference Books:
1. Roger Cox, Paul Brittain – Retailing: An Introduction, Pearson Publication, 5th Edition.
2. Barry Berman Joel & R. Evans: Retailing Management-A Strategic Approach, Pearson
3. A Sivakumar, 'Retail Marketing' Excel Books New Delhi 2nd 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, 1st Edition, 2012.
6. Narendra Agrawal, Stephen A. Smith Retail, Supply Chain Management: Quantitative Models and Empirical Studies, Springer, 2nd Edition, 2015.

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Class:- **Second Year M.B.A.**	Semester-III
Course Code : **MKT2071**	Course Name : **Consumer Behavior**

L	T	P	Credits
3	0	0	3

Course Description:

An understanding of the needs and behaviours of consumers is an intrinsic component of the development and implementation of successful marketing actions. Specific topics address the consumer decision process; situational and perceptual influences in consumer evaluation of marketing messages, products and services; motivation, learning and memory, personality, attitude and attitude change in marketing contexts; the influence of consumer demographics; and contextual influences on consumer behaviour, including that of the online consumer. The course deals with the behavioral aspects of marketing management. It explains how the markets, consumers behave under circumstances and how the cultural, social, personal and psychological factors influence their behavior. The course should enable students to develop marketing strategies that are consumer based and create and enhance customer value.

Course Learning Outcomes:

After successful completion of the 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.

Prerequisite:

Basic understanding of Consumer Behaviour

Course Content		
Unit No	**Description**	**Hrs**
1.	**Introduction to the Study of Consumer Behavior** 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.	**06**
2.	**Consumer as an Individual** 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.	**06**
3.	**Consumers Learning** 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.	**06**
4.	**Consumer Perception, Risk and Imagery** 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.	**06**
5.	**Consumer Communication** 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.	**06**
6.	**Social Class and Mobility** Lifestyle Analysis, Culture, Sub-Culture and Cross Culture, consumer analysis, relevance for Marketers Influence of Culture on Consumer	**06**

	Behaviour - Sub Culture & Cross Culture. Consumer Analysis, Public Policy, Consumer Advocacy Studies in India. SEC Classification - Indian Rural Urban Social Class Classification.	

References -
Text Books:
1.Consumer Behavior, Schiffman, L.G. and Kaunk. L. L, Prentice Hall, India. 10th Edition 2009.
Reference Books:
1.Consumer Behavior, Schiffman, L.G. and Kaunk. L. L, Prentice Hall, India. 10th 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 11th Edition 2014.
4.Consumer Behavior in Action: Real-life Applications for Marketing Managers, Geoffrey Paul Lantos, Publisher- Routledge, 2015.

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

K.E. Society's
Rajarambapu Institute of Technology, Sakharale
(An Autonomous Institute, Affiliated to Shivaji University, Kolhapur)
Syllabus (Theory Courses)
To be implemented from **2018-19**

Department of Management Studies (MBA)

Class:- **Second Year M.B.A.**	Semester-**III**
Course Code : **MKT2091**	Course Name : **Customer Relationship Management**

L	T	P	Credits
3	0	0	3

Course Description:
This course examines customer relationship management (CRM) and its application in marketing, sales, and service. CRM is a business strategy for maximizing shareholder value through acquiring, enhancing, and retaining desired customers. Effective CRM strategies help companies align business process with customer centric strategies using people, technology, and knowledge. Companies strive to use CRM to optimize the identification, acquisition, growth and retention of desired customers to gain competitive advantage and maximize profit. This course will examine the concepts, processes, and technologies an organization uses to achieve superior performance through customer knowledge.

Course Learning Outcomes:
After successful completion of the 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.

Prerequisite:
The basic understanding of Customer Relationship Management is required.

Course Content		
Unit No	Description	Hrs
1.	**Emerging Concepts and Context of CRM** 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.	06
2.	**Types of Customers and customer Value: C C D Value** 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).	06
3.	**Technology for Customer Relationship** 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.	06
4.	**Managing Customer Relationship** 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.	06
5.	**Developing and Deploying CRM Strategy** 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.	06
6.	**CRM Measurement: What to measure and How to Measure** 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	06

References -

Text Books:

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, 14th Edition 2010.
3. Alok Kumar, Chhabi Sinha, Rakesh Sharma, Customer Relationship Management – Concepts and Application, Biztantra, 1st Edition 2008.
4. Mukerjee Kaushik, Customer Relationship Management - A Strategic Approach to Marketing, PHI Learning Pvt. Ltd. 1st Edition, 2007.
5. Kristin Anderson, Carol Kerr: Customer Relationship Management, McGraw - Hill Professional 1st Edition, 2002.
6. Paul Greenberg, CRM essential Customer Strategies for the 21st Century, Tata McGraw-Hill Edition, 3rd Edition 2004.
7. Alok Kr. Rai: Customer Relationship Management: Concepts and Cases, PHI Learning Pvt. Ltd. 1st Edition, 2004.

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Human Resource Management

1. HRM2011	Compensation Management
2. HRM 2031	Performance & Rewards Management
3. HRM 2051	Organization Development & Change
4. HRM 2071	Industrial Relations & Labour Laws
5. HRM 2091	Human Resource Planning

Class:- **Second Year M.B.A.**	Semester-**III**
Course Code : **HRM2011**	Course Name : **Compensation Management**

L	T	P	Credits
3	0	0	3

Course Description:

Compensation management is key to the whole HRM system. It plays an important role to obtain, retain and motivate people. A good compensation management system adds value to the competitiveness of the company by helping companies to attract good talent and motivate them to work towards the goals of the company. It's necessary for managers and HR professional to understand what compensation is about and how to design an effective compensation system.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1.Increase student knowledge and comprehension about the Compensation function.
2.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.

Prerequisite:

Basic understanding of Human Resource Management

Course Content

Unit No	Description	Hrs
1.	**Compensation Management** Economic concepts and theories for compensating human resources, Minimum wages, Fare Wages, just wages and efficiency wages, Human capital and its implications for compensating human resources, Determinants of intra and inter-industry differentials in compensation	06
2.	**Compensation design – The Pay Mix** 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.	06

3.	**Wages & Salary Administration** Wage & salary surveys, pay grade functioning of Wage Boards and Pay Commissions. (1-7^{th}), Wage fixation & Wage Policy, Salary Structure, Fixed cash Benefits, Retrials & Social Security, Variable Pay, Incentives, Stock Options.	**06**
4.	**Incentives & Fringe benefits** 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.	**06**
5.	**Creating a benefits Package** 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	**06**
6.	**Provident Fund & Income Tax** 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.	**06**

References -

Text Books:

1. George T. Milkovich, Terry M. Newman, C.S. Venkata Ratnam, compensation Management, McGraw Hill Education2009, 9th Edition

Reference Books:

1.David Kelly Incentive Compensation Management Cengage Learning 2014
2.Michael Armstrong & Ann Cummins the Reward Management Toolkit Kogan page 2011
3.George W. Bohlander, Scott A. Snell Principles of Human Resource Management Cengage Learning 16th edition.2013
4.B. D. Singh, Compensation & Reward Management, 2nd edition 2012 Excel Books.

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

K.E. Society's
Rajarambapu Institute of Technology, Sakharale
(An Autonomous Institute, Affiliated to Shivaji University, Kolhapur)
Syllabus (Theory Courses)
To be implemented from **2018-19**

Department of Management Studies (MBA)

Class:- **Second Year M.B.A.**	Semester-III
Course Code : **HRM2031**	Course Name : **Performance & Rewards Management**

L	T	P	Credits
3	0	0	3

Course Description:

This course examines the importance of an effective performance management system in helping organizations define and achieve short and long term goals. It explains and reinforces the concept that performance management is not a one-time supervisory event, but an ongoing process of planning, facilitating, assessing, and improving individual and organizational performance. In addition, the course emphasizes the importance of measuring the effectiveness of human resource activities that are designed to enhance individual and organizational performance. Also examines total rewards in an organisational and international context and provides students with the knowledge and understanding of environments in which professionals plan, implement and evaluate employee reward policies to support strategic organisational goals.

Course Learning Outcomes:

After 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.

Prerequisite:

Basic Understanding of Human Resource Management.

Course Content		
Unit No	**Description**	**Hrs**
1.	**Identifying Performance Indices:** 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.	**06**
2.	**Applications of Performance Management** 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.	**06**
3.	**Conducting Performance Feedback Sessions** 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.	**06**
4.	**Designing Performance Evaluation Forms and Rating Scales** Integrating Performance Evaluation with HR systems including Training, Rewards and Recognition, Career Progression, Performance metrics, Developing & maintaining PM, Setting performance standards	**06**
5.	**Performance Management Systems** 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	**06**
6.	**Talent Management Practices and Rewards Management** 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.	**06**

References -

Text Books:

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

Reference Books:

1.Bagchi, S. N., Performance management, Cengage Learning India. 2nd edition 2013

2.Bhattacharyya, D.K., Performance management systems and strategies, Pearson Education.2011

3.Linda Ashdown Performance management, Cengage Learning India, 1st edition 2014

4.Carol Wilson, Performance Coaching Kogan Page 2nd edition 2014

5.Marshall Goldsmith, Louis Carter, Best Practices in Talent Management, The New York Times2009

6.James R Evans, William M. Lindsay Managing for Quality & Performance Excellence. Cengage Learning India. 10th edition 2015

7.Peter Cappelli Talent on Demand: Managing Talent in an age of uncertainty Harvard Business press 2008.

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Class:- **Second Year M.B.A.**	Semester-**III**
Course Code : **HRM2051**	Course Name :**Organizational Development and Change**

L	T	P	Credits
3	0	0	3

Course Description:

The course explores the history, major trends, and ethical and professional issues in the organizational development field, while illustrating the OD practitioner's analysis, data gathering, intervention processes and techniques, diagnosis and final recommended changes through readings, discussion postings, applied exercises, case studies and student research. Explores problems in introducing change in organizations, theory, and methods of intervention in organization development.

Course Learning Outcomes:

After 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.

Prerequisite:

Basic understanding of organizational behavior & Principle & practices of management.

Course Content		
Unit No	**Description**	**Hrs**
1.	**Process of Organizational Development** 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.	06
2.	**Special Applications of Organization Development** 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.	06
3.	**Teams: A foundation of OD** Theories of planned change, System theory, Teams & Teamwork, Parallel learning structure, A normative reductive strategy of changing diagnostic models, Techniques of Organizational Diagnosis	06
4.	**Organizational Change-.** 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.	06
5.	**OD Intervention-** Designing interventions, Human process interventions, Techno structural interventions, restructuring organizations, Strategic change interventions, Team Intervention, Employee involvement, Work design, Developing & assisting members	06
6.	**Trends in Organization Development:** OD-HRD interface, OD in global settings, OD research and practice in perspective, Challenges and future directions in OD.	06

References -
Text Books:
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. 10th edition 2014
3. Fred Luthans- Organisational Behaviour An Evidence based Approach 12th 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

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Department of Management Studies (MBA)

Class:- **Second Year M.B.A.**	Semester-III
Course Code : **HRM2071**	Course Name: **Industrial Relations and Labour Laws**

L	T	P	Credits
3	0	0	3

Course Description:

This course focuses on institutional structures, policies and procedures in industrial relations conflict resolution under arbitration and bargaining. The course covers topics and issues of importance in the employment and industrial law field. Others include the nature and purposes of the legal system and industrial law, the law concerning the contract of employment, Trade union law and industrial law powers of governments.

Course Learning Outcomes:

After 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.

Prerequisite:

Basic understanding of human resource management & law.

Course Content		
Unit No	**Description**	**Hrs**
1.	**Structure and Evolution of Industrial Relations** 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	**06**
2.	**Trade Unions** Philosophy and perspectives, History and structure of Trade Unions, Impact of Globalization, Technology and economic reforms on Trade Unions, Emerging changes in Trade Unions.	**06**
3.	**Discipline and Disputes:** 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.	**06**
4.	**The Payment of Wages Act** 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	**06**
5.	**The Payment of Bonus Act** 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	**06**
6.	**Employee Provident fund & Miscellaneous Provisions Act** - The payment of Gratuity act-1972, The Maternity Benefit Act, 1961, Industrial employment (Standing order act) 1946, The Bombay Industrial Relation act 1946	**06**

References -

Text Books:

N.D. Kapoor Mrecantile Law, Himalya Publications, 2012.

Reference Books:

1. Venkataratnam, C. S. Industrial Relations: Text and Cases. Delhi. Oxford University Press.2nd edition 2006
2.Michael Salamon, Industrial Relations—Theory & Practice. London. Prentice Hall.2nd 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.3rd 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).

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Class:- **Second Year M.B.A.**	Semester-III
Course Code : **HRM2091**	Course Name : **Human Resource Planning**

L	T	P	Credits
3	0	0	3

Course Description:
This course examines the impact of corporate and business strategy on human resources management. It stresses the importance of aligning human resources management policies and practices with organizational strategy. A strategic human resources planning model is introduced and includes the following elements: organizational strategy, HRM strategy, environmental influences on HRM, job analysis, HR management systems, forecasting supply and demand. Various corporate strategies in today's workplaces are examined in conjunction with their significant effect on human resources planning.

Course Learning Outcomes:
After successful completion of the course, students will be able to,

1. Analyze the theory and concepts of human resource planning.
2. Identify the evolution of HRP throughout the organization.
3. Apply models and methods used in forecasting.
4. Describe the applications of a succession analysis & planning.
5. Evaluate the organization's planning program.

Prerequisite:
Basic understanding of Principles & Practices of Management & Human Resource Management.

Course Content		
Unit No	**Description**	**Hrs**
1.	**Man Power Planning** 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.	**06**
2.	**Developing the Strategic Staffing/ Workforce Planning Process** 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.	**06**
3.	**Implementing & Supporting HR Planning Process** Implementing process effectively, placing strategic planning within business context, assessing current strategic HRP process, Developing HRP websites, supporting strategic HRP, HR structure & required skills.	**06**
4.	**Organizational Workforce & Demand Forecasting** 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	**06**
5.	**Strategic HR Planning** 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.	**06**
6.	**Succession Management** 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	**06**

References -

Text Books:

1) Gary Dessler Human Resource Management, 10th 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 5th Edition 2012
3. Paul Turner HR Forecasting & Planning, 2nd edition, PHL Jaico publishing house 2010
4. Snell/ Bohlander Human Resource management 6th 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 3rd edition Biztantra 2008
7. Arun Sekhri Human Resource Planning &Audit Himalay Publishing House 2016

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Finance Management

1. FIN2011 Indian Financial System
2. FIN2031 Financial Markets & Institutions
3. FIN2051 International Finance
4. FIN2071 Working Capital Management
5. FIN2091 Security Analysis and Portfolio Management

Department of Management Studies (MBA)

Class:- **Second Year M.B.A.**	Semester-III
Course Code : **FIN2011**	Course Name : **Indian Financial System**

L	T	P	Credits
3	0	0	3

Course Description:
The program is introductory on the wide spectrum of financial system in India and will provide bird eye view of the prospective understanding of the role of the components of the financial systems in India. This opening chapter provides an overview of the role of the financial system and briefly describes the main categories of markets, instruments and institutions. This program will cover concepts involving Role of Financial Institutions including Banks, financial Markets (money market and capital market), and financial instruments being used to control the Monetary System of our country. The course also aims at exposing the students to various financial services and also the concept of Mutual fund with its objectives & benefits.

Course Learning Outcomes:
After 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. Exhibit the understanding of the fundamentals of financial markets & define and illustrate some key financial terms, such as primary market and over-the-counter.
3. Apply the knowledge of the relative standing of the major financial services in India for various business organisations.
4. Describe the functions of banking & NBFC in Current Scenario and discuss the various important aspects concern with banking and non banking organisations.
5. Define the concept & explain the objectives of Mutual fund also focus on other relative aspects of Mutual fund industry.

Prerequisite:
The prerequisite for this course is awareness about financial market & various financial services.

Course Content		
Unit No	**Description**	**Hrs**
1.	**Introduction to Indian Financial System:** 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.	06
2.	**Financial Markets:** 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.	06
3.	**Financial Services:** 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.	06
4.	**Commercial Banking & NBFC:** Nature & functions of Commercial Banking, Securitization, Management of NPA, Non-Banking Financial Corporation- Major functions of NBFC, RBI Guidelines.	06
5.	**Development Banking and Merchant Banking:** 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.	06
6.	**Mutual Funds:** 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.	06

References -
Text Books:
1. M.Y.Khan , Indian Financial System, Tata McGraw Hill, 8th edition, 2013.

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

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Department of Management Studies (MBA)

Class:- **Second Year M.B.A.**	Semester-III
Course Code : **FIN2031**	Course Name : **Financial Markets & Institutions**

L	T	P	Credits
3	0	0	3

Course Description:

The program is introductory study of financial market and institutions is to provide insight of various aspects of any financial system. This opening chapter provides an overview of the financial environment and then remaining chapters briefly describes the various types of financial markets and institutions and their role in development of the economy.

There are many facets that one must understand of financial market and various institutions working in the system that comprises of financial markets, financial services, financial instruments etc. The program is set to equip students with the various concepts of the broad field.

Course Learning Outcomes:

After 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.

Prerequisite:

The prerequisite for this course is awareness about various financial services.

Course Content		
Unit No	**Description**	**Hrs**
1.	**Overview of the Financial Environment** 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.	**06**
2.	**Debt Security Markets** 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.	**06**
3.	**Equity Market** 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	**06**
4.	**Derivative Security Markets** Financial Futures Markets, Options Markets, Swap Markets, Foreign Exchange Derivative Markets, Strike price, Interest rate, Time to expiration, Basic Option strategies	**06**
5.	**Commercial Banking** Commercial Bank Operations, Bank Regulation, Bank Management, Financial Statement Analysis and Bank Performance Measurement	**06**
6.	**Non-Bank Operations** Thrift Operations, Finance Company Operations, Mutual Fund Operations, Securities Operations, Insurance and Pension Fund Operations, their status, types, working and strategies for commercial viability.	**06**

References -

Text Books:

1.Madura Jeff, Financial Markets and Institutions, Cengage Learning, 11th edition, 2015.

