



BHARATI VIDYAPEETH

(Deemed to be University), Pune

'A+' Accreditation (Third Cycle) by 'NAAC' in 2017

Category - I - Deemed to be University Grade by UGC

**'A' Grade University Status by MHRD Govt. of India
Ranked 63rd By NIRF – 2020 Under University**

FACULTY OF MANAGEMENT STUDIES

MASTER OF BUSINESS ADMINISTRATION (Online)

MBA (Online)

CHOICE BASED CREDIT SYSTEM (CBCS)

SYLLABUS

Applicable with effect from 2021-22

Contents

		Pages
I	Title	3
II	Preamble	3
III	Rationale for Syllabus Revision	3
IV	Vision and Objectives	3
V	Learning Outcomes of the Programme Eligibility for Admission	3
VI	Structure of the Programme	4
VII	Credits	4
VIII	Scheme of Examination	4
IX	Grading System	5
X	Standard of Passing	5
XI	Award of Honours	9
XII	ATKT Rules, Dual Specialization,	9
XIV	Question Paper Pattern	10
XV	Structure	11
	List of Elective Groups	14
	Contents of the Syllabus – Semester I	16 – 43
	Contents of the Syllabus – Semester II	44 – 70
	Contents of the Syllabus – Semester III	-
	Contents of the Syllabus – Semester IV	-

BHARATI VIDYAPEETH (DEEMED to be UNIVERSITY), PUNE

Faculty of Management Studies

Master of Business Administration– (MBA) (Online mode)

Revised Course Structure (To be effective from 2021-22)

I. Title:

a) **Name of the Programme: Master of Business Administration (Online)**

b) **Nature & duration of the Programme: Online Post-Graduate Degree**

Programme of TWO YEARS.

II. Introduction :

The Master of Business Administration is a two-year Online mode program offered by Bharati Vidyapeeth (Deemed to be University), Pune and conducted from Bharati Vidyapeeth (Deemed to be University), Pune in online mode. The university has experienced faculty members, excellent Library, and other modern facilities to provide proper learning environment to the students. This programme is very well received by the industry.

III. Rationale for Syllabus revision:

The Vision and Mission statements of the MBA program (Online mode) embodies the spirit of the mission of the University and vision of Hon'ble Dr. Patangraoji Kadam, the Founder of Bharati Vidyapeeth and Chancellor, Bharati Vidyapeeth (Deemed to be University), Pune, which is to usher in "Social Transformation through Dynamic Education.

In view of the dynamic nature of the market, economy, and evolving expectations of the stakeholders such as students, faculty members and industry in particular, the syllabus is revised periodically.

IV. Vision Statement of MBA Program (Online mode):

To facilitate creation of Dynamic and Effective Business Professionals, Managers and Entrepreneurs who can transform the corporate sector, cater to the needs of the society, and contribute towards Nation building.

V. Objectives of the MBA Program (Online mode) :

At Bharati Vidyapeeth (Deemed to be University), Pune the objective of MBA Program (Online mode) is to provide world class Business Education and develop dynamic managers, entrepreneurs, and business leaders. The Program aims to enhance decision making capabilities of upcoming managers by imparting critical thinking and analytical abilities.

VI. MBA Program (Online mode): Program Outcomes

On the successful completion of this Program a student shall be able to:

1. Apply the knowledge of management theories and practices to solve business problems.
2. Foster analytical and critical thinking abilities for data-based decision making.
3. Learn new technologies with ease and be productive at all times.
4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5. Read, write, and contribute to Business literature.
6. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

VII. Eligibility for Admission:

Admission to the programme is open to any graduate (10+2+3) of any recognized university satisfying the following conditions:

1. The candidate should have secured at least 50% (45% for SC/ST) in aggregate at graduate level university examination.
2. The Candidate studying in final year of Bachelor's degree may also apply. Admission of such candidates will remain provisional until submission of final result certificates in original.

VIII. Structure of the Program:

The MBA program (Online mode) is of **102** credits which need minimum two years divided into four semesters to complete. During third semester students have to opt for specialization(s) and study the specialization courses in depth. The medium of instruction and examination will be only English.

A student would be required to complete the course within **FOUR** academic years from the date of admission.

IX. Credits – 102

The course shall be conducted according to the 4 quadrant approach as per UGC (Credit framework for online learning courses through SWAYAM) Regulation, 2016; which shall include

(a) Quadrant-I : is e-Tutorial; which shall contain: Video and Audio Content in an organized form, Animation, Simulations, video demonstrations, Virtual Labs, etc, along with the transcription of the video.

(b) Quadrant-II : is e-Content; which shall contain; self-instructional material (digital Self Learning Material), e-Books, illustrations, case studies, presentations etc, and also contain Web Resources such as further references, Related Links, Open source Content on Internet, Video, Case Studies, books including e-books, research papers and journals, Anecdotal information, Historical development of the subject, Articles, etc.

(c) Quadrant-III : is the Discussion forum for raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team.

(d) Quadrant-IV : is Assessment, which shall contain; Problems and Solutions, which could be in the form of Multiple Choice Questions, Fill in the blanks, Matching Questions, Short Answer Questions, Long Answer Questions, Quizzes, Assignments and solutions, Discussion forum topics and setting up the FAQs, Clarifications on general misconceptions.