Reference Books:

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

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Class:- **Second Year M.B.A.**	Semester-III
Course Code : **FIN2051**	Course Name : **International Finance**

L	T	P	Credits
3	0	0	3

Course Description:

An increase in international trade and the related flow of finance has contributed significantly to the importance of financial management beyond the domestic borders. In this course, student will learn that by understanding the financial decision-making framework from an international perspective, comprehending the global environment of business finance and being aware of the cultural variables of international business, are therefore paramount for today's financial manager as it provides skills that ensure the competent evaluation of alternatives and the making of objective decisions.

This course provides students with knowledge of and competence in identifying the nature of foreign exchange risk and main types of foreign exchange exposure that company face, as well as in using main techniques of hedging foreign exchange risk.

Course Learning Outcomes:

After 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.Interpret 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, evaluate project and provide suggestions to the organization.

Prerequisite:

The prerequisite for this course is awareness about fundamentals of financial management & its importance.

Course Content

Unit No	Description	Hrs
1.	**The International Financial Environment** Multinational Financial Management: An Overview, International Business Methods, International Monetary System, International Financial Institutions, Development Banks, Balance of Payments	06

2.	**The Foreign Exchange Markets** 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.	06
3.	**Exchange Rate Mechanism** Derivative, Foreign Currency Futures, Foreign Currency Options, Conditions Theories of Foreign Exchange Rate Movement and International Parity	06
4.	**Managing Foreign Exchange Exposure & Exchange Control Regulations** 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.	06
5.	**Long term Asset & Liability Management** Foreign Direct Investment, Multinational Capital Budgeting, Country Risk Analysis, Long term financing	06
6.	**Short term Asset & Liability Management** Financing International Trade: Payment Methods for International Trade, Trade Finance Methods, Sources of Short Term Financing, Internal Financing by MNC's, International Cash Management	06

References –

Text Books:

1. Madhu Vij, International Financial Management, Excel Books, 3rd edition, 2010.

Reference Books:

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

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Class:- **Second Year M.B.A.**	Semester-**III**
Course Code : **FIN2071**	Course Name : **Working Capital Management**

L	T	P	Credits
3	0	0	3

Course Description:
This course examines the various components of working capital (cash, receivables, payables, inventory), how they interact with one another, and how they affect firm liquidity. It includes both theoretical and applied components. Practical applications are useful, but cannot be studied fruitfully without a sound knowledge of the underlying theory. Hence there will be considerable emphasis on the theory. Numerical examples will be very important in illustrating the concepts and applications to be covered in this course.

Course Learning Outcomes:
After 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.

Prerequisite:
Basic understanding of Financial Management.

Course Content

Unit No	Description	Hrs
1.	**Introduction to Working Capital Management** Nature of Working Capital, Trade-Off between Profitability and Risk, Symptoms of Poor Working Capital Management, Working Capital Management Strategies	06
2.	**Short Term Financing** 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.	06
3.	**Management of Cash**	06

	Cash Flow Process, Motives for Holding Cash, Cash Management Objectives & Decisions, Managing Collections & Disbursements, Determining the Appropriate Working Cash Balance, Planning Cash Management	
4.	**Receivables Management** 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.	**06**
5.	**Inventory Management** Investing in Inventory, Deciding Optimum Level of Inventory, Inventory Carrying Cost, Objectives of Inventory Management, Benefits & Cost of Holding Inventories, Inventory Management Techniques & Process	**06**
6.	**Management of Current Asset & Current Liabilities** 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	**06**

References -
Text Books:
1.M. Y. Khan & P.K. Jain, Financial Management, Tata Mcgraw Hill Publishing Co. Ltd, 6thedition, 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 2nd Edition, 2014
3.Prasanna Chandra, Financial Management, Tata Mcgraw-Hill Publishing Co. Ltd, 8th Edition, 2011

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Department of Management Studies (MBA)

Class:- **Second Year M.B.A.**	Semester-IV
Course Code : **FIN2041**	Course Name : **Security Analysis and Portfolio Management**

L	T	P	Credits
3	0	0	3

Course Description:
The objective of this course is to provide the foundation for the analysis of securities and successful management of investment portfolios.
This course focuses on risk and return relationship, securities market and various fundamental & Technical analysis for analyzing securities, bond analysis. It also covers the basics of portfolio management such as portfolio selection and CAPM, APT theory for taking investment decision. Class will focus on both the academic theories underlying the management of portfolios and the practical aspects of investment management.

Course Learning Outcomes:
After 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.

Prerequisite:
Awareness about various types of financial instruments.

Course Content

Unit No	Description	Hrs
1.	**Market for Securities** Investment versus Speculation, Investment Process, Investment Categories, Market & Their Functions, Institutional Investors & Changing Markets	06
2.	**Risk and Return** Security Returns, Risk in Traditional Sense, Systematic & Unsystematic Risk, Risk in Contemporary Mode, Using Beta to Estimate Return, Calculation of Expected Risk & Return	06
3.	**Unit-III: Security Analysis** Economic Analysis, Industry Analysis, Company Analysis: Measuring Earnings, Forecasting Earnings, Applied Valuation, Fundamental Analysis: Random Walk, the Efficient Market Hypothesis, Technical Analysis	06

4.	**Bond Analysis** 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	06
5.	**Portfolio Selection** Portfolio Analysis, Markowitz Risk-Return Optimization, Portfolio Selection and Diversification, Simple Sharpe Portfolio Optimization, Significance of Beta in the Portfolio	06
6.	**Portfolio Management** Capital Market Theory, Capital Asset Pricing Model (CAPM), Arbitrage Pricing Theory, Classification of Managed Portfolios, Management Performance Evaluation, Mutual Fund as an Investment.	06

References -

Text Books:

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

Reference Books:

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

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Minor Elective

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

Operations Management

1. OPM2011 Materials Management & Inventory Control
2. OPM2031 Operations Planning and Control
3. OPM2051 Global Operations Strategy
4. OPM2071 Managing Six Sigma
5. OPM2091 Purchase Management

Class:- **Second Year M.B.A.**	Semester-**III**
Course Code : **OPM2011**	Course Name : **Materials Management & Inventory Control**

L	T	P	Credits
3	0	0	3

Course Description:
Material Management involves organizing and coordinating all management functions that are responsible for every aspect of materials, storage and transformation. The course should enable students to understand the concept of Material Management and various issues relating to Inventory Control. Such as identification, classification, codification and standardization of materials, managing stores , inventory control decisions , make or buy decisions etc.

Course Learning Outcomes:
After 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.

Prerequisite:
Basic understanding of operations management, management principles & functions.

Course Content		
Unit No	**Description**	**Hrs**
1.	**Materials Management: An Overview** 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	06
2.	**Classification, Codification, Specifications & Standardization of Materials** Need for Classification & Identification of Materials, Methods of Classification, Nature of Codification, Codification Systems, Objective of specification, Categories of Specification, Standardization, Levels of Standards, Benefits of Standardization	06
3.	**Managing Stores** Stores Management, centralized vs. Decentralized Storing, Function of Stores, Types of Stores, Storage Equipment's, Selection of equipment's, Materials Handling System, Principles of Materials Handling, Material Handling Equipment's	06
4.	**Inventory Control Decisions** 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	06
5.	**Value Analysis** 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	06
6.	**Make or Buy Decisions and Managing Material Waste** Make or Buy decision – A strategic issue, Factors determining Make or Buy or Outsource Decision, Cost Considerations, Business Process Outsourcing. Waste as an Indicator of materials productivity, SOS Management: Concept of Dead Stock, Waste Recycling, Reverse Supply Chain	06

References -
Text Books:
1.J. R. Tony Arnold, Stephen N. Chapman, Lioyd M. Clive "Introduction to Materials Management", Pearson Prentice Hall India Publications, 6th edition 2012.
Reference Books:
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, 1st 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

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Department of Management Studies (MBA)

Class:- **Second Year M.B.A.**	Semester-**III**
Course Code : **OPM2031**	Course Name : **Operations Planning and Control**

L	T	P	Credits
3	0	0	3

Course Description:
Planning and control are the two important components of the management process. Operations planning and control is a tool which coordinates all the manufacturing activities in a production system. Operations planning starts with the analysis of the given data (i.e. demand for products, delivery schedule etc.) and on the basis of the information available, a scheme of utilization of firm's resources like machines, men and materials are worked out to obtain the target in the economical way. Once the plan is prepared, then the operations are performed in line with the details given in the plan. Operations control comes into action if there is any deviation between the actual and planned. The corrective action is taken so as to achieve the targets as per the plan by using control techniques.

Course Learning Outcomes:
After 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.

Prerequisite:
Basic understanding of operations management, management principles & functions.

Course Content		
Unit No	Description	Hrs
1.	**Unit I Overview of Operations Planning and Control** Production Planning, Steps involved in Production Planning, Production Control, Main Functions of Production Planning & Control, Production Procedure, Production Systems & PPC	06
2.	**Forecasting Fundamentals** 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	06
3.	**Aggregate Planning and Master Production Scheduling (MPS)** Aggregate Planning, Inputs & Outputs for Aggregate Planning, Importance of Aggregate Planning, Master Production Scheduling, Functions of MPS, Procedure for Developing Master Production Scheduling	06
4.	**Materials Requirement Planning (MRP)** Requirement Planning concepts, Bill of Materials (BOM), Product Structures, Inventory Planning Systems, Lot Size Decision Policies, Buffer Stock in Requirement Systems, Capacity Requirement Planning	06
5.	**Resource Requirements Planning** Resource Requirements Planning, Material Requirement Planning (MRP), MRP System, Capacity Requirement Planning, Types of Capacity, Capacity Planning, Line Balancing, Planning Versus Execution	06
6.	**Process Planning & Control** Process Planning, Factors affecting on Process Planning, Steps in Process Planning, Application of BEA in the choice of machines or process, Machines Requirements	06

References -
Text Books:
James L. Riggs, "Production System: Planning, Analysis and Control", Wileyindia Publications, 3rd edition 2012
Reference Books:
1. Vollman, Berry, Whybark & Jacobs, "Manufacturing Planning & Control for Supply Chain Management", Tata McGraw Hill Education Pvt. Ltd., New Delhi, 14th Edition 2012
2. Spyras Makridakis, Steven Wheel Wright, Rob. Hyndman, "Forecasting (Methods and Application)", Wileyindia Publications, 3rd edition 2012
3. Elwood S. Buffa and Rakesh K. Sarin, "Modern Production / Operations Management", Wileyindia Publication, 8th edition. 2012
4. J. R. Tony Arnold, Stephen N. Chapman, Lioyd M. Clive "Introduction to Materials Management", Pearson Prentice Hall India Publications, 6th edition 2012.

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - 1	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

K.E. Society's

Rajarambapu Institute of Technology, Sakharale

(An Autonomous Institute, Affiliated to Shivaji University, Kolhapur)

Syllabus (Theory Courses)

To be implemented from **2018-19**

Department of Management Studies (MBA)

Class:- **Second Year M.B.A.**	Semester-**III**
Course Code : **OPM2051**	Course Name : **Global Operations Strategy**

L	T	P	Credits
3	0	0	3

Course Description:

This course focus on role and importance of operations strategy, different models relating to operations strategic management, competency based operations strategy, resource based operations strategy, process based operations strategy etc.

Course Learning Outcomes:

After 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.

Prerequisite:

Basic understanding of operations management, strategic management.

Course Content

Unit No	Description	Hrs
1.	**Operations Strategy** 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	06
2.	**Rationale behind Operational Globalization** 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	06
3.	**Drivers for Global Operations** 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	06

4.	**Competency based Operations Strategy** Competencies: Operational, Cost, Flexibility, Quality, Time, Quality-Based Global Operations Strategy, Time-Based Global Operations Strategy, Approaches to Achieve Value-Based Competency.	06
5.	**Resource based Operations Strategy** 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.	06
6.	**Process based Operations Strategy** 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	06

References -

Text Books:

Yeming Gong, "Global Operation Strategy - Fundamentals and Practice", Springer, 2013

Reference Books:

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

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

K.E. Society's

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Syllabus (Theory Courses)

To be implemented from **2018-19**

Department of Management Studies (MBA)

Class:- **Second Year M.B.A.**	Semester-III
Course Code : **OPM2071**	Course Name : **Managing Six Sigma**

L	T	P	Credits
3	0	0	3

Course Description:

Six Sigma is a highly disciplined process that helps us focus on developing and delivering near-perfect products and services. Why"Sigma"? The word is a statistical term that measures how far a given process deviates from perfection. The central idea behind Six Sigma is that if you can measure how many "defects" you have in a process, you can systematically figure out how to eliminate them and get as close to "zero defects" as possible.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1) Understand the concept & philosophy of Six Sigma.

2)Apply 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.

Prerequisite:

Basic understanding of operations management, production activity, production process, management principles & functions.

Course Content		
Unit No	**Description**	**Hrs**
1.	**Building Six Sigma Infrastructure** 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"	**06**
2.	**Creating Customer-Driven Organizations** 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	**06**
3.	**Six Sigma Teams** 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	**06**
4.	**Six Sigma Tools and Techniques** DMAIC, DMADV and learning models, 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.	**06**
5.	**Managing Six Sigma Projects** Project planning, 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.	**06**
6.	**Risk Assessment** Reliability analysis, Risk assessment tools, Fault free analysis, Safety analysis, Failure mode and Effect Analysis (FMEA), FMEA process, Statistical tolerance.	**06**

References -
Text Books:
1. Thomas Pyzdek & Paul A. Keller, "The Six Sigma Handbook" (A Complete Guide for Green Belts

Reference Books:
1. Michael L. George, "Lean Six Sigma: Combining Six Sigma Qualities with Lean Production",McGraw Hill Education, 1st 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, 1st Edition 2016

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Department of Management Studies (MBA)

Class:- **Second Year M.B.A.**	Semester-III
Course Code : **OPM2091**	Course Name : **Purchase Management**

L	T	P	Credits
3	0	0	3

Course Description:
Purchasing is an important function of materials management. The success of any manufacturing activity is largely dependent on the procurement of raw materials of right quality, in the right quantities, from right source, at the right time and at right price. The basic objective of the purchasing function is to ensure continuity of supply of raw materials, sub-contracted items and spare parts and to reduce the ultimate cost of the finished goods. This course focuses on different aspects of purchase management.

Course Learning Outcomes:
After 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.

Prerequisite:
Basic understanding of operations management, materials management, management principles & functions.

Course Content

Unit No	Description	Hrs
1.	**Purchase Management** Purchase Function, Purchasing Objectives, Trends within Purchasing Management, Purchasing Management and Corporate Strategies, Centralization vs. Decentralization, Purchasing Methods	06
2.	**Purchasing Cycles & Vendor Analysis** 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	06
3.	**Purchasing Strategies** 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	06

4.	**Buyer- Seller Relationship** 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	06
5.	**Negotiations for Purchasing** 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	06
6.	**Modern Purchase Practices** JIT Purchasing, Green Purchasing, Supplier Partnership, External Resource Management, TQM practices in purchasing, E-purchasing & its Process, Zero Defects Concept.	06

References -

Text Books:

1.Ehap H. Sabi, Arun Gupta, Michael Beitler, "Purchase Order Management Best Practices: Process, Technology, and Change Management", J. Ross Publishing, 2010

Reference Books:

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, Lioyd M. Clive "Introduction to Materials Management", Prentice Hall India Publications, 2nd edition 2012
3. Richard J. Tersine, "Principles of Inventory and Materials Management", Prentice Hall India Publications, 1st 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.

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

System Management

1. **SYS2011** **Enterprise Resource Planning**
2. **SYS2031** **Software Project Management**
3. **SYS2054** **Strategic Information System Management**
4. **SYS2071** **Database Management Systems**
5. **SYS2091** **Information System Audit and Security**

Class:- **Second Year M.B.A.**	Semester-III
Course Code : **SYS2011**	Course Name : **Enterprise Resource Planning**

L	T	P	Credits
3	0	0	3

Course Description:

This course examines the evolution of enterprise systems. and the issues that managers will need to consider in implementing cross-functional integrated enterprise systems. It helps to study the nature of enterprise and the foundations of enterprise information architectures. This is not a hands on ERP tool-based course, rather it helps to involvement in ERP management, implementation and administration.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. To identify the functionality of ERP systems to connect with the organization.
2. To analyze 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 implementation of Enterprise Resource Planning Systems.
5. Assess the business process of an organization and extension of these processes to the supply chain.

Prerequisite:

Basic knowledge of information system is required.

Course Content

Unit No	Description	Hrs
1.	**Introduction to ERP** 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.	06
2.	**ERP & Related Technologies** Supply Chain Management- the concept, need & specificity of SCM, Business Process Reengineering, Management Information System, Decision Support System, and Executive Information System	06
3.	**ERP Modules** Introduction, Finance, Manufacturing & Production Planning, Sales & Distribution plant maintenance, Quality Management, Materials Management.	06
4.	**ERP Market** Introduction, SAP AG- company profile, products & technology, best	06

	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.	
5.	**ERP Implementation Life Cycle** 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.	**06**
6.	**ERP Present & Future** Introduction, limitations of ERP systems, flexible reporting & analysis, extend the power of ERP using Business Intelligence.	**06**

References -

Text Books:

1. Enterprise Resource Planning, Alexis Leon, Tata McGraw Hill, 13th reprint, 2004.
2. Enterprise Resource Planning Demystified, Alexis Leon, 2nd edition, Tata McGraw-Hill, 2006.

Reference Books:

1. Enterprise Resource Planning, Jyotindra Zaveri, Himalaya Publishing House, 1st edition, 2009.
2. ERP, a curtain raiser, Ashish Pandey, Variety books publishers.

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Department of Management Studies (MBA)

Class:- **Second Year M.B.A.**	Semester-III
Course Code : **SYS2031**	Course Name : **Software Project Management**

L	T	P	Credits
3	0	0	3

Course Description:

This course describes the key aspects of a software project.In this course, we will focus on the issues that are crucial to the development of good quality software. Learn approaches to the process of software development and issues. We will understand what the important steps in the development of software are and how to perform them. We will learn how to perform the task of software project management. Since any project management task is incomplete without cost and time estimation.