X: Examination :

1. A) Scheme of Examination:

Courses having Internal Assessment (IA) and University Examinations (UE) shall be evaluated by the respective institutes and the University at the term end for 30 (thirty) and 70 (Seventy) Marks respectively. The total marks of IA and UE shall be 100 Marks and it will be converted to grade points and grades.

For courses having **only Internal Assessment (IA)** the students will be evaluated in various ways through **Class Test, Presentations, Field Assignments and Mini Projects** for a total of 100 marks during the term. Then the marks will be converted to grade points and grades.

Open Courses shall be evaluated for 100 marks only (hundred marks only).

B) Components of continuous evaluation system (CES) :

Following are the **suggested** components of CES,

- a) Case Study/Caselet/Situation Analysis- (Group Activity or Individual Activity)
- b) Class Test
- c) Assignment
- d) Role play
- e) Industry Analysis (Group Activity or Individual Activity)
- f) Business plan
- g) Quiz
- h) Workbook / scrapbook
- i) Presentations
- j) Mini Research Projects

Breakup of CES marks (30)

Class Participation / Attendance	10
Assignment1	10
Unit wise Swayam Quiz	10

2. Grading System for Programmes under Faculty of Management Studies:

The Faculty of Management Studies, Bharati Vidyapeeth (Deemed to be University), Pune has suggested the use of a 10-point grading system for all programmes designed by its different Board of Studies.

The 10 point Grades and Grade Points according to the following table

Range of Marks (%)	Grade	Grade Point
80≤Marks≤100	O	10
70≤Marks≤80	A+	9
60≤Marks≤70	A	8
55≤Marks≤60	B+	7
50≤Marks≤55	B	6
40≤Marks≤50	C	5
Marks < 40	D	0

Standard of Passing:

For all courses, both UE and IA constitute separate heads of passing (HoP). In order to pass in such courses and to earn the assigned credits, the learner must obtain a minimum grade point of 5.0 (40% marks) at UE and also a minimum grade point of 5.0 (40% marks) at IA.

- If learner fails in IA, the learner passes in the course provided, he/she obtains a minimum 25% marks in IA and GPA for the course is at least 6.0 (50% in aggregate). The GPA for a course will be calculated only if the learner passes at UE.
- A student who fails at UE in a course has to reappear only at UE as backlog candidate and clear the Head of Passing. Similarly, a student who fails in a course at IA he/she has to reappear only at IA as backlog candidate and clear the Head of Passing to secure the GPA required for passing.
- The performance at UE and IA will be combined to obtain GPA (Grade Point Average) for the course. The weights for performance at UE and IA shall be 50% and 50% respectively.
- GPA is calculated by adding the UE marks out of 50 and IA marks out of 50. The total marks out of 100 are converted to grade point, which will be the GPA.

Formula to calculate Grade Points (GP)

Suppose that 'Max' is the maximum marks assigned for an examination or evaluation, based on which GP will be computed. In order to determine the GP, Set $x = \text{Max}/10$ (since we have adopted 10 point system). Then GP is calculated by the following formulas

Range of Marks	Formula for the Grade Point
$8x \leq \text{Marks} \leq 10x$	10
$5.5x \leq \text{Marks} \leq 8x$	Truncate (M/x) +2
$4x \leq \text{Marks} \leq 5.5x$	Truncate (M/x) +1

Two kinds of performance indicators, namely the Semester Grade Point Average (SGPA) and the Cumulative Grade Point Average (CGPA) shall be computed at the end of each term. The SGPA measures the cumulative performance of a learner in all the courses in a particular semester, while the CGPA measures the cumulative performance in all the courses since his/her enrollment. The CGPA of learner when he /she completes the program is the final result of the learner.

The SGPA is calculated by the formula

$$SGPA = \frac{\sum C_k * GP_k}{\sum C_k},$$

where, C_k is the Credit value assigned to a course and GP_k is the GPA obtained by the learner in the course. In the above, the sum is taken over all the courses that the learner has undertaken for the study during the Semester, including those in which he/she might have failed or those for which he/she remained absent. **The SGPA shall be calculated up to two decimal place accuracy.**

The CGPA is calculated by the following formula

$$CGPA = \frac{\sum C_k * GP_k}{\sum C_k}$$

where, C_k is the Credit value assigned to a course and GP_k is the GPA obtained by the learner in the course. In the above, the sum is taken over all the courses that the learner has undertaken for the study from the time of his/her enrollment and also during the semester for which CGPA is calculated. **The CGPA shall be calculated up to two decimal place accuracy.**

The formula to compute equivalent percentage marks for specified CGPA:

% marks (CGPA)	10 * CGPA-10	If $5.00 \leq CGPA \leq 6.00$
	5 * CGPA+20	If $6.00 \leq CGPA \leq 8.00$
	10 * CGPA-20	If $8.00 \leq CGPA \leq 9.00$
	20 * CGPA-110	If $9.00 \leq CGPA \leq 9.50$
	40 * CGPA-300	If $9.50 \leq CGPA \leq 10.00$

Award of Honours:

A student who has completed the minimum credits specified for the programme shall be declared to have passed in the programme. The final result will be in terms of letter grade only and is based on the CGPA of all courses studied and passed.