Course Learning Outcomes:

After 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.

Prerequisite:

Fundamental clarity about software projects.

Course Content

Unit No	Description	Hrs
1.	**Introduction to Software Project Management:** Definition of the Project, Principles of Project Management, Project Management Life Cycle, Characteristics of Software Project, importance of software project management.	06
2.	**Unit II- An Overview of Software Project Planning:** Introduction to stepwise project planning, select project, identify project scope & objectives, analyze project characteristics, identify project products & activities, identify activity risks, allocate resources.	06
3.	**Software Effort Estimation** Introduction, Problems with over & under-estimates, software effort estimation techniques, cost estimation, staffing pattern, Capers Jones	06

	estimating rules of thumb.	
4.	**Activity Planning** Introduction, objectives of activity planning, when to plan, project schedules, projects & activities, network planning models, adding the time dimension, identify the critical path.	06
5.	**Risk Management** 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.	06
6.	**Software Quality** Attributes of Successful Project Management, Responsibilities of the Project Manager, 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, ISO 9126.	06

References -

Text Books:

1. Software Project Management, Bob Hughes and Mike Cotterell, 5thedition, 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.

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

K.E. Society's
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Syllabus (Theory Courses)
To be implemented from **2018-19**

Department of Management Studies (MBA)

Class:- **Second Year M.B.A.**	**Semester-III**
Course Code : **SYS2054**	Course Name: **Strategic Information System Management**

L	T	P	Credits
3	0	0	3

Course Description:
This course helps to learn on the introductory module in data warehouse and data mining. Data warehousing and data mining are two major areas of exploration for knowledge in databases. This course will cover a wide spectrum of industry standard techniques using available database. The course aims to cover powerful data mining techniques including clustering, association rules, and classification.

Course Learning Outcomes:
After 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. Comprehend the roles that data mining plays in various fields and manipulate different data mining techniques.
4. Learn multidimensional schemas suitable for data warehousing.
5. Understand and apply various data mining functionalities.

Prerequisite:
Basics of database system

Course Content

Unit No	Description	Hrs
1.	**Introduction to Data Warehousing** 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.	06
2.	**Database Schema** Database schema– Introduction, Dimension table, Multidimensional Schemes. Database Structures - Organizing Relational Data warehouse- Multidimensional Data Structures - Choosing a Structure, Getting Data into the Data warehouse - Extraction, Transformation, Cleaning, Loading and Summarization.	06
3.	**Data Mart** Introduction to Data Mart & Metadata. Data Mart – Introduction,	06

	Independent data mart data warehousing, Dependent data mart & Operational data store architecture, Normalizing Dimension Tables, Metadata – Human metadata	
4.	**Introduction to Data Mining** Why data mining & what is data mining? What kind of data can be mined- Database Data, Data Warehouse, Transactional Data, Major issues in data mining- Mining Methodology, User interaction, Efficiency & Scalability, Data Mining & Society.	**06**
5.	**Data Processing** 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.	**06**
6.	**Data Warehousing & On-Line Analytical Processing** OLAP: Meaning & 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.	**06**

References -

Text Books:

1.Data Warehousing, Data Mining & OLAP, Alex Berson and Stephen J. Smith, Tata McGraw – Hill Edition, 13th 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, 3rd 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, 3rd edition, (The Morgan Kaufmann series in DBMS), Elsevier Publications.

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

K.E. Society's
Rajarambapu Institute of Technology, Sakharale
(An Autonomous Institute, Affiliated to Shivaji University, Kolhapur)
Syllabus (Theory Courses)
To be implemented from **2018-19**

Department of Management Studies (MBA)

Class:- **Second Year M.B.A.**	Semester-**III**
Course Code : **SYS2071**	Course Name : **Database Management Systems**

L	T	P	Credits
3	0	0	3

Course Description:
This course covers fundamentals of database architecture, database management systems, and database systems. It exposes the student to the fundamental concepts and techniques in database use and development as well provides a foundation for research in databases.

Course Learning Outcomes:
After 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. 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.

Prerequisite:
Knowledge of information concepts.

Course Content

Unit No	Description	Hrs
1.	**Data and information** Introduction to databases, Relational Databases, Object Databases, Basic SQL, Data types	06
2.	**Unit II Database Management** Limitations of Manual Data Processing Advantages of databases- DBMS- Functions of DBA Elements of DBMS: DDL, DML, Entities, Sets and attributes.	06
3.	**Unit III- Introduction and Conceptual Modeling** Introduction to Database systems- Database system structure – Data Models Introduction to Network and Hierarchical Models – ER model – Relational Model.	06
4.	**Data Modeling Using the Entity Relationship Model: -** Entity Types, Entity Sets, Attributes and Keys, Relationships, Relationship Types, Roles, and Structural Constraints, Weak Entity Types.	06
5.	**Database Security** Data Security Risk- data tampering, data theft, Identities, Password related	06

	threats, Unauthorized Access to table & columns, Unauthorized Access to Rows, Lack of Accountability.	
6.	**Database Users** Types of Users- Database Administrators, Security officers, Network Officers, Application Developer, Application Administrator, database user	06

References -

Text Books:

1. Alexis Leon/ Mathecos Leon, Database Systems

Reference 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.
1. Ivan Bayross, SQL, PL/SQL the programming language of Oracle, BPB publication.

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Department of Management Studies (MBA)

Class:- **Second Year M.B.A.**	Semester-III
Course Code : **SYS2091**	Course Name : **Information System Audit and Security**

L	T	P	Credits
3	0	0	3

Course Description:
This course aims to introduce students to the fundamental concepts in computer and network security, and giving an overview of information security and auditing. Data security, personal security, security management concept explore to students.

Course Learning Outcomes:
After 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.

Prerequisite:
Introduction to Information Security, computer security.

Course Content

Unit No	Description	Hrs
1.	**Information System Audit** Overview of information System Auditing, need of audit of computers effects of computers on auditing, conducting an information system audit, types of audit, audit risks, Overview of steps in an audit.	06
2.	**Information System Control** Framework of management control, top management control, evaluating the planning, organizing, leading and controlling function. Basic concept of system development, management controls, operation management controls.	06
3.	**System Management Control** Security Management control- Introduction to security, need for security and control, risk to Information system. Computer crimes and virus. types of security Physical security, Threats to security, environmental hazards. Logical security: Threats to security, access control- identification, authentication, authorization.	06

4.	**Data Security** Data Security: Threats to security, access control, Backup and recovery strategies, data input/output control. Telecommunication Security: dials in access security, network management control, authentication protocols, Internet/intranet Security.	**06**
5.	**Computer configuration and operation security** Hardware/ software security, backup and recovery strategies, personal security, protection from people, protection of employees.	**06**
6.	**Security Policy** Security Planning: Risk and security policy, 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.	**06**

References -

Text Books:

1. Ron Weber, Information System Control & Audit, Pearson Publication, 2006

Reference Books:

1. Lucas, Information System Concepts for Manager, McGraw Hill Publication.
2. Murdik Robert, Information System for Modern Management, 3rd edition, Prentice Hall.
1. Neena Godbole, Information System Security, Wiley Publication, 2006

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Rural Management

1. RM2011 Rural Banking and Microfinance
2. RM2031 Rural Society and Polity
3. RM2051 Society upliftment Policies
4. RM2071 ICT in Development
5. RM2091 Agribusiness

Class:- **Second Year M.B.A.**	Semester-III
Course Code : **RM2011**	Course Name : **Rural Banking and Microfinance**

L	T	P	Credits
3	0	0	3

Course Description:
The course on Rural Banking and Micro finance intends to provide the students with adequate knowledge of increased role and potential of rural India in the country's economic development and the role of Banking & other alternatives in the area of rural credit. In this context, Microfinance has emerged as an important mechanism in increasing rural wealth. Thereby it is imperative in the study of Rural Banking.

Course Learning Outcomes:
After successful completion of the 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.

Prerequisite:
Basic knowledge of finance and Indian financial system.

Course Content

Unit No	Description	Hrs
1.	**Rural Credit Banking Policies** 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.	06
2.	**Credit Cooperatives** 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.	06
3.	**Commercial Banks** 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	06

	Expansion, Unit Banking Vs Branch Banking, Commercial Banks and Economic development.	
4.	**Regional Rural Banks (RRBs)** 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.	**06**
5.	**Microfinance** 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.	**06**
6.	**Micro Finance Institutions (MFIs)** 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.	**06**

References -

Text Books:

1.Beatriz Amendariz and Jonathan Morduch,The Economics of Microfinance, the MIT Press.

Reference Books:

1. S C Bandyopadhaya, 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. 6.C K Prahalad,The Fortune of the Bottom of Pyramid,Pearson Education,2014

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Class:- **Second Year M.B.A.**	Semester-**III**
Course Code : **RM2031**	Course Name : **Rural Society and Polity**

L	T	P	Credits
3	0	0	3

Course Description:
The course aims to help students understand the rich diversity in rural society in detail. The focus of industries is now shifting to rural india and the consumers. It is important to understand the rural society and the political institutions there. The course takes care of the same Gender aspects of rural india are also discussed in the course.

Course Learning Outcomes:
After successful completion of the 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.

Prerequisite: Basic understating of Indian Society.

Course Content		
Unit No	**Description**	**Hrs**
1	**Rural Areas and Rural Development:** 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.	06
2	**Rural Society in India:** 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. ment and participatory development, Typology of participation.	06
3	**Development, Social Justice Weaker Sections of Society:** 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.	06
4	**Social Exclusion & Social Capital:** 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.	06
5	**Gender and Development:** 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	06
6	**Participatory approaches to rural development and social development:** 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 develop	06

References -
Text Books:
1David 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

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

K.E. Society's

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Syllabus (Theory Courses)

To be implemented from **2018-19**

Department of Management Studies (MBA)

Class:- **Second Year M.B.A.**	Semester-III
Course Code : **RM2051**	Course Name :**Social Up-liftment Policies**

L	T	P	Credits
3	0	0	3

Course Description:

The course deals with the causes of social problems and how societies attempt to solve them, both nationally and internationally. It discusses why making successful policies is so complex, why patterns of inequality persist and what more can be done to address social problems. Social Policy is concerned with promoting the welfare of citizens. The subject focuses on the 'big five' areas of: poverty, health, housing, education and unemployment.

Course Learning Outcomes:

After successful completion of the 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 impact of Rural Women Empowerment programme.
5. Evaluate the National Rural Employment programme.

Prerequisite:

Basic knowledge of Rural India problems.

Course Content		
Unit No	**Description**	**Hrs**
1.	**Rural Development** 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.	06
2.	**Rural Child Development Programme** Theoretical Framework for Childhood Morbidity & Mortality, Integrated Child Development Programmes & its Impact - Anganwadi Scheme, Reproductive &Child Health Programme, Mid-Day Meals Programme, Balika Samriddhi Yojna, Sukanya Samriddhi Account Yojana, Combating Modern Slavery & Child Labour, Women and Child Development.	06
3.	**Rural Health Programme** 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.	06
4.	**Rural Housing Programme** Town Planning - Social Overview, Rural Housing Programme and its Impact-National Housing Policy, Indira Awas Yojna, Pradhan Mantri Gramodaya Yojna.	06
5.	**Rural Women Empowerment Programme** 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	06
6.	**Rural Employment Program** 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	06

References -

Text Books:

1. KartarSingh,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,DavidDent,OliverDubois,Rural Planning in Developing Countries-Supporting Natural Resource Management and Sustainable Livelihood,Earthscan,2013

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Class:- **Second Year M.B.A.**	Semester-III
Course Code : **RM2071**	Course Name : **ICT in Development**

L	T	P	Credits
3	0	0	3

Course Description:
The course deals with the prospects and challenges and roles of information and of information and communications technologies (ICTs) in social and economic development; knowledge and skills to help in the effective planning, development, implementation and management of ICT for development initiatives.

Course Learning Outcomes:
After successful completion of the 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. Identify opportunities in E-inclusion and its importance in development.
4. Analyze National E Governance Policy.
5. Examine the impact of ICT in Rural Project Framework.

Prerequisite:
Domain knowledge of ICT.

Course Content

Unit No	Description	Hrs
1.	**ICT for Development** 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.	06
2.	**ICT and Sustainable Development Goals** 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	06
3.	**ICT-Infrastructure and Development** 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.	06

4.	**E-Inclusion** Digital-divide – opportunity, Digital Divide to Digital Inclusion, Net Neutrality and Development, Internet of Things (IoT) and Development, Financial Inclusion.	06
5.	**E Governance and Development** E-Governance – Indian Context, Decrypting e governance, e-Government Projects, Framework for Citizen Engagement-NeGP, Cyber Kiosks and Dilemma of Social Inclusion.	06
6.	**ICT Project Management** 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.	06

References -
Text Books:
1.Nor Aziah Alias,ICT Development for Social and Rural Connectedness,Springer,2013
Reference Books:
Anthem Press, 2011
2.Ladislaus Semali,Cases on Developing Countries and ICT Integration: Rural Community Development,Information Science Reference,2011

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Class:- **Second Year M.B.A.**	Semester-III
Course Code : **RM2091**	Course Name : **Agribusiness**

L	T	P	Credits
3	0	0	3

Course Description:
This course provides a perspective and understanding of the key components of Agricultural Business management, with a focus on the management tools used to measure business performance. There will be an emphasis on evaluating farm businesses incorporating financial, marketing, production and human resource management tools, decision making techniques, technology adoption and management of risk.

Course Learning Outcomes:
After 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 Create linkage with apex agriculture and farming welfare institution for getting financial assistance and support from latest research.

Prerequisite:
Basic knowledge of agriculture sector

Course Content

Unit No	Description	Hrs
1.	**Agribusiness Environment** 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.	06
2.	**Procurement Methods** 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.	06
3.	**Food Retailing** 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,	06

	Fair Trade, Farmer's Markets – Farm to Fork.	
4.	**Agriculture Inputs** 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.	06
5.	**Agri Information Management and Risk Management** 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.	06
6.	**Institutional Linkage to Agribusiness** 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.	06

References -

Text Books:

1. Elizabeth Yeager Agribusiness Management Pearson 2012

Reference Books:

1. Richard L. Kohis Marketing of Agricultural Products Pearson 9th Edition
2. Pingali Venugopal Agri Input Marketing in India Kindle Edition 2014.

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - 1	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Engineering Management

EM2011	Engineering Management
EM2031	Enterprise Productivity
EM2051	Technology Management
EM2071	R & D Management
EM2091	Value Engineering

Department of Management Studies (MBA)

Class:- **Second Year M.B.A.**	Semester-**III**
Course Code : **EM2011**	Course Name : **Engineering Management**

L	T	P	Credits
3	0	0	3

Course Description

The Engineering Management Course is designed to provide the background in management science necessary to advance from purely technical positions to supervisory responsibilities in such areas as research and development, production, engineering, design, and technical marketing. The course is open to those students who aspire to be engineering or technically based managers.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1) Compared various functions of Engineer in the organization
2) Identify the problem and find the optimal solution for that problem.
3) Make Plan for and organize technical activities.
4) Manage production and service activities
5) Apply communication process and Management information system

Prerequisite:

Basic Understanding of Engineering.

Course Content

Unit No	Description	Hrs
1.	**The field of Engineering Management** 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.	06
2.	**Decision Making** Decision making as management responsibility, Concept of decision making, Decision making process, Approaches in solving problems, Quantitative model for decision making. . Types of plan, Parts of strategic plan.	06
3.	**planning technical activity:** Nature of planning, planning at various management level, Developing tactic or strategies to reach the goal	06

4.	**organizing technical activities:** Organizing, Purpose of structure, Types of organizational structure, Reason for organizing.	**06**
5.	**Managing Production and Service operations:** 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.	**06**
6.	**Communication:** Communication, Functions of communication, Communication process, Forms of communication, Barriers to communication, Techniques for communicating in organizations, Management information system.	**06**

References -
Text Books:
1. Engineering Management- Ayonkay R. Medina, e-book

Reference Books:
1. Roger Kinsky ,Engineering Management,., McGraw-Hill Education

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Department of Management Studies (MBA)

Class:- **Second Year M.B.A.**	Semester-III
Course Code : **EM2031**	Course Name :: **Enterprise Productivity**

L	T	P	Credits
3	0	0	3

Course Description:

Enterprise Productivity course is designed to impart the knowledge of implementing, managing, measuring and sustaining a productivity improvement drive. The course aims to equip management students with tools and techniques to drive productivity. This includes the basic know-how on an in-house productivity drive, engagement of workers and how to sustain the efforts in productivity with the goal to improve operation productivity.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Explain Enterprise level and micro level productivity
2. Apply different type technology to increase productivity
3. Explain different productivity models
4. Apply different productivity models in business.

Prerequisite:

No formal prerequisites are required however a basic understanding of management functions may be useful.

Course Content

Unit No	Description	Hrs
1.	**Introduction** Productivity concepts, Macro and Micro factors of productivity, productivity benefit model, productivity cycles.	06
2.	**Enterprise level and micro level productivity:** Enterprise level and micro level productivity, productivity and economic growth, Role of workers, Trade unions and management productivity.	06
3.	**Productivity in Agriculture and Industrial sectors:** 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.	06
4.	**Productivity Models:** Productivity Measurement at International, National and organization level, total productivity models. Productivity Management in manufacturing and	06

	service sector.	
5.	**Work Measurement:** Computation of Standard Time, Elements, Types of Elements Performance Rating, Allowances, Need for Allowances, Types of Allowances.	**06**
6.	**Industrial engineering and productivity techniques:** 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)	**06**

References -
Text Books:

1.Productivity engineering and management - Sumanth, D.J. – Tata McGraw-Hill, New Delhi 1990.

Reference Books:

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

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Department of Management Studies (MBA)

Class:- **Second Year M.B.A.**	Semester-**III**
Course Code : **EM2051**	Course Name : **Technology Management**

L	T	P	Credits
3	0	0	3

Course Description:
This course focus on integrating technology with business and emphasize the ways in which technology affects business operations. different matters of importance related to Technology Management are discussed. It discusses various aspects of technological innovation and subsequent diffusion.

Course Learning Outcomes:
After successful completion of the course, students will be able to,
1. Understand role of technology and core competence
2. Explain technology cycle and understand technology change
3. Evaluate the impact of relevant changing technology and managing those changes.
4. Analyze trend and understand role of TIFAC
5. Identify different patterns of technological changes

Prerequisite:
No formal prerequisites are required however a basic understanding of management concept may be useful.

Course Content

Unit No	Description	Hrs
1.	**National and International Business Scenario:** Competitiveness, Role of technology and core competence, Bench marking and re-engineering, Technology management approach, Integration of technology and other resources to succeed.	06
2.	**Products, product lines and technology life Cycles:** 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.	06
3.	**Technology and industry:** Technology origin and evolution – Tailoring technology to fit specific industry requirements – Organization redesign – Organizational re-engineering – Financial considerations for technology Planning.	06

	Planning.	
4.	**Acquiring Technology from Outside:** 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	06
5.	**Technology forecasting:** 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	06
6.	**Patterns of Technological Change:** Managing Technological Transitions Disruptive Technologies, The Reconfiguration of Existing Product Technologies and the Failure of Established Firms, S-curve" and the "Chasm"	06

References -

Text Books:
1. M.A. White and G.D. Bruton. The management of technology and Innovation, Cengage Learning, 2007.

Reference Books:
1. John Howells. The Management of Innovation and Technology, Sage Publications, 2005
2. Jan verloop. Insight in Innovation-Managing Innovation by understanding the laws of Innovation, Elsevier publications, 2004
3. Chris Floyd, Managing Technology for Corporate Success, Gower publishing limited, 1998

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Department of Management Studies (MBA)

Class:- **Second Year M.B.A.**	Semester-**III**
Course Code : **EM2071**	Course Name : **R & D Management**

L	T	P	Credits
3	0	0	3

Course Description:

This course will explain how managing an R&D organization is largely the art of integrating the efforts of diverse, creative, intelligent, and independent individuals. It will offer a concise, yet effective, overview of the management issues and their solutions. The ideas presented in this course consist of the work of a multitude of experts and focuses on ways to improve the productivity of R&D. It is designed to bring the attendees to a stage where they can apply this information and to foster excellence and innovation in their R&D organization.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Apply different Managerial aspects of Innovation function.
2. Develop innovative strategy in business.
3. Measure Performance of R&D management
4. Do R & D project.
5. Understand Intellectual Property Rights

Prerequisite:

No formal prerequisites are required however a basic understanding of management concept may be useful.

Course Content

Unit No	Description	Hrs
1.	**Introduction & Managerial aspects of Innovation function**: Introduction, Components of Innovation, Types of Innovations, Models of Innovation Processes,	06
2.	**Innovation Management**: 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.	06
3.	**Research and Development Management**: Introduction, Meaning, Objectives, Significance, Classification of R&D according to R&D type, process phase, measurement level, purpose of	06

	measurement and measurement perspective.	
4.	**Performance of R&D management**: Performance of R&D management in Indian scenario. Financial Evaluation of R&D Projects, Cost effectiveness of R&D financial forecasts,	**06**
5.	**R & D Projects**: Project selection, Evaluating R&D ventures, conflicting views of managers, Allocation of resources, R&D programme planning and control	**06**
6.	**Understanding of Intellectual Property Rights**: Introduction of IPR, History of Patent Protection, Rationale behind Patent System, WTO, TRIPS and WIPO	**06**

References -

Text Books:

1. R&D Management (Management for Professionals) K B Akhilesh Springer; 2014 edition

Reference Books:

1. The Valuation of Technology – Business and Financial Issues in R&D F. Peter Boer, Wiley)
2. WIPO Reading Material on Intellectual Property, WIPO, Geneva.

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Class:- **Second Year M.B.A.**	Semester-III
Course Code : **EM2091**	Course Name : **Value Engineering**

L	T	P	Credits
3	0	0	3

Course Description:
This course will explain a systematic and organized approach to providing the necessary functions in a project at the lowest cost. It will offer a concise, yet effective, overview of the management issues and their solutions. The course give the brief information of value engineering job plan, value engineering programme, and value analysis.

Course Learning Outcomes:
After successful completion of the course, students will be able to,

1. Evaluate cost, worth and value.
2. Create value engineering job plan
3. Evaluate value engineering projects
4. Initiate value engineering programming
5. Use tools of value analysis

Prerequisite:
No formal prerequisites are required however a basic understanding of management concept may be useful.

Course Content

Unit No	Description	Hrs
1	**Introduction:** Definition, value engineering recommendations, programmes, advantages, Evaluation of function, determining function, classifying function, evaluation of costs, evaluation of worth, determining worth, evaluation of value.	06
2	**Value Engineering Job Plan:** Introduction, orientation, information phase, Function phase, creation phase, evaluation phase, Investigation phase, implementation phase, speculation phase, analysis phase.	06
3	**Selection of Evaluation of Value Engineering Projects:** Project selection, Methods selection, value standards, application of Value Engineering methodology	06
4	**Initiating Value Engineering Programme:** Introduction, training plan, career development for Value Engineering	06

	specialties. Fast Diagramming: Cost models, life cycle costs	
5	**Value engineering level of Effort:** Value Engineering team, Co-ordinator, designer, different services, definitions, construction management contracts, value engineering case studies.	06
6	**Value Analysis:** Concept, tools of value analysis, approach of value analysis, roadblocks to good value, case studies	06

References -

Text Books:

1. Value Engineering A how to Manual: S.S.Iyer, - New age International Publishers 2009

Reference Books:

2. Value Engineering: A Systematic Approach Arthur E. Mudge - - McGrawHill
3. "Techniques of Value Analysis and Engineering," L. D. Miles.

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

K.E. Society's
Rajarambapu Institute of Technology, Sakharale
(An Autonomous Institute, Affiliated to Shivaji University, Kolhapur)
Syllabus (Theory Courses)
To be implemented from **2018-19**

Department of Management Studies (MBA)

Class:- **Second Year M.B.A.**	Semester-III
Course Code : **MGC2071**	Course Name **Soft Core: Business Etiquettes**

L	T	P	Credits
0	0	2	1

Course Description:
Proper Business Etiquette is a fundamental requirement for all jobs. Great business etiquette can set a student apart from the competition and position their career in the right direction for growth and opportunity. In this course we look at several factors which may be holding them back from reaching full potential. The course deals with basic principles and advanced principles in business etiquette then provide additional advanced strategies and tips to refine professional image using the best etiquette techniques.

Course Learning Outcomes:
After 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.
5. Be a courteous traveler and prepare for business trips.

Prerequisite:
Basic understanding of written & spoken English

Course Content

Unit No	Description	Hrs
1	Business Communication Etiquette	4
2	Building a Professional Image	4
3	Job Interview Etiquette	4
4	Telephone Etiquette	4
5	Group Discussion and Presentation Etiquettes	4
6	Business Attire & Professionalism	4

Evaluation	Weightage	Particulars	Converted Marks
ISE	50%	ISE – I	15
		ISE – II	15
		Final Test	20
		Total Marks	**50**

Class:- **Second Year M.B.A.**	Semester-III
Course Code : **MGC2091**	Course Name : **Summer Internship Project**

L	T	P	Credits
0	2	0	6

Course Description:
An internship experience provides the student with an opportunity to explore career interests while applying knowledge and skills learned in the classroom in a work setting. The experience also helps students gain a clearer sense of what they still need to learn and provides an opportunity to build professional networks.

Course Learning Outcomes:
After successful completion of the course, students will be able to,
1.Apply knowledge and skills learned in the classroom in a work setting.
2.Develop a greater understanding about career options while more clearly defining personal career goals.
3. Analyze the activities and functions of business professionals.
4.Develop and refine oral and written communication skills.
5.Identify areas for future knowledge and skill development

Prerequisite:
Sound Knowledge of Fundamentals of Management.

Course Content Description

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.

Evaluation	Weightage	Particulars	Converted Marks
ISE	50%	ISE 100 Marks	100
ESE	50%	ESE 100 Marks	100
		Total Marks	**200**

Class:- **Second Year M.B.A.**	Semester-IV
Course Code :**MGC2021**	Course Name :: **Entrepreneurship Development**

L	T	P	Credits
3	0	0	3

Course Description:

Entrepreneurs are the innovators that stimulate job growth, economic growth and development that allows any country to compete with and in the global economy. The purpose of exposing the students to entrepreneurship is to motivate them to look at entrepreneurship as a viable, lucrative and preferred career. Entrepreneurs require a foundation in several key areas in order to be successful. This course will focus on multiple topics including: opportunities and challenges for new ventures, benefits/drawbacks of entrepreneurship, strategic management and forms of business ownership, marketing strategies.

Course Learning Outcomes:

After 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.

Prerequisite:

Inclination for taking up self employment activities in the interested areas of setting up service / manufacture or trade business.

Course Content		
Unit No	**Description**	**Hrs**
1	**Entrepreneurship in a Global Economy** 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.	06
2	**Business plan development** 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.	06
3	**Managing and financing the emerging enterprise** Source of capital, Informal source of capital, Risk, capital and venture capital the financial control and investment opportunities in an entrepreneurial setting.	06
4	**Market Development for a project/entrepreneurship venture** 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.	06
5	**Leadership, motivation & power** 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.	06
6	**Entrepreneurship strategies such as doing deals managing, growing and ending the new venture** "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.	06

Text Books:

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, 4th Edition – 2013

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Marketing Management

MKT2021	**Digital Marketing**
MKT2041	**Management of Marketing Communications**
MKT2061	**Strategic Marketing Management**

Class:- **Second Year M.B.A.**	Semester-**IV**
Course Code : **MKT2021**	Course Name : **Digital Marketing**

L	T	P	Credits
3	0	0	3

Course Description:

Digital marketing has become one of the most important elements of any business to grow and flourish in today's world. Many companies are starting to recognize and realize the untapped potential of digital marketing, which can do wonders for their business. The constant evolution of digital marketing and active embracement of companies are creating new jobs and career opportunities for students. As the world is moving towards digitalization, students need to adopt and apply the concepts and techniques of digital marketing.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Develop a deeper understanding of the changing digital marketing landscape.
2. Apply 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. Apply to web based marketing tools with the view of incorporating new media into traditional media and marketing planning.

Prerequisite:

Basic understanding of digital marketing media available.

Course Content		
Unit No	**Description**	**Hrs**
1.	**Digital Marketing Overview** 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.	**06**
2.	**Search Engine Optimization (SEO)** 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.	**06**
3.	**Social Media Optimization (SMO)** 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.	**06**
4.	**Pay per Click (PPC)** 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 and.	**06**
5.	**Email Marketing** 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.	**06**
6.	**Cybercrime and Security** 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	**06**

References -
Text Books:
1.Alan Charles worth Digital Marketing: A Practical Approach, Routledge; 2nd Edition 2014.
Reference Books:
1.Damian Ryan, Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page; 3rd 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

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Class:- **Second Year M.B.A.**	Semester-**IV**
Course Code : **MKT2041**	Course Name: **Management of Marketing Communications**

L	T	P	Credits
3	0	0	3

Course Description:

This course is an applied course with a complete immersion into the study and practice of advertising and promotion management within the context of the integrated marketing communications paradigm, where students develop and write a promotion plan. The aim of this course is to provide students with an understanding and awareness of marketing communication issues and how advertising theory differs, adapts and changes with reference to modern issues, the unique challenges faced by advertisers and the application of relevant theory in practice. The course focuses on developing an enhanced understanding of the nature, scope and dimensions of the advertising discipline within the contexts of business and society.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Learn and understand the basic concepts and terminology in advertising, with an emphasis on IMC
2. Analyze 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. Carryout 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.

Prerequisite:

The basic understanding of Marketing Communications is required.

Course Content		
Unit No	**Description**	**Hrs**
1.	**Role of IMC in marketing process**: IMC planning model, Marketing and promotion process model. Communication process, steps involved in developing IMC programme, Effectiveness of marketing communications. **Advertising**: Purpose, Role, Functions, Types, Advertising Vs Marketing mix, Advertising appeal in various stages of PLC.	**06**
2.	**Advertising Agency**: Type of agencies, Services offered by various agencies, Criteria for selecting the agencies and evaluation. **Advertising objectives and Budgeting:** Goal setting – DAGMAR approach, various budgeting methods used.	**06**
3.	**Media planning**: Developing Media plan, Problems encountered, Media Evaluation-Print, Broadcast media, Support media in advertising. **Media strategy:** Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy.	**06**
4.	**Direct Marketing:** Features, Functions, Growth, Advantages/Disadvantages, And Direct Marketing Strategies. **Promotion**: Meaning, Importance, tools used, Conventional/unconventional, drawbacks, push pull strategies, Co-operative advertising, Integration with advertising and publicity. **Public relation/ Publicity**:- Meaning, Objectives, tools of public relations, Public relation strategies, Goals of publicity, Corporate Advertising – Role, Types, Limitations, PR Vs Publicity.	**06**
5.	**Monitoring, Evaluation and control**: Measurement in advertising, various methods used for evaluation, Pre-testing, Post testing.	**06**
6.	**International Advertising**: Global environment in advertising, Decision areas in international advertising **Internet advertising**: Meaning, Components, Advantages and Limitations, Types of Internet advertising. **Industrial advertising**: B 2 B Communication, Special issues in Industrial selling.	**06**

References -
Text Books:
1. William F Arens, Michael F. Weigold, Christian Arens, Contemporary Advertising & Integrated Marketing Communications, 14th Edition McGraw - Hill Higher Education.

Reference Books:
1. William D. Wells, John Burnett, Sandra Moriarty, Advertising - Principles and Practice, 7th Edition, Pearson Education, Inc. 9th impression (2013).
2. George Belch, Michael Belch, Advertising and Promotion: An Integrated Marketing Communications Perspective, 7th Edition, Tata McGraw Hill Education Private Ltd.
3. Larry Kelly & Donald W. Juganheimer & Kim Sheehan, Advertising Media Planning; A Brand Management Approach, 4th 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).

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Class:- **Second Year M.B.A.**	Semester-**IV**
Course Code : **MKT2061**	Course Name : **Strategic Marketing Management**

L	T	P	Credits
3	0	0	3

Course Description:

The aim of Strategic Marketing is to provide students with the necessary skills to adopt a strategic approach to the planning and control of the marketing function within an organisation, with the aim of developing a sustainable competitive advantage. The course examines the development and implementation of marketing strategy by providing a framework from which to identify and evaluate strategic options and programs. This course 'pulls together' what has been learned in earlier marketing courses and introduces marketing decision making and planning frameworks in the global environment: exploring strategy options; opportunity analysis; strategy setting and implementation. It also provides an opportunity to engage in a business simulation and to apply previous knowledge through case studies and projects. This approach helps students to develop diagnostic, critical and communication skills.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1.Apply 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.

Prerequisite:

The basic understanding of business level marketing strategy is required.

Course Content		
Unit No	**Description**	**Hrs**
1.	**Strategic Marketing Management** 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.	**06**
2.	**Strategic Marketing Analysis** 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.	**06**
3.	**Marketing Strategy Implementation** Integration of Marketing Strategies and their application to different business sectors FMCG, Industrial, & Services. Constraints in marketing strategy implementation.	**06**
4.	**Specific Strategy Initiatives** 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.	**06**
5.	**Marketing Strategy Evaluation** Marketing Audits & their scope – Measurement of Marketing Performance and its feedback to next year's marketing strategy formulation	**06**
6.	**Marketing Strategy Case Studies** (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.	**06**

References -

Text Books:

1. David A. Aaker, Damien Mcloughlin 'Strategic Marketing' Wiley Publication, 5th Edition, 2010.

Reference Books:

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

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Human Resource Management

HRM 2021	Strategic& International human resource Management
HRM 2041	Training & Development
HRM 2061	Cross Cultural Management
HRM 2081	Conflict & Negotiation Management

Class:- **Second Year M.B.A.**	Semester-IV
Course Code : **HRM2021**	Course Name **Strategic & International Human Resource Management**

L	T	P	Credits
3	0	0	3

Course Description:
The course emphasizes practical activities, ranging from assessment of the global economic environment and organizational culture to the analysis of competencies and the implementation of human resource decisions. Stu-dents carry out a detailed strategic analysis of a human resource management issue in their organizations, and, in doing so learn how to effectively manage human resources in a way that contributes to improved performance, productivity, and morale. Also provides a comprehensive overview of international human resource management (IHRM) as it is practiced in the multinational enterprise. The course recognizes the complexities and critical challenges encountered.

Course Learning Outcomes:
After successful completion of the course, students will be able to,
1. Discuss 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. Analyze 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

Prerequisite:
Basic Understanding of Human Resource Management& organizational behaviour

Course Content		
Unit No	**Description**	**Hrs**
1.	**Strategic Human Resource Management** 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	**06**
2.	**Strategic Human Resource Management Process** 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.	**06**
3.	**Strategies for Improving Organizational Effectiveness** 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.	**06**
4.	**International HRM** Difference between Global & Domestic HRM, Strategic Global HR-Purpose, Selection, Orientation, Ethnocentric, Polycentric, Geocentric approaches, Repatriation & Expatriation- Meaning, Processes, Problems	**06**
5.	**International Strategic Human Resource Management** Introduction, Value Creation, Global Strategic Management Process, MNC's Business Strategy & HRM Strategies, Formulation of alternative business unit level strategies, Collaborative Strategies.	**06**
6.	**Social & Cultural Context of IHRM** What is Culture, why does culture differ, Cultural sensitivity, Social Environment, Hofstede's model of four cultural dimensions.	**06**

References -

Text Books:

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

Reference Books:

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.

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Class:- **Second Year M.B.A.**	Semester-IV
Course Code : **HRM2041**	Course Name : **Training & Development**

L	T	P	Credits
3	0	0	3

Course Description:
This course provides students with an overview of the role of Training and Development in Human Resource Management. The key elements covered include: needs analysis, program design, development, administration, delivery and program evaluation. Other topics include adult learning theory, transfer of training, career planning, counselling, training techniques, budgeting and trends in training.

Course Learning Outcomes:
After 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.Outline the issues and steps involved in designing and implementing a training program.
5.Design, training and development programs that can be delivered in the form of individual and group.