The criteria for the award of honors are given below.

Range of CGPA	Final Grade	Performance Descriptor	Equivalent Range of Marks (%)
$9.5 \leq \text{CGPA} \leq 10$	O	Outstanding	$80 \leq \text{Marks} \leq 100$
$9.0 \leq \text{CGPA} \leq 9.49$	A+	Excellent	$70 \leq \text{Marks} \leq 80$
$8.0 \leq \text{CGPA} \leq 8.99$	A	Very Good	$60 \leq \text{Marks} \leq 70$
$7.0 \leq \text{CGPA} \leq 7.99$	B+	Good	$55 \leq \text{Marks} \leq 60$
$6.0 \leq \text{CGPA} \leq 6.99$	B	Average	$50 \leq \text{Marks} \leq 55$
$5.0 \leq \text{CGPA} \leq 5.99$	C	Satisfactory	$40 \leq \text{Marks} \leq 50$
CGPA below 5.0	F	Fail	Marks below 40

3. ATKT Rules:

A student is allowed to carry any number of backlogs till the end of semester IV. Student should clear all the subjects in FOUR years to get the degree.

Dual Specialization:

M.B.A Programme 2021-22 offers Dual Specialization to the students in second year of MBA Programme. Under dual specialization students are required to select any **Two Specialization Groups** from the list given below :

i) Prerequisite for offering a combination of Specialization Groups

The Institute will offer the Specializations proposed only if minimum **Ten** students opt for the same.

ii) Specialization Combinations:

Two Specializations may be chosen from the following choices :

Specialization Choices
Marketing Management
Financial Management
Human Resource Management
Information Technology Management
International Business Management
Production & Operations Management
Agribusiness Management
Retail Management
Project Management

Question Paper Pattern for University Examinations

The pattern of question paper for the courses having University Examinations will be as follows:

Title of the Course

Day:

Total Marks: 70

Date:

Time: 03 Hours

Instructions:

1. Both sections are compulsory

SECTION – I

50 Marks

- a. It should contain 25 Multiple choice questions covering the syllabus & should test the conceptual knowledge of the students.*
- b. Each question will carry 2 marks*

SECTION – II

20 Marks

- a. It should contain 06 short questions covering the entire syllabus & should be based on application of the Concepts*
- b. Student has to attempt ANY FOUR*
- c. Each question carrier 5 marks*

XII. Structure of the Syllabus

The MBA Programme as per Semesters, Credits is as follows:

Semester	Credits
I	25
II	25
III	31
IV	21
Total	102

The detailed structure is as follows

MBA – - Semester I

Course Code	Semester – I	Credits	IE	UE	Total Marks
101	Management Concepts & Applications	3	30	70	100
102	Managerial Economics	3	30	70	100
103	Financial & Management Accounting	3	30	70	100
104	Organizational Behaviour	3	30	70	100
105	Statistical Techniques	3	30	70	100
106	Legal Aspects of Business	3	30	70	100
107	Business Communication	3	30	70	100
108	Data Analysis Using Advance - Excel	2	100	-	100
See below	Open 1	2	100	-	100
	Total No. of Credits	25	410	490	900

Open Courses: Students can opt any one course from the following

Course Code	Open Course
109	Computers Application for Business
110	Social Media Management
111	Current Affairs

**** In addition to the above; Add on Course having 02 (TWO) credits may be offered by the Institute on Extra fees for the course from the student.**

MBA - - Semester II

Course Code	Semester II	Credits	IE	UE	Total Marks
201	Marketing Management	3	30	70	100
202	Financial Management	3	30	70	100
203	Human Resource Management	3	30	70	100
204	International Business	3	30	70	100
205	Production & Operations Management	3	30	70	100
206	Research Methodology	3	30	70	100
207	Business Environment	3	30	70	100
208	Business Ethics and Corporate Governance	2	100	-	100
See below	Open	2	100	-	100
	Total No. Credits	25	410	490	900

Open Courses: Any one course from the following

Course Code	Open course
209	Introduction to Business Analytics
210	E-commerce Applications
211	Managerial Skills for Effectiveness

MBA -- Semester III

Course Code	Semester – III	Credits	IE	UE	Total Marks
301	Strategic Management	3	30	70	100
302	Operations Research for Managers	3	30	70	100
303	Entrepreneurship Development and Innovation Management	3	30	70	100
See groups	Specialization I - E-(i)	3	30	70	100
	Specialization I - E-(ii)	3	30	70	100
See groups	Specialization II - E-(i)	3	30	70	100
	Specialization II - E-(ii)	3	30	70	100
304	Capstone Project	6	30	70	100
305	Change Management	2	100	-	100
See below	Open	2	100	-	100
	Total No. of Credits	31	440	560	1000

Open Courses: Students can opt any one course from the following

Course Code	Open Course
306	Digital Marketing
307	Corporate Taxation
308	Negotiation Management

MBA - -Semester IV

Course Code	Semester IV	Credits	IE	UE	Total Marks
401	Project Management	3	30	70	100
See groups	Specialization I - E-(iii)	3	30	70	100
	Specialization I - E-(iv)	3	30	70	100
See groups	Specialization II - E-(iii)	3	30	70	100
	Specialization II - E-(iv)	3	30	70	100
402	Environment & Disaster Management	2	100	-	100
403	E-Business Management	2	100	-	100
See below	Open	2	100	-	100
	Total No. Credits	21	450	350	800

Open Courses: Any one course from the following

Course Code	Open course
404	Introduction to Data Science
405	Artificial Intelligence for Managers
406	Rural Entrepreneurship

LIST OF SPECIALIZATION - ELECTIVES

Elective: Marketing Management :	
Sem III	
Code.	Name of the Course
MK01	Consumer Behaviour
MK02	Services Marketing
Sem IV	
MK03	Sales & Distribution Management & B2B
MK04	Integrated Marketing Communication

Elective: **Financial Management**

Sem III	
Code.	Name of the Course
FM01	Investment Analysis & Portfolio Management
FM02	Management of Financial Services
Sem IV	
FM03	Corporate Finance
FM04	International Financial Management

Elective: **Human Resource Management**

Sem III	
Code.	Name of the Course
HR01	Human Resource Planning and Development
HR02	Labour Laws - I
Sem IV	
HR03	Compensation and Benefits Management
HR04	Competency Mapping and Performance Management

Elective: **International Business Management**

Sem III	
Code.	Name of the Course
IB01	Regulatory Aspects of International Business
IB02	Export Import Policies, Procedures and Documentation
Sem IV	
IB03	International Marketing
IB04	Global Business Strategies

Elective: **Production & Operations Management**

Sem III	
Code.	Name of the Course
PM01	Quality Management
PM02	Business Process reengineering
Sem IV	
PM03	Logistics & Supply Chain Management
PM04	World Class Manufacturing Practices

Elective: **Information Technology Management**

Sem III	
Code.	Name of the Course
IT01	System Analysis & Design
IT02	Information System Security & Audit
Sem IV	
IT03	RDBMS with Oracle
IT04	Enterprise Business Applications

Elective: **Agribusiness Management**

Sem III	
Code.	Name of the Course
AM01	Rural Marketing
AM02	Supply Chain Management in Agribusiness
Sem IV	
AM03	Use of Information Technology in Agribusiness Management
AM04	Cooperatives Management

Elective: **Retail Management**

Sem III	
Code.	Name of the Course
R01	Introduction to Retailing
R02	Retail Management & Franchising
Sem IV	
R03	Merchandising, Display & Advertising
R04	Supply Chain Management in Retailing

Elective: **Project Management**

Sem III	
Code.	Name of the Course
PR01	Project Risk Management
PR 02	Microsoft Project 2010
Sem IV	
PR 03	Advance Project Management
PR 04	Scanning Business Environment for Project

- The particular specialization will be offered only if minimum 100 students opt for that specialization.

SYLLABUS

(w.e.f. 2021-22)

MBA -

SEMESTER – I

Programme: MBA CBCS 2020 – w.e.f. - Year 2021 – 2022			
Semester	Course Code	Course	
I	101	Management Concepts and Applications	
Type	Credits	Evaluation	Mar
Core	3	CES	UE:IE = 70:30

Course Objectives :

- 1) To understand the basic Management Concepts and Skills.
- 2) To study the Principles and Functions of Management.
- 3) To learn the Applications of Principles of Management.
- 4) To familiar with the Functional areas of management.
- 5) To study the Leadership styles in the organization.
- 6) To expose to the Recent trends in management.

Learning Outcomes:

- On completion of this course, the students will be able to
- 1) Understand the Management Concepts and Managerial Skills.
 - 2) Focus on the Principles and Functions of Management.
 - 3) Learn to apply the Principles of Management in practice.
 - 4) Familiarize with the Functional areas of management.
 - 5) Use the effective Leadership styles in the organization.
 - 6) Recognize the Recent trends in management.

Unit	Contents
1	Introduction to Management: Definition and meaning of Management, Characteristics of Management, Scope of Management, Scientific Management Approach by F.W. Taylor, Principles of Management by Henry Fayol, Levels of management, Managerial Skills, Functions of Management - Planning, Organizing, Staffing, Directing and Controlling. concept of "POSDCORB".
2	Planning: Meaning of Planning, Nature and importance of Planning, Process of Planning, Principles of Planning, Types of Plans - Single Use Plans - Repeated Use Plans, Types of Objectives, Setting Objectives, Management by Objectives (MBO), Decision making- Process of Decision making, Decision making models: classical, Administrative, Political and Vroom- Jago Model.
3	Organizing: Meaning of Organizing, Process of Organizing and Creation of Organization structure, Types of organizational structures - Formal and Informal, Staffing: Meaning of Staffing, Human Resource Planning - Job Analysis, Recruitment - Sources of Recruitment, Selection - Process of Selection, Placement of employees, Departmentalization - Bases of Departmentalization, Line and Staff Relationship.
4	Directing: Meaning of Directing, Principles of Directing, Leadership Styles, Span of

	Management - Determinants of Span of Management, Centralization and Decentralization, Authority, Responsibility and Accountability, Delegation of Authority - Advantages of Effective Delegation. Barriers to effective delegation- Guidelines for effective delegation-Distinctions between Delegation & Decentralization.
5	Controlling: Importance of coordination, Meaning of Controlling, Need for effective controlling, Process of Controlling, Techniques of Controlling, Relationship between Planning and Controlling, Use of IT for Controlling, Control techniques, Zero Base Budgeting and Management audit.
6	Functional Departments And Sections - HR, Marketing, Production & Operations, Finance, etc. Introduction To Business Sectors: Manufacturing (Automobile, Pharmaceutical, etc), Service (IT, Telecom, Banking, Insurance, etc), Management of SMEs.