Prerequisite: Basic understanding of Human Resource Management.

Course Content

Unit No	Description	Hrs
1.	**Training Process** Investments in training, System approach to training, Training process, Role of Training and Development in HRD, Organizational Effectiveness; Stakeholders in Training, Roles and Expectations.	06
2.	**Training Needs Assessment (TNA)** Meaning and purpose of TNA, TNA at different levels, Approaches for TNA, Output of TNA, Methods used in TNA.	06
3.	**Training and Development Methodologies** 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.	06
4.	**Designing Training Modules** 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	06

	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.	
5.	**Training Evaluation** 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.	06
6.	**Special issues in Training and Development** 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.	06

References -

Text Books:
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.4th edition
5. Dick handshaw, Training That Delivers Results: Instructional Design That Aligns with Business Goals American Management Association 2014.

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Class:- **Second Year M.B.A.**	Semester-IV
Course Code : **HRM2061**	Course Name : **Cross Cultural Management**

L	T	P	Credits
3	0	0	3

Course Description:
The *course* focuses on the impact of *cultural* background on individuals, organizations and *management;* on the dimensions which discriminate national *cultures*, and on *cross-cultural* interactions. The trend of globalization in business requires organizational members, especially managers, to effectively accomplish international assignments, to collaborate with and lead cross- cultural teams, and to manage the increasingly diverse workforce. Therefore, managers need to acquire cultural competencies that go beyond traditional managerial competencies. Course will focus on organizational behavior and human resource management issues in multinational organizations

Course Learning Outcomes:
After successful completion of the course, students will be able to,
1. Analyze the impact of culture on business practices.
2. Analyze the impact of national culture on organizational cultures.
3. Apply strategies for managing international teams and projects
4. Develop strategies for working in virtual and co-located multicultural teams.
5. Assess and leverage the impact of culture in management and other business functions

Prerequisite:
Basic understanding of organizational behavior & Principles of Management

Course Content		
Unit No	**Description**	**Hrs**
1	**International Cultural Environment**: Nationality and stereotypes, Social and Cultural concepts and their influence in international business organizations, Theoretical Approaches to cross-cultural analysis, Human Resource Management in Cross Cultural Context. challenging role of Global Manager/Leader, need for cross-cultural management-	**06**
2	**Global Business- Growth and Evolution** Environmental Variables in Global Business, Human and Cultural Variables in Global Organizations, Cross Cultural Differences and Managerial Implications, Structural Evolution of Global Organizations, Theories & Layers of culture.	**06**
3	**Cross Cultural Leadership and Decision Making** Cross Cultural Communication and Negotiation, Process and International Negotiation Hurdle, Human Resource Management in Global Organizations, Western and Eastern Management thoughts.	**06**
4	**Diversity at Work** Managing diversity, Causes of diversity, diversity with special reference to handicapped, women and aging people, Intra company cultural difference in Employee motivation. Decision making within diverse cultures -ethical dilemmas and social responsibility facing firms in different cultures, Building cultural intelligence and cultural competence	**06**
5	**Managing Cross cultural Teams** International Business & Global Market spaces, Time differences, Managing language differences,Outsourcing, Cultural Strategy as an asset for innovation. The challenge of managing multicultural/cross-cultural workgroups and international teams, virtual and multi cultural teams	**06**
6	**International Business Intelligence** Information Requirements, Sources of Information, Types of Research, Phases of a Research Project, Sampling, Research Agencies, Problems in International Research. cross-cultural communications and negotiation	**06**

References -

Text Books:

1. J. R. Schermerhorn, James G, Hunt, R. N. Osborn, Organizational Behavior Willey Publication 2012 Reference books

Reference Books:

1. Fred Luthan Organiational Behavior Mc Graw Hill Publication 2013
2. Leaptrott, Nan, Rules of the Games: Global Business Protocol, Thomson Executive Press,1996.
3. Mary O'Hara-Deveraux and Robert Johnson, Global Work: Bridging Distance, Culture and Time, Jossey 2010
4. Stephen Robbins, Organizational Behavior, Mc Graw Hill Publication 2013
5. David C Thomas, Mark F Peterson, Cross Cultural Management Sage Publication 2015

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Class:- **Second Year M.B.A.**	Semester-IV
Course Code : **HRM2081**	Course Name :**Conflict & Negotiation Management**

L	T	P	Credits
3	0	0	3

Course Description:

Negotiation and Conflict Management presents negotiation theory – strategies and styles – within an employment context. In addition to the theory and exercises presented in class, students practice negotiating with role-playing simulations that cover a range of topics, including difficult situations such as conflict resolution mentoring and an emergency. Third-party skills include helping others deal directly with their conflicts, mediation, investigation, arbitration, and helping the system change as a result of a dispute.

Course Learning Outcomes:

After successful completion of the course, students will be able to.

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

Prerequisite:

Basic understanding of organization behavior & Principle & practices of Mangement.

Course Content

Unit No	Description	Hrs
1.	**Conflict Management** 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.	06
2.	**Conflict Management Design:** 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.	06
3.	**Managing Conflict:** Managing interpersonal conflict: Thomas conflict resolution approach,	06

	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 1dispute 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	
4.	**Conflict resolution and Cost:** 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.	**06**
5.	**Negotiations-** 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	**06**
6.	**Negotiation strategies:** 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	**06**

References -
Text Books:
1.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

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Finance Management

FIN2021 Mergers, Acquisition and Corporate Restructuring
FIN2041 Funds Management Banking and Insurance
FIN2061 Cost Analysis and Control

K.E. Society's
Rajarambapu Institute of Technology, Sakharale
(An Autonomous Institute, Affiliated to Shivaji University, Kolhapur)
Syllabus (Theory Courses)
To be implemented from **2018-19**

Department of Management Studies (MBA)

Class:- **Second Year M.B.A.**	Semester-IV
Course Code : **FIN2021**	Course Name : **Mergers, Acquisition and Corporate Restructuring**

L	T	P	Credits
3	0	0	3

Course Description:
This course is designed to develop a solid understanding of commonly discussed and applied issues in merger and acquisitions (M&As). The topics covered in this course include the M&A process, methods of valuing a target firm, valuing synergies, the form of payment and financing, assessing the highly levered transaction, governance in M&A, and M&A negotiation. It also covers key theoretic and applied issues concerning revival of sick units and Corporate Restructuring deals. It will help to develop an in-depth understanding of how and when to apply the appropriate tools and skills to successfully complete a transaction.

Course Learning Outcomes:
After 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.

Prerequisite:
The basic knowledge of Corporate finance and familiar with such concepts and theories as risk, return, capital budgeting, discounted cash flow, cost of capital, etc.

Course Content		
Unit No	**Description**	**Hrs**
1.	**An Overview of Mergers, Acquisition and Corporate Restructuring** 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	**06**
2.	**Valuation of Shares and Business** 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.	**06**
3.	**Funding of Mergers and Takeovers** 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	**06**
4.	**Financial Restructuring** 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	**06**
5.	**Revival, Rehabilitation and Restructuring of Sick Companies** Sick Companies and Their Revival with special reference to the Law and Procedure relating to Sick Companies	**06**
6.	**Changing World and Its Effect on Restructuring** 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.	**06**

References -

Text Books:

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, 6th 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

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Class:- **Second Year M.B.A.**	Semester-**III**
Course Code : **FIN2041**	Course Name : **Funds Management in Banking and Insurance**

L	T	P	Credits
3	0	0	3

Course Description:

Funds management in banking and insurance course provide a greater in-depth knowledge of different aspects of Insurance, Banking and a thorough understanding of the practical application of the theory. This course provides the student an insight into the various aspects of management of funds in Banking and Insurance sector which includes liquidity management, management of reserves, fundamentals of insurance & risk management etc.
This course focus on inculcating training and practical approach among the students by using modern technologies, and also to given an adequate exposure to operational environment in the field of Banking and Insurance.

Course Learning Outcomes:

After 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.

Prerequisite:

The prerequisite for this course is awareness about the banking & insurance business and its working.

Course Content

Unit No	Description	Hrs
1.	**Introduction to Banking & Bank Lending:** Introduction to Banking Business, Characteristics, Types and Structure of the Indian Banking System, Principles of lending, Fund Based Lending, Lending guidelines, Loan Appraisal, Documentation	06
2.	**Management of Capital & Reserves:** 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.	06
3.	**Management of Bank Deposits:** 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	06
4.	**Liquidity Management:** Concept of Liquidity Management, Bank business model & Insurance business model. Priorities in the Employment of Bank Fund, Problems in Resource Allocation in India	06
5.	**Principles and Practice of Insurance:** Meaning & Nature of Insurance, Purpose and Need of Insurance, Indian Insurance Market, Types of Life Insurance and Non-Life Insurance	06
6.	**Risk and Capital Management:** 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.	06

References -

Text Books:

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

Reference Books:

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

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Department of Management Studies (MBA)

Class:- **Second Year M.B.A.**	Semester-IV
Course Code : **FIN2061**	Course Name : **Cost Analysis and Control**

L	T	P	Credits
3	0	0	3

Course Description:
Cost analysis and control is an important part of accounting and finance. Its effects stretch to all departments and impact the organization's financial position. It covers a lot of cost concepts like job and batch order and absorption costing. The pinnacle of any cost management is activity-based costing which helps in making better decisions. Among these decisions are ones such as whether to drop or keep a product, make or buy, replace or keep a piece of equipment. Moreover, it also includes allocating costs of service departments internally. Also covered in this course are cost estimations and transfer pricing. The course will close with evaluating performance and a brief discussion on the balanced scorecard and managing scarce resources.

Course Learning Outcomes:
After 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

Prerequisite:
Awareness about the fundamentals of cost accounting which is necessary in identifying methods of cost data determination and analysis.

Course Content

Unit No	Description	Hrs
1.	**Cost Terms & Concepts:** 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	06
2.	**Cost Accumulation for Inventory Valuation and Profit Measurement** 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	06

	accumulation systems.	
3.	**Cost Analysis for Decision-Making:** Cost–Volume–Profit Analyses, Fixed Cost Function, Break Evan Analysis, Margin of Safety, Cost Estimation and Cost Behavior, Cost estimation methods	06
4.	**Activity Based Costing:** 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	06
5.	**Pricing Decisions & Profitability Analysis:** 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	06
6.	**Relevant Cost Analysis Decisions:** 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.	06

References -

Text Books:

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

Reference Books:

1. Charles T. Horngren, Shrikant M. Datar. Gearge 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.

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Generic Elective (any one)

MGE201Taxation Planning and Management
MGE202 Healthcare and Hospital Management
MGE203 Mentoring and Coaching
MGE204 Warehouse Management
MGE205 Mall Management
MGE206 Change Management
MGE207 Commodity Markets
MGE208 Food Retail Management
MGE209 Human Resource Audit
MGE210 Small scales industries management
MGE211 Total Quality Management
MGE212 Search Engine Optimization
MGE213 Marketing Analytics
MGE214 Tourism Management
MGE215 Export – Import Procedure & Documentation
MGE216 Supply Chain Management

Class:- **Second Year M.B.A.**	Semester-IV
Course Code : **MGE201**	Course Name : **Taxation Planning and Management**

L	T	P	Credits
2	0	0	2

Course Description:
The course details about the calculations of Income tax, tax returns, and legal provisions for deductions and tax liability. VAT and its calculations, CST and its calculations, service tax, professional tax, wealth tax, customs duty. Finally it describes the GST provisions made, which is vital for individuals and business entities to comply.

Course Learning Outcomes:
After 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.

Prerequisite:
Basic understanding of the Income and expense statements, and calculations of Yearly income and expense statements. Statutory provisions of taxation to be filed with authorities from the income earned, tax liabilities etc.

Course Content		
Unit No	**Description**	**Hrs**
1	**Income Tax** 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.	06
2	**Tax Returns** 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.	06
3	**Value Added Tax** 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.	06
4	**Central Sales Tax** Introduction, Definitions, Interstate transactions, Exempted transfers, CST calculation, filling of returns/ Forms, Declared goods, Jurisdictions and authorities.	06
5	**Service Tax Act & Other Tax Laws** 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.	06
6	**Goods and Services Tax** Taxes on various goods, Tax replaced, Taxation Scheme, Effects & Impacts, Goods and Services Tax Network (GSTN	06

References -
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 GuptaHouse, 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 (Editionbased 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 GoelLtd., 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)

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Class:- **Second Year M.B.A.**	Semester-IV
Course Code : **MGE202**	Course Name : **Healthcare and Hospital Management**

L	T	P	Credits
2	0	0	2

Course Description:
The course elaborates about the hospital management effectively, starting from planning to requirements, policy framing and service policies of the hospital along with the legal provisions and laws governing the hospitals. This is another area for management students to explore.

Course Learning Outcomes:
After 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.

Prerequisite:
The course elaborates about the hospital management effectively, starting from planning to requirements, policy framing and service policies of the hospital along with the legal provisions and laws governing the hospitals. This is another area for management students to explore.

Course Content		
Unit No	**Description**	**Hrs**
1	**Hospital Planning** 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;	**06**

	Financial Planning, Constructing. Meaning of Records Management; Importance of Records Management	
2	**Health Policies:** Health Policy – Meaning and Need; National Health Policy – Features; Current Scenario; National Health Programmes in India.	06
3	**Health Care Systems** 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.	06
4	**Hospital Services** 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.	06
5	**Hospital 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.	06
6	**Hospital Management and Law** 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,	06

References -
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, Jayppe Publication.

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Class:- **Second Year M.B.A.**	Semester-IV
Course Code : **MGE203**	Course Name : **Mentoring and Coaching**

L	T	P	Credits
2	0	0	2

Course Description:
Course gives the basic understanding of the concepts that are becoming important for organizations today like mentoring and coaching, its principles and significance, its relevance in organizational context to change the organizations to work towards efficiency. This entails management students to understand the relevance in corporate sector.

Course Learning Outcomes:
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

Prerequisite:
Basic understanding of learning, value and belief systems in organizational context.

Course Content

Unit No	Description	Hrs
1	**Overview of coaching** Introduction, Concept, A History of Life and Business Coaching v Therapy, Counseling, Training, and Mentoring, Coaching process	06
2	**Coaching Principles** Characteristics of a Successful Coach, Essential Coaching Skills, coaching relationship, coaching models, core coaching competencies Cognitive Behavioral Coaching, Focused Coaching	06
3	**Coaching and Change** 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.	06
4	**Values and Belief Systems** The significance of values, Approaches to values elicitation, importance of	06

	beliefs Business Coaching, Team coaching	
5	**Mentoring** Introduction, concept, Mentoring skills, Management of mentoring, Mentoring practices, Mentor- Mentee relationship.	06
6	**Learning** Logic and Process of Learning, Principles of Learning, Individual differences in learning, Learning management system, Skills of an Effective mentor	06

References -
Text Books:
1.Carol Wilson, Performance Coaching Kogan Page 2nd 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. 200

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Department of Management Studies (MBA)

Class:- **Second Year M.B.A.**	Semester-IV
Course Code : **MGE204**	Course Name **Warehouse Management**

L	T	P	Credits
2	0	0	2

Course Description:
Course explains concepts of warehouse management, warehouse layout principles, processes for managing warehouse system along with material handling and ergonomics of warehouse management, explanation of inventory and transportation in warehouse management. This provides for better understanding in context of supply chain management.

Course Learning 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.

Prerequisite:
Basic understanding of management principles, functions and inventory management.

Course Content

Unit No	Description	Hrs
1	**Introduction to Warehouse Management** Warehousing & Its characteristics, Evolution from store to warehouse, Purpose & Role of Warehouses, Types of Warehouses, Storage Policies, Terminologies in warehousing	06
2	**Warehouse Layout & Design** Introduction to warehousing process, Warehouse Receiving, Warehousing functions, Warehouse Design, Elements & Principles of Warehouse Design, Dynamics of Warehouse Design, Warehouse Layout Scenario	06
3	**Warehouse Processes** 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	06

4	**Material Handling, Ergonomics and Interpretation of Labels** Material Handling, Ergonomics, Labeling Process, Importance of Labeling, Label Interpretation Marking on Packages	06
5	**Warehouse Management System (WMS)** Introduction to WMS, WMS Applications in the warehouse facility, WMS Applications in the warehouse System, Physical Audit Procedures	06
6	**Inventory Management & Transportation** Inventory Counting, Inventory Classification, Reconciliation of Stock, Transportation System, Modes of Transportation, Freight Carriages in Transportation, Types of freight, Multimodal Transportation	06

References -

Text Books:

1. J.P. Saxena, "Warehouse Management and Inventory Control", Vikas Publishing House, 1st edition 2012

Reference Books:

1. Stuart Emmett, "Excellence in Warehouse Management: how to minimize costs and maximize value", Wiley Publications, 1stedition, 2012
2. J. R. Tony Arnold, Stephen N. Chapman, Lioyd M. Clive "Introduction to Materials Management", Prentice Hall India Publications, 2st edition 2012.
3. Sunil Chopra & Peter Meindl, "Supply Chain Management – Strategy, Planning & Operation", Pearson Education, New Delhi, 6th 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, 14th edition, 2017
6. Gwynne Richards, "Warehouse Management: a complete guide to improving efficiency and minimizing costs in the modern warehouse", Kogan Publications, 2nd Edition, 2014

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

K.E. Society's
Rajarambapu Institute of Technology, Sakharale
(An Autonomous Institute, Affiliated to Shivaji University, Kolhapur)
Syllabus (Theory Courses)
To be implemented from **2018-19**

Department of Management Studies (MBA)

Class:- **Second Year M.B.A.**	Semester-**IV**
Course Code : **MGE205**	Course Name :**Mall Management**

L	T	P	Credits
2	0	0	2

Course Description:
Course provides knowledge about Mall management concept which has evolved with growth of the population and emerging markets. It provides details of mall management skills required along with regulatory framework for the same.

Course Learning Outcomes:
After successful completion of the course, students will be able to,
1. Analyze the concepts and aspects needed for mall management.
2. Apply the operational and tenant management principles for malls.
3. Evaluate the marketing and promotional principals for the malls.
4. Illustrate the statutory requirements for the mall operations.