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1 – National	S.A. Sherlekar and V.S. Sherlekar	Principles of Business Management		Himalaya Publishing House.
2 – National	Dr. T. Ramasamy	Principles and Practice of Management		Himalaya Publishing House.
3 – National	L.M. Prasad	Principles and Practice of Management,		Sultan Chand & Sons
4 – International	Koontz, Weihrich and A. RamchandraAryasri	Principles of Management		Tata McGraw-Hill.
5 – International	Peter F. Drucker	Practice of Management		Harper Business.
6 – International	Richard L. Daft	Principles of Management		Cengage Learning.
7-Lead Textbook	Pravin Durai	Principles of Management – Text	2019	Pearson

Online Resources:

Online Resources No	Web site address
1	http://www.ft.com/business-education .
2	http://www.makeinindia.com/policy/new-initiatives . https://india.gov.in/ http://www.makeinindia.com/policy/new-initiatives https://mygov.in/group/digital-india www.skilldevelopment.gov.in/World%20Youth%20Skills%20Day.html

MOOCs:

Resources No	Web site address
1	https://www.coursera.org/learn/management-fundamentals-healthcare-administrators

Course : MBA CBCS 2020 – w.e.f. - Year 2021 – 2022			
Semester	Course Code	Course Title	
I	102	Managerial Economics	
Type	Credits	Evaluation	Marks
Core	3	CES	UE:IE = 70:30

Course Objectives :

Subject / Course Objectives :

- To acquaint learners with basic concepts and techniques of economic analysis and their application to managerial decision making.
- To prepare the students for the use of managerial economics tools and techniques in specific business settings.
- Comprehend how changes in the environment in which firms operate influence their decision-making.
- To develop managerial skills for developing business strategy at the firm level.
- To understand recent developments in strategic thinking and how it is applied to economic decision making.
- Identify possible external and internal economic risks and vulnerabilities to economic growth and identify policies to address them.

Learning Outcomes:

- Understand the role of managers in firms.
- Analyze the demand and supply conditions and assess the position of a company.
- Estimation of production function and finding out optimal combination of input using Isoquant and Isocost.
- Design competition strategies including costing, pricing and market environment according to the nature of the product and structure of market.
- Enable to know the importance of various sectors of the economy and their contribution towards national income.
- Investigate potential output and compute output gaps and diagnose the outlook for the economy.

Unit No.	Contents
1	Introduction to Economics For Business -Nature and Scope of Managerial Economics, Firm and its Objectives, Theories of Firm, Role of Managerial Economics in Decision Making.
2	Demand Theory and supply- Demand and its Determination - Law of Demand, Types of Demand, Demand Function, Economic Concept of Elasticity (Price, Cross and Income Elasticity). Concept of Supply, Demand and Supply Equilibrium, Shift in Demand and Supply.
3	Theory of Production -Production function, Law of Diminishing Marginal Returns, Three stages of Production, The Long run Production function, Isoquant and Isocost curve, Importance of Production function in managerial decision making.
4	Theory of Cost - Classification of Costs - Short Run and Long Run Cost, Cost Function, Scale Economies, Scope Economies, Dual Relationship Between Cost and Production Function, Least cost combination of input (Producer Equilibrium).

5	Market Structure - Introduction to different types of Market- <i>Price Determination under Perfect Competition</i> - Introduction, Market and Market Structure, Perfect Competition, Price-Output Determination under Perfect Competition, Short-run Industry Equilibrium, Short-run Firm Equilibrium, Long-run Industry Equilibrium, Long-run Firm Equilibrium under Perfect Competition. <i>Pricing Under Imperfect Competition</i> - Introduction, Monopoly, Price Discrimination under Monopoly, Monopolistic Competition, Oligopoly (Kinked Curve), Game theory.
6	Macroeconomic markets and Integration -Product Market: Saving and Investment Function, consumption function. Aggregate demand and Aggregate supply. Fiscal Policy and Monetary Policy for uplifting the economy. Types of Business Cycle.
Activity	Students are required to prepare workbook (practical file) -Hands on practice towards diagrams of Demand, Supply, Markets and price determination. News from economic times –For Policy Making, Industry related and country specific. Applications of managerial economics in different firms. Comparing the GDP and other key indicators across the countries. Macroeconomic indicators and the role of fiscal policy in uplifting economy.

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 National	DN Dwivedi	Managerial Economics	2015	Vikas Publishing
2 National	G.S Gupta	Managerial Economics: Micro Economic	2004	McGraw Hill
3 National	H.L.Ahuja	Managerial Economics	2017	S. Chand
4 International	D. Salvatore	Managerial Economics	2015	Oxford
5 International	R.Dornbusch, S.Fischer	Macro Economics	2018	McGraw Hill
6 International	A.Koutsoyiannis	Micro Economics	1979	Mac Millan

Online Resources:

Online Resources No	Web site address
1	www.rbi.org.in
2	www.economicshelp.org
3	www.federalreserve.gov
4	www.economist.com
5	www.bbc.com
6	International Journal of Economic policy in Emerging Economies https://www.inderscience.com/jhome.php?jcode=ijepee
7	Journal of International Economics https://www.journals.elsevier.com/journal-of-international-economics/

MOOCs:

Resources No	Web site address
1	Swayam –IIT https://swayam.gov.in/nd1_noc20_mg20/preview
2	Swayam –IIM https://swayam.gov.in/nd2_imb19_mg16/preview
3	EDX –IIM https://www.edx.org/course/introduction-to-managerial-economics-2
4	Coursera https://www.coursera.org/specializations/managerial-economics-business-analysis

Course : MBA CBCS 2020 – w.e.f. - Year 2021 – 2022			
Semester	Course Code	Course Title	
I	103	Financial and Management Accounting	
Type	Credits	Evaluation	Marks
Core	3	CES	UE:IE = 70:30

Course Objectives :

- i) To acquaint the learners with the fundamentals of Financial Accounting.
- ii) To orient to the Accounting mechanics involved in preparation of Books of Accounts and Financial Statements of a sole proprietor
- iii) To make the students familiar with International Accounting Standards and International Financial Reporting Standards (IFRS)
- iv) To introduce the concepts of Cost and Management Accounting
- v) To orient the students about application of budgetary control as a technique of Management Accounting
- vi) To acquaint the students with application of Standard Costing and Marginal Costing as techniques of Management Accounting.

Learning Outcomes :

- I. Learners will be able to know the fundamentals of Financial Accounting and Accounting Principles
- II. Learners will demonstrate the ability to prepare Financial Statements of a sole proprietor
- III. Learners will understand the utility and importance of International Accounting Standards and International Financial Reporting Standards (IFRS)
- IV. Learners will be familiar with concepts of Cost and management Accounting
- V. Learners will be able to apply the technique of Budgetary Control
- VI. Learners will be able to apply the technique of Standard Costing and Marginal Costing.

Name : -	Syllabus – Financial and Management Accounting
Unit No : 1	Introduction to Financial Accounting Financial Accounting: Definition, Objectives and Scope Accounting Concepts and Conventions, GAAP, Branches of Accounting Accounting Cycle, End Users of Financial Statements
Unit No : 2	Accounting Mechanics Principles of Double Entry Book-Keeping, Journal Ledger and Preparation of Trial Balance Preparation of Trading, Profit & Loss Account and Balance Sheet of a Sole Proprietor
Unit No : 3	Introduction to International Accounting Standards Development of international accounting Standards and financial reporting rules. Role of ICAI and Ministry of Corporate affairs in setting up Accounting Standards. Need and Advantages of International Financial Reporting Standards (IFRS) IFRS for Small and Medium Enterprises(SMEs).

Unit No : 4	Introduction to Cost and Management Accounting Cost Accounting: Meaning and Importance Classification of Costs, Preparation of Cost Sheet Management Accounting: Definition, Nature and Scope Distinction between Financial Accounting and Management Accounting	
Unit No : 5	Techniques of Management Accounting (Budgetary Control)	
	Meaning, Objectives, Advantages and Limitations of Budgetary Control Types of Budgets Preparation of Flexible Budget and Cash Budget	
Unit No : 6	Techniques of Management Accounting (Standard Costing and Marginal Costing) Meaning of Standard Costing, Steps to implement Standard Costing Variance Analysis of Material and Labour Costs Marginal Costing – Meaning of Marginal Cost, Characteristics and Advantages of Marginal Costing, Cost-Volume-Profit Analysis – Profit/Volume ratio, Break-Even Analysis and Margin of Safety	

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Addition	Publisher Company
1 – National	S.N. Maheswari	An Introduction to Accounting	11 th edition	Vikas
2 – National	Ambarish Gupta	Financial Accounting for Management	5 th edition	Pearson
3 – National	Ashok Seghal, Deepak Seghal	Taxman's Financial Accounting	2015 edition	Taxman
4 – International	Colin Drury, Huddersfield	Cost and Management Accounting	7 th 2011	Cengage Learners
5 – International	Pauline Weetman Fin	Financial and Management Accounting – An introduction,	7 th 2015	Pearson
6 – International	Jan Williams , Sue Haka , Mark Bettner , Joseph Carcell	Financial & Managerial Accounting,	18 th edition	McGraw hill

Online Resources:

Online Resources No	Web site address
1	https://www.moneycontrol.com/
2	www.icai.org
3	https://www.ifrs.org/
4	https://icmai.in/icmai
5	https://www.rbi.org.in/

MOOCs:

Resources No	Web site address
1	https://www.coursera.org/learn/wharton-accounting
2	https://www.classcentral.com/course/whartonaccounting-769
3	https://swayam.gov.in/nd2_cec19_cm04/preview
4	https://swayam.gov.in/nd1_noc19_mg36/preview
5	https://www.coursera.org/learn/accounting-for-managers

Course : MBA CBCS 2020 – w.e.f. - Year 2021 – 2022			
Semester	Course Code	Course Title	
I	104	Organizational Behavior	
Type	Credits	Evaluation	Marks
Full Credit	3	CES	UE:IE = 70:30=100

Course Objectives:

- i) To create Dynamic and Effective Business Professionals and Leaders.
- ii) To transform the individuals to cater to the needs of the society and contribute to Nation building
- iii) To develop entrepreneurs to register different aspects of their business under remedial individual and team behavior.
- iv) To improve Organizational Behavior by having a sound knowledge of cultural differences.