Prerequisite
Basic understanding of what Mall is. Principals of management, finance, marketing and human resource aspects to better manage a Mall.

Course Content

Unit No	Description	Hrs
1	**Introduction** Concept of shopping mall, Growth of malls in India, Mall positioning strategies, Strategic planning for malls.	06
2	**Aspect in Mall Management** 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.	06
3	**Mall Operations** Store allocation, Leasing negotiations, Maintenance and repairs, Security and safety procedures and regulations, Operational activities, Footfalls measurement, Common area management.	06
4	**Tenant Management** 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	06
5	**Marketing and promotional activities for malls**	06

	Classification of marketing activities, marketing and promotion during planning and construction phase, launch and operations phase, targeting tenants and customers	
6	**Regulatory framework for malls** Shops and establishment act, environmental regulations for malls, mall insurance, labour laws concerning malls.	06

References -

Text Books:

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

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

K.E. Society's
Rajarambapu Institute of Technology, Sakharale
(An Autonomous Institute, Affiliated to Shivaji University, Kolhapur)
Syllabus (Theory Courses)
To be implemented from **2018-19**

Department of Management Studies (MBA)

Class:- **Second Year M.B.A.**	Semester-IV
Course Code : **MGE206**	Course Name : **Change Management**

L	T	P	Credits
2	0	0	2

Course Description:
Course provides details about change management concepts in organizational context, which has become essential for organizations to change in changing business environment. It provides conceptual understanding of change management essentials and need for the same in organizational context, which provides the framework for change from managerial point of view.

Course Learning Outcomes:
After 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

Prerequisite:
Basic understanding of the concepts of Organizational behavior, and principals of management.

Course Content

Unit No	Description	Hrs
1	**Introduction & levels of change.** 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,	06
2	**Understanding the Change Challenge** 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	06

3	**Change & its implementation.** 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	06
4	**Overcoming Resistance to change** 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.	06
5	**Effective implementation of change** 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.	06
6	**Managing personal transitions** The Social Readjustment Ratings Scale, Change Transition Model Stages of psychological reaction to change, facilitating employee change transitions, change interven	06

References -
Text Books:
1.French, W.L. and Bell, C.H., Organization development, Prentice-Hall, New Delhi.2014
Reference Books:
1.Cummings, T. G., organization development and change, South Western. 10th edition 2014
2.Fred Luthans- Organisational Behaviour an Evidence based Approach 12th Edition McGraw Hill 2012
3.Dipak kumar Bhattacharya Organizational change & development OUP India publisher 2011
4.K. Ashwathapa- Management & OB, HRM Mc Graw hill 2015

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Class:- **Second Year M.B.A.**	Semester-IV
Course Code: **MGE207**	Course Name: **Commodity Markets**

L	T	P	Credits
2	0	0	2

Course Description:
This course provides conceptual knowledge about the commodity and derivative market. This has gained importance in changing business scenario. This provides the opportunity to apply what is learned in organizational context to apply and working opportunities in this evolving sector.

Course Learning Outcomes:
After successful completion of the course, students will be able to,
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. Create awareness about various commodities and their marketing requirements.
5. Understand the workings of commodity market & derivative market.

Prerequisite:
Conceptual understanding of Markets and how they operate.

Course Content

Unit No	Description	Hrs
1	**Introduction to Commodity Market** 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.	06
2	**Strengthening commodity markets in India** Role of Government, Role of Commodity Exchanges, Other Institutions, Training & development of Dealers	06
3	**Commodity Exchanges** Function & Role, Trading & Clearing methods, Commodity futures, Commodity Specific Exchanges Vs Multi Commodity Exchanges	06
4	**Commodity Market in India** Commodity Exchanges in India, Role of Information in Commodity Markets, Linkages between equity markets and commodity markets, Commodity markets – Logistics and Warehousing	06

5	**Introduction to Derivatives Market** 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	06
6	**Futures and Hedging** 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	06

References -

Text Books:
1.Rangarajan K, Derivatives: Principles Practice, McGraw Hill, Second Edition, 2011.
Reference Books:
1. Robert L. McDonald, Fundamental of Derivative Market, Pearson, 1st 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 Publicatio

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Class:- **Second Year M.B.A.**	Semester-IV
Course Code : **MGE208**	Course Name : **Food Retail Management**

L	T	P	Credits
2	0	0	2

Course Description:
This course entails about the opportunities that exists in food retail markets, how as a management student this means the business opportunity that welcomes them, with proper application of management principles in global scenario along with threats associated with the markets, along with marketing and management principals.

Course Learning Outcomes:
After successful completion of the 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.

Prerequisite:
Basic understanding of retail management principals, and food retail markets along with standards and food safety issues in changing global context.

Course Content

Unit No	Description	Hrs
1	**Global Food Market** 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.	06
2	**Trends in Food Retailing** 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	06

3	**4 Ps in Food Retail Management** 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.	06
4	**Managing Retail Operation** Managing Retail Operations, Managing Retailers' Finances, Merchandise buying and handling, Merchandise Pricing, Logistics, and procurement of Food products and Handling Transportation of Food Products	06
5	**Issues in Retailing** Customer Relationship Management, Managing Human Resources in retailing, Legal and Ethical issues in Retailing, Non Store Retailing	06
6	**Food Safety and Standard** 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	06

References -

Text Books:

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

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Class:- **Second Year M.B.A.**	Semester-IV
Course Code : **MGE209**	Course Name :: **Human Resource Audit**

L	T	P	Credits
2	0	0	2

Course Description:
This course provides the knowledge about human resource audit in organizational context. Its relevance in changing business circumstances and application based decision making based on it.

Course Learning Outcomes:
After successful completion of the 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

Prerequisite:
Basic understanding of the concept of audit, audit process and reporting issues.

Course Content

Unit No	Description	Hrs
1	**Human Resource Audit** 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.	06
2	**Human Resource Costs / Investments** Human Resource Costs, the Monetary Value Approach, Non-Monetary value Based Approaches Investment in employees HR Accounting	06
3	**HRD Audit Methodology and Issues** Methodology and instruments of HR Audit, Interviews, Observation, Questionnaires, HRD Scorecard, Writing the HRD Audit report, Designing and Using HRD Audit for Business Improvement	06
4	**Human Resource Audit Report** Essentials of HR Audit Report, Purpose, Report Design, Preparation of report, Use of HR Audit report for business improvement, HRD audit	06

	instruments, HR Scorecard, effectiveness of HRD Audit as an intervention.	
5	**Comprehensive HR Audit** Audit of business strategy, business goals & assumptions, Audit of employee turnover, labour laws compliances.HR Audit checklist	06
6	**Audit of HR Competencies** 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.	06

References -

Text Books:
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

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Class:- **Second Year M.B.A.**	Semester-IV
Course Code : **MGE210**	Course Name : **Small scales industries management**

L	T	P	Credits
2	0	0	2

Course Description:
This course provides the essentials for setting of small scale industry, supporting agencies in doing the same, steps in formation, finance and marketing requirements along with legal provisions needed to be known in setting up of the industry. This helps management students to be job providers and not job seekers.

Course Learning Outcomes:
After successful completion of the 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.

Prerequisite:
Understanding of the term small scale industry, principals of marketing and finance along with management principals.

Course Content		
Unit No	Description	Hrs
1	**Small Industry: Meaning and importance –** 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	06
2	**Steps for Starting Small Industry:** 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	06
3	**Incentives and subsidies:** Policy initiatives for entrepreneurial growth - Meaning of incentives and subsides -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	06
4	**Finance and Production Planning:** 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.	06
5	**Marketing and Manpower planning Etc.:** 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.	06
6	**Legal Aspects and Environmental Con** 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	06

	control, Personal Protection Equipment (PPEs) for safety at work places	

References -
Text Books:
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

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Department of Management Studies (MBA)

Class:- **Second Year M.B.A.**	Semester-IV
Course Code : **MGE211**	Course Name : **Total Quality Management**

L	T	P	Credits
2	0	0	2

Course Description:
This course provides the conceptual understanding of the terms of Quality, certifications, tools and Japanese quality concepts which are accepted world over for quality improvement. This enables students to improve quality aspects in organizational context in changing global scenario; along with ISO standards and managerial principals it has gained importance.

Course Learning Outcomes:
After successful completion of the course, students will be able to,
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.

Prerequisite:
Understanding of the term quality, and need for quality improvements in organizational context.

Course Content

Unit No	Description	Hrs
1	**Quality Concepts** 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	06
2	**Total Quality Management & Quality Certifications** 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	06

3	**Quality Improvement Tools** The Pareto Chart, Cause Effect Diagram, Check Sheet, Histogram, Scatter Diagram, Control Charts, Application of seven quality control tool in Six Sigma	06
4	**Poka Yoke & Kaizen** 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	06
5	**Breakthrough Improvement & Benchmarking** Introduction, Invention & Innovation, Creativity, Brainstorming, Theory of Inventive Problem Solving, Value Analysis, Benchmarking, Types of Benchmarking, Designing Benchmarking Process, Prerequisites of Benchmarking	06
6	**Quality Assurance & Control** 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	06

References -

Text Books:
Poornima M. Charantimath "Total Quality Management",Pearson Education, New Delhi, 2nd edition 2015

Reference Books:

1. Dale H. Besterfiled, Carol Besterfield, Mich. Besterfield, Mary Besterfield, "Total Quality Management", Pearson Education Publications, 4th edition 2011.
2. Barrie Date and W. John, "Managing Quality", Wileyindia Publications, 5th edition, 2012
3. Mikel Harry, Richard Scroeder , Doubleday, Six Sigma, Random House Inc. New York,
4. R. P. Mohanty & R. R. Lakhe, Handbook of Total Quality Management, Jaico Publishing House

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Class:- **Second Year M.B.A.**	Semester-IV
Course Code : **MGE212**	Course Name : **Search Engine Optimization**

L	T	P	Credits
2	0	0	2

Course Description:
This course provides the conceptual understanding of the Search engine optimization from business prospective, as social marketing is gaining ground world over, it provides the tools and procedures of optimization through website of an organization, which makes it possible for businesses to expand in low investment, form managerial point of view this provides opportunity to expand business and improve footprint across the globe.

Course Learning Outcomes:
After successful completion of the course, students will be able to,
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.

Prerequisite:
Understanding of the internet as a tool of marketing and connecting to the customers, knowhow of the computers and its operations.

Course Content

Unit No	Description	Hrs
1	**SEO Analysis of Website** 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	06
2	**On page SEO Optimization** 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	06

	building, Article submission, Press Release Creation, Blog commenting, Forum posting	
3	**Social Media Optimization & Marketing** Social bookmarking, Social Networking Profiles creations, Social Networking Profile Optimizations, Content Sharing Optimization, Video Optimizations, Social media advertising (PPC), Blogging, Blog Optimization	06
4	**Search Engine Marketing** Slide submission, pay per click (PPC) campaigns, Search Engine Marketing Research, Video Marketing, Image marketing	06
5	**Reputation Building** Authority building, Trust building, Relationship building, Mentions, Tagging, Profile optimization, Profile building	06
6	**Conversion Optimization** Conversion analysis, Conversion Tracking, Conversion Creation, Conversion building, CTR Improvements tactics, ROI conversion optimization	06

References -

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

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Class:- **Second Year M.B.A.**	Semester-IV
Course Code : **MGE213**	Course Name : **Marketing Analytics**

L	T	P	Credits
2	0	0	2

Course Description:
The course provides for marketing analysis tools and techniques which help in business decision making based on quantitative data available with the organizations. It provides the framework for the tools to be used for the aspects of marketing to make proper decision based on scientific analysis.

Course Learning Outcomes:
After successful completion of the course, students will be able to,
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;

Prerequisite:
Understanding of the research and marketing concepts for data based decision making.

Course Content

Unit No	Description	Hrs
1	**Preparing data for Marketing Analytics** 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	06
2	**Pricing** Estimating demand curves and optimizing price, price bundling, non -linear pricing, revenue management.	06
3	**Customer Value** Customer life time value, measuring sensitivity analysis, using customer value to value a business and Monte Carlo simulation	06

4	**Market Segmentation** Cluster analysis, collaborative filtering, using classification trees for segmentation	06
5	**Retailing** Computing lift for two products, RFM analysis and optimizing direct mail campaigns, allocating retail space and sales resources	06
6	**Advertising** Measuring effectiveness of advertising -Ad Stock Model, Media selection models, Monte Carlo Media Allocation simulation	06

References -

Text Books:

1. Marketing Analytics, Wayne L. Winston, Wiley India Pvt. Ltd. Reprint2016

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

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

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Department of Management Studies (MBA)

Class:- **Second Year M.B.A.**	**Semester-IV**
Course Code : **MGE214**	Course Name : **Tourism Management**

L	T	P	Credits
2	0	0	2

Course Description:
This course provides for the conceptual understanding and management of the tourism and hospitality industry which is expanding in India and gaining popularity. This provides for opportunity to students in form of new sector development with managerial principal application for professional development of the sector.

Course Learning Outcomes:
After successful completion of the course, students will be able to,

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

Prerequisite:
Basic Understanding of Management

Course Content

Unit No	Description	Hrs
1	**Tourism Concepts & Principles** 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.	06

2	**Travel Agency Management** 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	06
3	**Tourism Policy and Planning** 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	06
4	**Tourism Marketing** 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.	06
5	**Tour Operation Management** 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.	06
6	**Introduction to Hospitality industry & its distinctive characteristics** 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.	06

References -
Text Books:
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

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Department of Management Studies (MBA)

Class:- **Second Year M.B.A.**	Semester-**IV**
Course Code : **MGE215**	Course Name : **Export – Import Procedure & Documentation**

L	T	P	Credits
2	0	0	2

Course Description:
This course provides for the framework of export-import management, procedural documentation needed to be done in this regard, risk associated with such businesses. This provides for new avenue from the managerial point of view to apply management principles for professional growth of this sector as import and export has become vital aspect for economic growth for every organization and country.

Course Learning Outcomes:
After successful completion of the course, students will be able to,
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.

Prerequisite:
Understanding of the terms import and export, need of such businesses from professional point of view.

Course Content

Unit No	Description	Hrs
1	**Import-Export Management: Overview** 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	06
2	**Export and Import Procedure and Documentation** 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.	06
3	**Processing of Export Order** Processing of Export Order; Examination and Confirmation of Export Order; Central Excise Clearance; Pre Shipment Inspection, Appointment of	06

	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.	
4	**Risk Management in Import & Export** 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	06
5	**Categories of Export** Physical – Direct & Indirect, Deemed Exports, Merchant & Manufacturer exports.	06
6	**Benefits of Exports** Excise clearance Benefit / Rebate, Income Tax Benefit.	06

References -
Text Books:
1.Ajay Pathak , Export Import Management, Educreation Publishing, 1st 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.

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

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Department of Management Studies (MBA)

Class:- **Second Year M.B.A.**	Semester-**IV**
Course Code : **MGE216**	Course Name : **Supply Chain Management**

L	T	P	Credits
2	0	0	2

Course Description:
Supply chain management integrate suppliers, manufacturers, warehouses, and stores, so that company is produced and distributed at the right quantities, to the right locations, and at the right time, in order to minimize costs while satisfying service level requirements. This course focus on building a strategic framework, designing supply chain network, supply chain planning & implementation, managing inventory in supply chain, designing and managing transportation networks etc.

Course Learning Outcomes:
After successful completion of the course, students will be able to,
1. Discuss the fundamental concepts and importance of Supply Chain Management.
2. Apply methods for managing demand & supply position in supply chain network.
3. Manage inventory in Supply chain network.
4. Design transportation networks relating to supply chain management.
5. Demonstrate the role & importance of logistics management

Prerequisite:
Basic understanding of operations management, marketing management

Course Content

Unit No	Description	Hrs
1	**Building a Strategic Framework** Supply Chain Management, decision phases, process view of supply chain, supply chain drives, Supply chain dynamics, Focus areas in supply chain, Distribution network designs	04
2	**Designing Supply Chain Network** Supply Chain Network, strategic importance of supply chain network design, Network design process, factors influencing network design decision, Design of channel distribution, Types of channel distribution, Physical Distribution management	04
3	**Supply Chain Planning & Implementation** Planning of supply and demand in a supply chain, Planning for optimum level of product availability, Sourcing Management, Strategic Sourcing Management, Customer order cycle, Order and replenishment cycle	04

4	**Managing Inventory in Supply Chain** Inventory Management basics, impact of demand on inventory management, Inventory models, Selective inventory control, Safety inventory, Risk Pooling- Centralized versus Decentralized Systems.	04
5	**Designing and Managing Transportation Networks** Modes of transportation and their performance, Transportation infrastructure and policies, Design options, Tradeoffs in Transportation design, Logistics Management, Activities of Logistics Management	04
6	**Current Issues in Supply Chain Management** Benchmarking the supply chain, Reengineering Supply chain, Virtual Supply Chain, Lean Supply Chains, Agile Supply Chain, Green Supply Chain, Global Supply Chain, Flexible Supply Chain	04

References -

Text Books:

1.K. Shridhara Bhat, " Supply Chain Management", Himalaya Publishing House, New Delhi, Ed. 2012

Reference Books:

1. Sunil Chopra & Peter Meindl, "Supply Chain Management – Strategy, Planning & Operation", Pearson Education, New Delhi, 6th Edition, 2016
2. David Simchi-Levi, Philip Kaminsky and Ravi Shankar, Designing and Managing the Supply Chain,McGraw Hill Education (India) Private Limited, 3rd edition
3. Michael H. Hugos, Essentials of Supply Chain Management, John Wiley & Sons, 3rd Edition, 2011
4. David, J. B., Stephen, L., & Joe, B.H, "Logistics Management", PHI Publications, New Delhi, 2011

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Operations Management

OPM2021 Lean Manufacturing System
OPM2041 Maintenance Management
OPM2061 Manufacturing Systems Management

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Department of Management Studies (MBA)

Class:- **Second Year M.B.A.**	Semester-**IV**
Course Code : **OPM2021**	Course Name : **Lean Manufacturing System**

L	T	P	Credits
3	0	0	3

Course Description:

The fundamental philosophy behind Lean Manufacturing is to provide superior quality products for more Customers at a significantly lower price and to contribute to a more Prosperous society. It is important to build a company production system based on this philosophy. Lean Manufacturing has endeavored to rationalize production by completely eliminating waste in the production process, build quality into the process, reduce costs, productivity improvements, develop its own unique approach toward corporate management etc.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Explain 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.