Learning Outcomes :

- i) Understand the expected individual and team behavior in business world.
- ii) The awareness of applicable leadership qualities for entrepreneurs / corporate / managers.
- iii) To develop skills and inculcate motivational concepts.
- iv) To be aware of individual, cultural difficulties of organizations and to be able to master over them.

Unit No.	Contents
1	Introduction to Organizational Behaviour – Definition - Evolution of the Concept of OB- Contributions to OB by major behavioural science disciplines - Challenges and Opportunities for OB managers - Models of OB study
2	Individual Behavior : Perception – Factors influencing perception, Process, Perception distortion- halo effect, stereotyping, projection, Attitudes and Job Satisfaction - Components of Attitude - Major Job Attitudes - Job Satisfaction, Job involvement, Organizational Commitment. Personality and Values - Personality Determinants - MBTI, Big - Five Model, Values - Formation - Types of Values, Learning- Theories of Learning – reinforcement
3	Motivation Concepts to applications: Concept of motivation - Definition - Theories of Motivation - Maslow's' need Theory, Herzberg's Two factor theory, McClelland, Porter and Lawler Model, ERG Theory - Theory X and Theory Y Equity Theory - Vroom's Expectancy Theory – Application of Motivation concept, Individual motivation and motivation in the organization, Cultural Differences in Motivation, Intrinsic and Extrinsic Motivation, The Job Characteristics model – Work Redesign
4	Group Behavior: Group - Formation of Group - Classification - informal and formal groups, Group Properties - Roles, norms, status, size and

	cohesiveness - Group decision making – Group Shift, Group Think, Teams: team building: selecting team members, team roles, stages in team development, team building, team identity, team loyalty, commitment to shared beliefs, multi-disciplinary teams, Team Dynamics: decision-making behaviour, dysfunctional teams, Understanding teams - creating effective teams. Conflict - Process - Conflict management
5	Leadership: Concept of Leadership - Traits of good Leader - Difference between Leader and Manager - Theories of Leadership – Trait theory, Behavioral theory and Contingency theory, Ohio State and Michigan Studies - Blake and Mouton theory - Fielders model - Likert's model. Managers as leaders. 3D leadership model. Leadership Styles. The management Grid, Future perspectives of Leadership
6	The Organization System : Stress: meaning and types, burnout, causes and consequences of stress, strategies to manage stress, Workforce diversity- Diversity management strategies. Culture - Definition, Culture's function, need and importance of Cross Cultural training – Organizational Change – Forces for change, resistance to change, Managing organizational change.

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1 National	Kavita Singh	Organizational Behaviour	2015, 3 rd edition	Pearson Publication
2 International	Robbins, Timothy Judge, SeemaSanghi	Organizational Behaviour	12 th edition	Stephen Pearson Prentice Hall
3 National	M N Mishra	Organizational Behaviour	2010	Vikas Publishing House Pvt. Limited
4 International	Fred Luthans	Organizational Behaviour	13th edition	Mc Grow Hill Inc
5 International	John Newstrom and Keith Davis	Organizational Behaviour	11 th edition	Tata McGraw Hill

Online Resources No	Web site address
1	www.bretlsimmons.com
2	https://www.youtube.com/watch?v=Jla7vP3gyL4
3	www.positivesharing.com
4	https://www.youtube.com/watch?v=r2Xv9Am7PWQ

MOOCs:

Resources No	Web site address
1	Alisons
2	Swayam

Course : MBA CBCS 2020 – w.e.f. - Year 2021 – 2022			
Semester	Course Code	Course Title	
I	105	Statistical Techniques	
Type	Credits	Evaluation	Marks
Core	3	CES	UE:IE = 70:30

Course Objectives:

- I. To introduce to the learner the importance of statistical techniques in business applications
- II. To familiarize with the basic concepts of statistical techniques. III. To expose to the Graphical representation of data.
- IV. To impart skills in computation and application of correlation and regression.
- V. To understand the basics of probability and testing of hypotheses

Learning Outcomes:

After learning the concepts of Statistical Techniques, students will be able to have a

- I) Develop numerical ability to solve examples on various topics and specifically formation and Testing of Hypothesis
- II) Have clear understanding of various statistical tools and their applications in Business.
- III) Analyze the importance of Statistical Techniques in different functional areas of Management.
- IV) Apply Correlation and Regression Techniques in Business applications.
- V) To apply the statistical techniques to small data sets for analysis and interpretation