Prerequisite:

Basic understanding of operations management, production activity, management principles & functions.

Course Content		
Unit No	**Description**	**Hrs**
1	**Lean Manufacturing: An Overview** 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	06
2	**Lean Manufacturing System** Value Stream Mapping, Pull Manufacturing System, Waste Management, Classification and Elimination Concepts, Application of Lean in Manufacturing and Service Sectors	06
3	**Controlling under Lean Manufacturing** 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	06
4	**Implementation of Lean Manufacturing System** Prerequisites of Lean, Implementation of Lean Manufacturing System & Strategy, Eight stage model of Implementation, Lean Goals, Hoshin – Kanri Planning Model, Goal Development & Deployment	06
5	**Lean Manufacturing and Just in Time System** 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	06
6	**Cellular Manufacturing System** 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	06

References -
Text Books:
Lonnie Wilson, "How to Implement Lean Manufacturing", McGraw-Hill Education, 2nd Edition (2010).
Reference Books:
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, 1st Edition 2016.

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Class:- **Second Year M.B.A.**	Semester-**IV**
Course Code : **OPM2041**	Course Name : **Maintenance Management**

L	T	P	Credits
3	0	0	3

Course Description:

This course focuses on importance of maintenance management in the manufacturing organization. Also this course focus on maintenance planning & scheduling, total productive maintenance (TPM), computerized maintenance management systems, safety management and accident prevention etc.

Course Learning Outcomes:

After 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) Apply total productive maintenance system in a firm.
4) Describe computerized maintenance management system.
5) Manage different issues relating to safety and accident prevention.

Prerequisite:

Basic understanding of operations management, management principles & functions.

Course Content

Unit No	Description	Hrs
1.	**Maintenance Management Framework** Maintenance Management, Challenges of maintenance, Functions of maintenance, Classifications of maintenance system, Organization for maintenance management, MUDA, MURA and MURI	06
2.	**Enterprise Asset Management** Design of maintenance system, Preventive Maintenance, Predictive Maintenance, Break down Maintenance, Total Planned Maintenance, Overhauls and shutdown, Inspection and lubrications	06
3.	**Maintenance Planning & Scheduling** 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	06
4.	**Total Productive Maintenance (TPM)** Total Productive Maintenance (TPM), Motives of TPM, Overall Equipment	06

	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	
5.	**Computerized Maintenance Management Systems** Equipment Classification, Job Cataloguing, Inspection Scheduling, Repair Planning, Repair Fulfillment Report, Break Down Entry and Analysis, Material Indent Preparation	06
6.	**Safety Management and Accident Prevention** 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	06

References -

Text Books:

Mishra R. C., "Maintenance Engineering & Management", PHI Publications, New Delhi, 2013

Reference Books:

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., 2nd Edition, 2013

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

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Class:- **Second Year M.B.A.**	Semester-IV
Course Code : **OPM2061**	Course Name :**Manufacturing Systems Management**

L	T	P	Credits
3	0	0	3

Course Description:
The Manufacturing Systems Management course related to recent issues in the area of operations management. This course focuses on the global level operations management. This course includes Just in Time Manufacturing, Benchmarking as quality improvement tool, Flexible Manufacturing Systems, Theory of Constraints, Business Process Reengineering, Green Manufacturing etc.

Course Learning Outcomes:
After successful completion of the course, students will be able to,
1) 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.

Prerequisite:
Basic understanding of production and operations management.

Course Content

Unit No	Description	Hrs
1.	**Just in Time Manufacturing** 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	06
2.	**Benchmarking System** 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	06
3.	**Flexible Manufacturing Systems (FMS)** 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	06

4.	**Theory of Constraints (TOC)** 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	06
5.	**Business Process Reengineering** 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	06
6.	**Green Manufacturing** 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	06

References -

Text Books:

Elwood S. Buffa and Rakesh K. Sarin, "Modern Production / Operations Management", Wileyindia Publication, 8th edition. 2012

Reference Books:

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.

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

System Management

6. SYS2021 E-Business
7. SYS2041 Cyber Laws and Cyber Security
8. SYS2061 System Analysis & Design

Department of Management Studies (MBA)

Class:- **Second Year M.B.A.**	Semester-IV
Course Code : **SYS2021**	Course Name : **E-BUSINESS**

L	T	P	Credits
3	0	0	3

Course Description:
Introduction to E-Business explores what an e-business is and how it is managed. Ebusiness is an interdisciplinary topic encompassing both business and technology. Basic business aspects and applications throughout the business world include commercial business, government, education, and health services. The major characteristics, opportunities and limitations of this form of business are explored. Students study various issues and risks that exist in the rapidly changing world of e-business.

Course Learning Outcomes:
After successful completion of the course, students will be able to,
1. Implement digital technologies in business
2. Appreciate the role of e-payments, e-security, e-marketing, eservices
3. Discuss the basic aspects of cyber laws
4. Realize the difficulties in implementation of digital technology with its impact on business, society and individuals
5. Implement e-business implementation through an awareness of SAP ERP.

Prerequisite:
Know the e-commerce basic concept, online process.

Course Content

Unit No	Description	Hrs
1.	**Introduction to E-commerce:** Introduction, E-commerce or Electronic Commerce- an Overview, Electronic Commerce Framework, Evolution of E-commerce: Introduction, History of Electronic Commerce, Advantages and Disadvantage of E-commerce, Roadmap of e-commerce in India.	06
2.	**Network Infrastructure:** 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	06
3.	**Managing the e-Enterprise:** Introduction to 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: An	06

	Overview of Risks Associated with Internet Transactions, risks associated with Business Transaction.	
4.	**Electronic Payment Systems:** Electronic Payment Systems, Electronic Cash, Smart Cards and Electronic Payment Systems, Credit Card Based Electronic Payment Systems, Risks and Electronic Payment Systems.	**06**
5.	**Electronic Data Interchange (EDI):** 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.	**06**
6.	**Management Challenges and Opportunities:** New Business Model, Required Changes in Business Processes, Channel Conflicts, Legal and Regulatory Environment for e-commerce, Security and Privacy, Managerial Opportunities.	**06**

References -

Text Books:
1. Laudon J.P., Management Information Systems: Managing The Digital Firm, 11th edition, PHI.
2. Jawadekar. W.S., Management Information Systems, 5th edition Tata McGraw Hill.

Reference Books:
1. C.S.V. Murthy, Electronic Commerce- concepts, models, strategies; 1st edition, reprint 2006, Himalaya Publishing House.
2. Elias M. Awad, Electronic Commerce, Prentice- Hall of India Pvt. Ltd., 2002.
3. S. Jaiswal, Electronic Commerce- electronic communication for business, reprint 2006 edition, Galgotia Publication.
1. Dr. C.S. Rayudu, Electronic Commerce, e-business; 1st edition, reprint 2014, Himalaya Publishing House.

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Department of Management Studies (MBA)

Class:- **Second Year M.B.A.**	Semester-IV
Course Code : **SYS2041**	Course Name : **Cyber Laws and Cyber Security**

L	T	P	Credits
3	0	0	3

Course Description:
Students will learn the basics of Information Security, information Security threats, Fundamentals of Cyber Law through Virtual Training Environment.

Course Learning Outcomes:
After successful completion of the course, students will be able to,

1. Discuss an understanding of information security fundamentals.
2. Identify the applications of cryptography.
3. Illustrate the methods for data recovery.
4. Apply the methods for preservation of digital evidence.
5. Analyse the provisions in laws to deal with cyber crime.

Prerequisite:
Interest to learn the fundamentals of Cyber Security & Cyber Law. Basic understanding of the computers and the internet.

Course Content		
Unit No	**Description**	**Hrs**
1.	**Information Security Concepts and Security Threats** 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.	**06**
2.	**Cryptography / Encryption** Cryptography / Encryption, Digital Signatures, Approaches to Secure Network, Public Key infrastructure, Applications of Cryptography, Public Key Notation, User for Public Key Crypto, Confidentially in the Real World, Signature and Non-repudiation, Confidentiality and Non-repudiation, Public Key Infrastructure.	**06**
3.	**Security Management** Causes of Security Breach, Information Classification Process, Security Policy, Risk Identification, Risk Control Strategies, Disaster / Recovery. Zero Knowledge Risk.	**06**
4.	**Information Technology Act, 2000**	**06**

	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.	
5.	**Regulatory Framework** 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	**06**
6.	**Provisions in Indian Laws** 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.	**06**

References -

Text Books:

1. Ian Lloyd, Information Technology Law, 7th edition, oxford university press, 2014.

Reference Books:

3. Brian, Craig, Cyber Law: The Law of the Internet and Information Technology, Pearson Education

1. Cyber security: The Essential Body of Knowledge, Dan Shoemaker, Wm. Arthur Conklin, Cengage Learning, 2012.

2. Cyber Laws Simplifies, Vivek Sood, Tata McGraw Hill, 2008

3. Computer Security Handbook, Set, Seymour Bosworth, M. E. Kabay, Eric Whyne, 5th edition, Wiley, 2009.

4. Cyber Laws& IT Protection, Harish Chander, 3rd edition, PHI Learning Pvt. Ltd., 2012

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Class:- **Second Year M.B.A.**	Semester-**IV**
Course Code : **SYS2061**	Course Name : **System Analysis & Design**

L	T	P	Credits
3	0	0	3

Course Description:
This course covers the information systems development process from the management perspective. This course introduces established and evolving methodologies for the analysis, design, and development of an information system.

Course Learning Outcomes:
After 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. 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.

Prerequisite:
Basic knowledge of database

Course Content

Unit No	Description	Hrs
1.	**Introduction:** System Definition and concepts, characteristics of a system, elements of system, types of system, System Environments and Boundaries. Basic principles of successful systems.	06
2.	**Systems Analyst:** Introduction, Definition. Historical Perspective: Role and Need of Systems, The Multifaceted Role of the Analyst: Change Agent. Investigator and Monitor. Architect. Psychologist. Salesperson, Motivator, Politician. The Analyst in the MIS.	06
3.	**System Development Cycle:** 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).	06

4.	**System Planning:** 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	06
5.	**Feasibility:** 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.	06
6.	**Basics of Information Security:** 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.	06

References -

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.

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Rural Management

RM2021 Managing Cooperatives
RM2041 Social Marketing and Social entrepreneurship
RM2061 Governance and Development

Class:- **Second Year M.B.A.**	Semester-IV
Course Code : : **RM2021**	Course Name **Managing Cooperatives**

L	T	P	Credits
3	0	0	3

Course Description:

Cooperative businesses exist in a wide variety of sectors within the Indian economy, and represent a distinctive model for organizing labor, capital, and knowledge to produce goods and services.Studying cooperatives aids understanding of all aspects of industrial structure and business organization, and challenges conventional thinking about what it means for an economic system to be "capitalist". Fundamentally, a cooperative firm represents a unique form of business ownership.

Course Learning Outcomes:

After 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.

Prerequisite:

Basic understanding of cooperatives

Course Content		
Unit No	**Description**	**Hrs**
1.	**Overview of Cooperatives** Importance of Cooperatives, Basic Values & Principles of Cooperatives, Cooperatives Vs Capitalism, Cooperative Thoughts: Contribution of Cooperatives in Economic developmen	**06**
2.	**Growth and Development of Cooperatives** 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 - NDDB, and NCUI.	**06**
3.	**Cooperative Legislation** Brief layout of Act of 1904, 1912, Constitutional Reform made in 1919, Essential provision of Maharashtra Cooperative Act 1960, Recent Trends in Cooperative legislation -97th Amendment (Feb, 2013). Need for proper administration. Cooperative	**06**
4.	**Cooperative Societies** 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	**06**
5.	**Management of Cooperatives** 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	**06**
6.	**Managing Problems of Indian Cooperatives** 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	**06**

References -

Text Books:

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. AnsariAA,Cooperative Management Pattern, ANMOL PUBLICATION,2015
3. John Restakis, Humanishing 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

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Class:- **Second Year M.B.A.**	Semester-IV
Course Code : **RM2041**	Course Name : **Social Marketing and Social Entrepreneurship**

L	T	P	Credits
3	0	0	3

Course Description:

Social Marketing & Social Entrepreneurship is about creating and leading organizations that advance a social mission using the structures and market place of business.

This course offers a practical introduction to social entrepreneurship and involves entrepreneurship, innovation, society, and corporate social responsibility (CSR) issues. The course focuses on key concepts in the emerging field of social entrepreneurship & marketing including organizational learning, sustainability, philanthropy, commercialization, profit and nonprofit development.

Course Learning Outcomes:

After successful completion of the 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.

Prerequisite:

Basic knowledge of marketing & entrepreneurship

Course Content		
Unit No	**Description**	**Hrs**
1.	**Theories & Approaches in Behavioral Modification** 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.	**06**
2.	**Social Marketing: Strategy and Implementation** 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.	**06**
3.	**Design and application of Social Marketing** 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.	**06**
4.	**Social Entrepreneurship &Enterprise** Social Entrepreneurship-Addressing Social & environmental Challenges, Models of collective action, Collation 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.	**06**
5.	**Financing to Social Enterprises** 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	**06**
6.	**Managing Performance** 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.	**06**

References -

Text Books:

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, Spitzeck, 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.

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

K.E. Society's
Rajarambapu Institute of Technology, Sakharale
(An Autonomous Institute, Affiliated to Shivaji University, Kolhapur)
Syllabus (Theory Courses)
To be implemented from **2018-19**

Department of Management Studies (MBA)

Class:- **Second Year M.B.A.**	Semester-IV
Course Code : **RM2061**	Course Name : **Governance and Development**

L	T	P	Credits
3	0	0	3

Course Description:
This course explores the relationships and intertwining of governance, politics and development interventions. Through a focus on institutions of international, regional and national governance, and aid instruments designed to enhance national capacity for effective and efficient delivery of development outcomes (such as Sector-Wide Approaches, Poverty Reduction Strategy NGOs, CBOs, Trade Unions , and direct budget support), the module explores the politics of development interventions.

Course Learning Outcomes:
After 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 Geopolities and Global Governance

Prerequisite:
Basic understanding of corporate governance

Course Content		
Unit No	**Description**	**Hrs**
1.	**Governance and Development** 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.	**06**
02.	**Environment and Governance** 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.	**06**
3.	**Governance Issue of Modern State and Society** 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	**06**
4.	**Corporate governance** 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.	**06**
	Accountability and Transparency in Governance 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 Govenances.	**06**
6	**Global Governance** 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	**06**

References -

Text Books:

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

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Engineering Management

EM2021	Engineering Systems Simulation
EM2041	Big Data Analytics
EM2061	Manufacturing Systems

Class:- **Second Year M.B.A.**	Semester-**IV**
Course Code : **EM2021**	Course Name : **Engineering Systems Simulation**

L	T	P	Credits
3	0	0	3

Course Description:

The application of computer simulation to industrial settings is taught. Areas covered include system structure, system analysis, model construction, data collection, and computer simulation languages. The application of simulation to facilities layout for manufacturing is emphasized.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Understand system stimulation
2. Random numbers
3. Explain engineering systems modeling and simulation
4. Conduct simulation experiments
5. Analyze simulation output

Prerequisite:

Basic knowledge of statistics and probability

Course Content

Unit No	Description	Hrs
1	**Introduction to System Simulation:** Introduction to system simulation – Applications – Discrete and Continuous simulation – Simulation models – Simulation procedure – Simulation Examples – General Principles - Simulation software.	06
2	**Random Numbers:** Random number generation-Testing of Random numbers – Techniques for generating random numbers- Random Variate Generation – Inverse transform techniques-Acceptance Rejection techniques- Special properties	06
3	**Principles of engineering systems modeling and simulation:** Different types of computer modeling and simulation: continuous, kinematics, and discrete-event simulations	06
4	**Applications of simulation techniques:** utility as design, analysis, problem-solving, and decision-support tools for complex engineering systems.	06

5	**Simulation Modeling:** queuing models, statistical models, selecting input probability distribution, building valid credible models, design and conduct of simulation experiments	**06**
6	**Simulation output analysis:** Statistical analyses of output, Verification and validation of simulation models	**06**

References -

Text Books:

1.Averill M. Law and W David Kelton, Simulation Modeling and Analysis, 3rd Edition, McGraw Hill, 2000

Reference Books:

1. W David Kelton, Randoll P Sadowski and Debroah a Sasowski, Simulation with ARENA, McGraw Hill, 2002.

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Department of Management Studies (MBA)

Class:- **Second Year M.B.A.**	Semester-IV
Course Code : **EM2041**	Course Name : **Big Data Analytics**

L	T	P	Credits
3	0	0	3

Course Description:

This course provides a basic introduction to big data and corresponding quantitative research methods. The objective of the course is to familiarize students with big data analysis as a tool for addressing substantive research questions. The course begins with a basic introduction to big data and discusses what the analysis of these data entails, as well as associated technical, conceptual and ethical challenges.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Explain Challenges of Conventional Systems
2. Explain Stream Data Model and Architecture
3. Use The Hadoop Distributed File System
4. Develop a Map Reduce Application
5. Set up a Hadoop Cluster

Prerequisite

Basic knowledge of statistics and mathematics

Course Content

Unit No	Description	Hrs
1	**Introduction to big data:** 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.	06
2	**mining data streams** 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	06
3	**Hadoop**	06

	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	
4	**Map Reduce:** 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	06
5	**Hadoop environment** 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	06
6	**Frameworks:** 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	06

References -
Text Books:
1. Michael Berthold, David J. Hand, "Intelligent Data Analysis", Springer, 2007.
Reference Books:
1.Tom White "Hadoop: The Definitive Guide" Third Edition, O'reilly Media, 2012.
2.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
3. Anand Rajaraman and Jeffrey David Ullman, "Mining of Massive Datasets", Cambridge University Press, 2012

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

Class:- **Second Year M.B.A.**	Semester-IV
Course Code : **EM2061**	Course Name : **Manufacturing Systems**

L	T	P	Credits
3	0	0	3

Course Description:
This course provides ways to analyze manufacturing systems in terms of material flow and storage, information flow, capacities, and times and durations of events. Course give brief information about FMS and CIM system. It focus on automated material handling systems & advanced manufacturing systems.

Course Learning Outcomes:
After successful completion of the course, students will be able to,
1.Explain fundamentals of manufacturing and automation
2.Analyze flow lines without storage and with storage buffer
3.Develop and implement FMS
4.Understand functions and components of CIM system
5.Plan and Schedule Functions in CIM System

Prerequisite
Basic knowledge of operation management

Course Content

Unit No	Description	Hrs
1	**Fundamentals of Manufacturing and Automation:** Production operations and Automation in Production Systems, types of automation, Automation Principles & Strategies, Advance mfg. techniques like Digital manufacturing, RPT etc. multistage assembly machines.	06
2	**High -Volume Production Systems:** 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	06
3	**Development and implementation of an FMS:** Planning phase, Integration, System configuration, FMS layouts, Simulation, FMS Project development steps. Project management, Equipment development, Host system development, planning, Hardware & Software development.	06

4	**Functions and Components of CIM System:** 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.	06
5	**Planning and Scheduling Functions in CIM System:** 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).	06
6	**Automated Material Handling Systems & Advanced Manufacturing Systems** 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.	06

References -

Text Books:
1. Groover, M.P: "Automation, Production System and CIM"- Prentice-Hall of India.

Reference Books:
1. Vajpayee,"Principles of CIM" - Prentice-Hall of India.
2. Ranky, Paul G: "Computer Integrated Manufacturing"- Prentice-Hall of India.
3. David Bedworth: "Computer Integrated Design and Manufacturing" -TMH, New Delhi.
4. CAD/CAM/CIM. P. Radhakrishnan& S. Subranarayan. New age international publishers..

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	100

K.E. Society's
Rajarambapu Institute of Technology, Sakharale
(An Autonomous Institute, Affiliated to Shivaji University, Kolhapur)
Syllabus (Theory Courses)
To be implemented from **2018-19**

Department of Management Studies (MBA)

Class:- **Second Year M.B.A.**	Semester-IV
Course Code : **MGC2041**	Course Name : **Comprehensive Project**

L	T	P	Credits
0	2	0	6

Course Description:
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 are that is of interest to the student. Four students will be working on a single project.

Course Learning Outcomes:
After successful completion of the course, students will be able to,
1.Apply knowledge and skills learned in the classroom in a work setting.
2.Develop a greater understanding about career options while more clearly defining personal career goals.
3. Analyze the activities and functions of business professionals.
4.Develop and refine oral and written communication skills.
5.Identify areas for future knowledge and skill development

Prerequisite:
Students should have basic knowledge of industrial environment along with the understanding of concepts in general management subjects. They should aware about the basics of functional activities of an organization and its application.

Course Content

Unit No	Description	Hrs
1	**(Two weeks):** The student is expected to get acquainted with the organizational procedures in the chosen field of study.	06
2	**(Two weeks):** Identification and formulation of the problem. Preparation of the research design and preparation of tool of data collection (if required).	06
3	**(Three weeks):** Data Collection and Analysis	06
4	**(Two weeks):** Report preparation for the industry where 50 % evaluation is by industry & 50 % at RIT.	06

5	**(Before completion of semester):** Publication of one research paper based on the work done in a reputed conference or journal.	**06**
6	Presentation of the report as per the schedule displayed by the department	**06**

Evaluation	Weightage	Particulars	Converted Marks
ISE	20%	Moodle Activity	2
		ISE - I	9
		ISE-II	9
Unit Test 01	15%	Unit Test 25 Marks	15
Unit Test 02	15 %	Unit Test 25 Marks	15
ESE	50%	ESE 100 Marks	50
		Total Marks	**100**

INITIATIVE TO CONNECT STUDENTS WITH WORLD OF WORK

RIT in its autonomy model place high focus on the interaction with industries to give them adequate exposure to the practicing aspects of theoretical knowledge they learn in classroom. Moving a step ahead, from the academic year 2017-18 in order to enhance the students experience with world of work, we are in the process of introducing industry internships after a through consultation with industry persons, academicians as a part of the major curricular reforms in the choice based credit system (CBCS). This internship program is designed to give industry exposure to students.

Industry Internship Program with Project (IIP)/Comprehensive Project (CP) /Entrepreneurship Development Program (EDP)

Phase I

Choice Based for students at Semester III for full semester

This course aims at giving students hands on experience to the world of work which imbibes in them the skills and competencies required to make them competent graduates for employment as per the expectation of the industry. It is a semester long course where the students are expected to identify the areas of their interest and prepare a report / Synopsis.

CRITERIA FOR SELECTION OF STUDENTS

The students who want to opt for industry internship II and project with are required to fulfill the criteria specified

1. CPI of students up to semester II should be ≥ 6
2. Ready to move to the place where industry assignment is allotted.
3. The entire cost of the Internship will be borne by the students (lodging boarding and any other cost). However, any facilities extended by the company like conveyance facility, subsidized canteen facility and stipend
4. They have to go through the selection process of the company.
5. Maximum number of students will be decided based on the policy guidelines prepared from time to time.
6. Once the student is allotted the company (after final selection process) cannot be changed and it is binding on the student to complete the assignment in that company.

CRITERIA FOR LISTING OF THE COMPANIES

1. It should be a industry from any of the upcoming sectors having the functional departments and facilities to design develop a student's skill related to the area of specialization and potential to recruit managers after training.

Company should provide well defined internship assignments along with projects and extend facilities to students for on the job training (OJT) as well as access to data & information and guidance to complete the assigned project. Should be able to keep record of attendance and provide a mentor to monitor the project and help the students to sort out problem issues.

CRITERIA FOR LISTING OF THE COMPANIES

2. It should be a industry from any of the upcoming sectors having the functional departments and facilities to design develop a student's skill related to the area of specialization and potential to recruit managers after training.
3. Company should provide well defined internship assignments along with projects and extend facilities to students for on the job training (OJT) as well as access to data & information and guidance to complete the assigned project.
4. Should be able to keep record of attendance and provide a mentor to monitor the project and help the students to sort out problem issues.

PROJECT ASSIGNMENT

A student doing internship in the company is required to carry out an individual project in the domain specific area with help of company mentor, Guide and faculty guide assigned for which qualifies for the credits mentioned in structure and also required to undergo self study or online certification course approved by DPC of the host department.

The project proposal is to be prepared and get approved by the DPC of the department student is required select the problem for solution which requires data Collection, analysis and implementation of the solution. (It is not a just company Internship Report)

INDUSTRY INTERNSHIP AND PROJECT MONITORING

A team of faculty members from the institute assigned will monitor closely the progress of training and project and helps to sort out any issues concerned. The institute faculty accountability includes proper orientation of student in the company, helping in finalizing project assignments, mentoring him for overall effectiveness of internship program and a liaison between company, student and the department.

OUTCOME EXPECTED AT THE END OF INTERNSHIP

After the successful completion of the IIP the student should be able to

1. Understand the functioning of the company in the terms of inputs, transformation process and the outputs (products and services)
2. Develop an attitude to adjust with the company culture, work norms, code of conduct.
3. Understand and follow the safety norms, Code of conduct.
4. Demonstrate the ability to observe, analyze and document the details as per the industry practices.
5. Understand the processes, systems and procedures and to relate to the theoretical concepts- studies.
6. Improve the leadership abilities, communication.
7. Demonstrate project management and finance sense

OUTCOME EXPECTED FROM PROJECT

After the successful completion of the project the student should be able to;

1. Identify the project/problem in the domain of program relevant to the company.
2. Collect the information to the pertaining to the problem identified.
3. Analyze the information using the statistical tools/ techniques.
4. Suggest the feasible alternative solution and select the best solution.
5. Present the solution to the company and seek assistance in the implementation.
6. Measure the impact of the project on the performance of company/department/section.

INTERNSHIP MONITORING

Each student is assigned a faculty mentor by the institute who monitors the progress of both the internship and project and helps the student to sort-out any issues/ problems arising. The faculty is scheduled to make five visits during the internship

1.	At the beginning of the program for orienting students to the company.	First week of program
2.	Finalization of project proposal	During 4th week
3.	Mid of the program (to review program)	During 10th week
4.	Progress review	During 15th week
5.	At the end of the internship for evaluation	During20th week

Note: Apart from these three scheduled visits, the faculty on request of students/company will visit in case of any issue related to the internship project.

WORK DIARY (IMP)

Each student is provided with a diary which contains details regarding internship, do's and don'ts and evaluation scheme. Students is required to write the dairy regularly and get it signed by the industry guide periodically during the visit the faculty assigned to the student should be able to go through the dairy to access the work done and write the remarks/ instruction. At the end of the internship, the duly completed dairy to be submitted to the department.

EVALUATION OF INTERNSHIP: (8 CREDITS) (IMP)

The assessment of the internship will be done jointly by the industry and the faculty assigned to the students. The tentative scheme of assessment will be

1.	Punctuality, behavior and following code of conduct (to be assessed by the company personal)	20%
2.	Initiative, observation and interest in learning new things (faculty in charge)	20%
3.	Familiarization with specific Department/shop/function assigned to student (to be assessed by the company personal)	20%
4.	Final evaluation based on presentation of work, internship report (jointly by the company personnel and examiner appointed by institute & faculty guide)	40%

Minimum 50% is mandatory for successful completion of internship or else the extension will be given to make the student to come up to the expectation.

EVALUATION OF THE PROJECT (08 CREDITS) (IMP)

1.	Project/Problem identification and preparation of project proposal approved by both the company and faculty endorsed by the DPC	20%
2.	Mid review of the project as per schedule specified jointly by company and faculty assign	30%
3.	Final examination of the project along with detailed project report (industry person + Faculty guide + External examiner, Either at institute/company required)	50%

The student is required to complete both internship and project successfully to become eligible for award of the degree along with the credits for the self study/online/certification courses.

An honors certificate will be awarded to him by the institute along with MBA Degree after successful completion of internship.

Option III

INITIATIVE TO IMPART ENTREPRENEURIAL SKILLS AMONGST STUDENTS

RIT in its autonomy model place high focus on Producing successful entrepreneurs imbibed with leadership qualities using innovative and ethical business practices Moving a step ahead, from the academic year 2017-18 in order to Motivate students to develop their own startups or develop business incubators, we are in the process of introducing Entrepreneurship Development after a through consultation with industry persons, academicians as a part of the major curricular reforms in the choice based credit system (CBCS). This program is designed to guide and assist prospective entrepreneurs on various aspects such as preparing project reports, obtaining project approvals, loans and facilities from agencies of support systems and information on various technologies

ENTREPRENEURSHIP DEVELOPMENT

Choice Based for students at Semester IV for full semester

To improve and update knowledge of new entrepreneurs in the areas of project preparation & appraisal techniques; decision-making process in the sector of industrial, infrastructure & sustainable opportunities that would lead to improved viability, returns and effective investment decisions .Writing a business plan which can gain interest of the fund providers like venture capitalists and other sources of funding.

CRITERIA FOR SELECTION OF STUDENTS

The students who want to opt for industry internship II and project with are required to fulfill the criteria specified

1. CPI of students up to semester II should be ≥ 7 (with no backlogs)
2. Interested students will apply for course in prescribed form.
3. Selection criterion-
    - Personal Interview- Passion, Interest, Business Idea.
    - GET- General Enterprising Test(Psychological Test designed by EDI for general ability & competency)
4. Maximum number of students will be decided based on the policy guidelines prepared from time to time.
5. Once the student has opted, it cannot be changed and it is binding on the student to complete the assignment.

MONITORING

- Depending upon Business Idea/product/Department, Head CIIED & Dept. mentor will jointly guide, supervise& assessment will be done at the end of semester.
- Students will present their Final Business Idea with analysis& justification before Advisory Committee of CIIED.
- First eight Practical durations Sessions by Head CIIED on- Entrepreneurial Motivation, Competency Development, Business opportunity guidance, Idea generation, Scanning, SWOT analysis, Entrepreneur-Product match, Final selection.
- Remaining duration students will work on their own Idea.

OUTCOME EXPECTED AT THE END OF SEMESTER

After the successful completion of EDP the student should be

7. Able to prepare complete techno economic feasible Project Report assessed by funding agencies (Financial Institution) & approved for funding.
8. equipped to start his career as Entrepreneur

Class:- **Second Year M.B.A.**	Semester-IV
Course Code : ED3002	Course Name : Project feasibility Analysis

L	T	P	Credits
3	0	0	3

Course Description:
To improve and update knowledge of new entrepreneurs in the areas of project preparation & appraisal techniques; decision-making process in the sector of industrial, infrastructure & sustainable opportunities that would lead to improved viability, returns and effective investment decisions. Writing a business plan which can gain interest of the fund providers like venture capitalists and other sources of funding.

Course Learning Outcomes:
After successful completion of the course, students will be able to,
CO_ED3002_1. Prepare business Plan for selected business.
CO_ ED3002_2. Make risk analysis& market analysis of selected project.
CO_ ED3002_3. Make technical appraisal of selected project.
CO_ ED3002_4. Make financial appraisal of selected project.

Prerequisite: General knowledge of economics & clear concept about own business model.

Course Content

Unit No	Description	Hrs
1	**Business Analytics** Project Development Cycle, Framework to identify Industrial, Infrastructure & Sustainable Opportunities, process of business idea generation; Identifying data requirements and analyzing their suitability for preparation of feasibility studies, project formulation, screening for pre-feasibility studies, stages of feasibility report preparation, Project Analysis including Market Analysis, Technical Analysis & Financial Analysis, applying various techniques and integrating the data gathered into a full-fledged business plan.	06
2	**Environmental Analysis** Risk Analysis, Infrastructure Development & Financing, Risk Management, Risk identification, Qualitative risk analysis, Quantitative risk analysis, Risk planning, Risk control, Evaluating the rewards & risks for sustainable opportunities. National Cost-Benefit Analysis, Financing Sustainable Opportunities.	06
3	**Business Plan** What is business plan, Entrepreneurial opportunities and Business Plan. Preparing business plan. (Practical Exercises on preparation of business plan)Components of Business Plan: Confidentiality Agreement, Executive summary, other components.	06

4	**Market Analysis and Planning** Undertaking Market Research, Importance, Industry Analysis, Competitor analysis, defining the target market, market segmentation, market positioning, building a marketing plan, marketing mix, critical factors for devising a market strategy.	06
5	**Technical Feasibility and Analysis** Operation and Production Plan: Types of production systems, Product design and analysis, New product development, location and layout decisions, project layout, plant and technology choices, product specification and customer needs, production planning and control, Commercializing Technologies	06
6	**Financial Analysis and Feasibility Testing** Pro forma income statements, cash budget, funds flow and Cash flow statements; balance sheet; Break Even Analysis; Ratio Analysis.	06

References -

Text Books:

Dwivedi, A.K.: Industrial Project and Entrepreneurship Development, Vikas Publishing House

References:

1. Bangs Jr., D.H., *The Business Planning Guide*, Dearborn Publishing Co.
2. Katz, J.A. and Green, R.P., Entrepreneurial Small Business, McGraw Hill
3. Mullins, J. and Komisar R., Getting to Plan B, Harvard Business Press
4. O'Donnell, M., The Business Plan: Step by Step, UND Center for Innovation.
5. Scarborough, N.M. and Zimmerer, T.W., Effective Small Business Management, Pearson
6. Pickle, H.B.and Abrahamson, R.L., Small Business Management, Wiley
7. Desai, V., Dynamics of Entrepreneurial Development & Management, Himalaya Publishing
8. Kao, J., Creativity & Entrepreneurship, Prentice Hall
9. Singh, Narendra, Project Management & Control, Himalaya Publications.

Class:- **Second Year M.B.A.**	Semester-IV
Course Code : **ED3004**	Course Name :: **Entrepreneurship Development**

L	T	P	Credits
2	0	0	2

Course Description:

Entrepreneurs are the innovators that stimulate job growth, economic growth and development that allows any country to compete with and in the global economy. The purpose of exposing the students to entrepreneurship is to motivate them to look at entrepreneurship as a viable, lucrative and preferred career. Entrepreneurs require a foundation in several key areas in order to be successful. This course will focus on multiple topics including: opportunities and challenges for new ventures, benefits/drawbacks of entrepreneurship, strategic management and forms of business ownership, marketing strategies.

Course Learning Outcomes:

After 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.

Prerequisite:

Inclination for taking up self employment activities in the interested areas of setting up service / manufacture or trade business.

Course Content

Unit No	Description	Hrs
1	**Entrepreneurship in a Global Economy** 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.	04

2	**Business plan development** 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.	04
3	**Managing and financing the emerging enterprise** Source of capital, Informal source of capital, Risk, capital and venture capital the financial control and investment opportunities in an entrepreneurial setting.	04
4	**Market Development for a project/entrepreneurship venture** 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.	04
5	**Leadership, motivation & power** 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.	04
6	**Entrepreneurship strategies such as doing deals managing, growing and ending the new venture** "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.	04

Text Books:

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, 4th Edition – 2013

Class-Second Year **MBA**	Semester-**IV**
Course Code ED3006	Course Name: **EDP Program**

L	T	P	Credits
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Course description-

Student will attend short term intensive EDP program organized either in house or by any authorized agency approved by CIIED.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

CO_ED3006_1. Summarize knowledge of management, economics, marketing and finance for selected business.

Prerequisite: General knowledge of business & clear concept about own business model.

Class-Final Year **MBA**	Semester-**IV**
Course Code: ED3008	Course Name: **Product / startup complete techno economic feasibility assessed by funding agencies & approved for funding**

L	T	P	Credits
--	--	12	12

Course description-

Student will prepare technically feasible and economically viable detailed project report including market survey approved by financial institutes.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

CO_ED3008_1. Apply knowledge of management, economics, marketing and finance for preparation of project report of selected business.

CO_ED3008_2. Make technical and financial appraisal of project report.

Prerequisite: General knowledge of business & clear concept about own business model.