Name : -	Contents
Unit No : 1	<p>Introduction to Statistics: Introduction to Statistics, Importance of Statistics in modern business environment. Scope and Applications of Statistics. Advantages and limitations of Statistics.</p> <p>Sources of data – Primary and secondary, Universe or Population, Sample, Concept of Sampling, Advantages of Sampling, Types of Sampling.</p> <p>Classification, Tabulation and Presentation of Data, Requisites of a good classification, Types of classification, Methods of classification, Tabulation - Frequency and Frequency Distribution, Diagrammatic and graphic representation of Data – Bar diagrams, Pie chart, Histogram, Frequency polygon, Frequency curve, Ogive curves</p>
Unit No :2	<p>Measures of Central Tendency and Dispersion:</p> <p>Statistical Averages - Arithmetic mean, Median and Mode, Positional averages - Quartiles, deciles and percentiles.</p> <p>Dispersion – Range - Quartile deviations, Mean deviation, Standard Deviation - Properties of standard deviation, Variance, Coefficient of Variation. Applications in business and management.</p>
Unit No :3	<p>Correlation: Correlation, Types of Correlation, Scatter diagram, Karl Pearson's correlation coefficient, Properties of Karl Pearson's correlation</p>

	coefficient, Spearman's Rank Correlation Coefficient. Association of attributes.
Unit No : 4	Regression - Regression analysis, Regression lines, Regression coefficients. Business application.
Unit No : 5	Elementary probability concepts, Probability Distributions- Binomial, Poisson and Normal Distribution
Unit no 6	Introduction to Testing of Hypothesis: Null and alternate hypothesis, Significance Level, type I and Type II error, Chi – Square Test.

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Addition	Publisher Company
1 – National	S.C.Gupta & Indira Gupta	Business Statistics	2016	Himalaya Publishing House
2 – National	Bhardwaj R. S.	Business Statistics	2009	Excel Books India
3 – National	R.P. Hooda	Statistics for Business and Economics	2013	Vikas Publishing House
4 – International	Richard I. Levin & David	Statistics for Management	1994	Prentice Hall
5 – International	Robert S. Witte, John S. Witte	Statistics	2014	John Wiley & Sons
6 – International	Dr. Jim McClave, Dr. Terry Sincich	Statistics for Business and Economics	2011	Pearson

Online Resources:

Online Resources No	Web site address
1	http://www.yourarticlelibrary.com
2	https://en.wikipedia.org
3	https://managementhelp.org
4	https://www.cleverism.com
5	https://commercemates.com

MOOCs:

Resources No	Web site address
1	www.swayam.gov.in
2	www.udemy.com
3	www.coursera.org

Course : MBA CBCS 2020 – w.e.f. - Year 2021 – 2022			
Semester	Course Code	Course Title	
I	106	Legal Aspects of Business	
Type	Credits	Evaluation	Marks
Core	3	CES	UE:IE = 70:30

Course Objectives:
<p>Subject / Course Objectives :</p> <ul style="list-style-type: none"> i) To create Dynamic and Effective Business Professionals ii) To transform the stake holders to cater to the needs of the society and contribute to Nation building iii) To improve decision making by having a sound knowledge of law. iv) To develop entrepreneurs to register different aspects of their business under the law.
Learning Outcomes :
<ul style="list-style-type: none"> I) extrapolate the legal knowledge to business. II) The graduates' attributes reflect legal knowledge and understanding global Competencies. III) To demonstrate domain comprehensive knowledge. IV) To articulate with business skills. V) To inculcate the culture of abiding law. VI) To Develop a coherent approach.

Units	Contents
Unit 1	<p>- Introduction to Business laws, structure and sources of law, Law of contract- The Indian Contract Act, 1872 –Introduction, Objectives, Definition of a Valid Contract, Offer and Acceptance, Capacity to Contract, Consent ,Consideration, Performance of Contracts, Discharge of Contracts, Breach of Contract and Void Agreements, Quasi Contracts</p> <p>Contracts of Guarantee and indemnity, Bailment, Pledge</p>
Unit 2	<p>Contract of Agency – Introduction, Agent and Agency, general rules, Modes of creation of Agency, Classification of Agents, Duties and Rights of Agents, Principal's Duties to the Agent and his Liability to Third Parties</p>
Unit 3	<p>Law of sales of Goods – Essentials of contract of sale, Goods and their classification, Sale, Agreement to Sell and Hire Purchase, Conditions and Warranties (Implied and Expressed), Unpaid seller and his rights, rights of buyer.</p>

	Law of Negotiable Instruments – Characteristics of Negotiable Instruments, Types of Negotiable Instruments, Classification of negotiable instruments.
Unit 4	Consumer Protection Act -Introduction, Definitions – consumer, complaint, complainant, Rights of Consumers, Nature and Scope of Complaints, Remedies Available to Consumers The Partnership Act, 1932 - types of partners, formation of partnership, rights and liabilities of partners.
Unit 5	The Company's Act, 2013 (Amended) : Introduction and types of companies, Formation of a Company, Memorandum of Association, Articles of Association, Winding up. Arbitration and Conciliation Act, 1996 – Types of Arbitration, Alternative Dispute Resolution, Arbitration agreement, Arbitral Tribunal, Arbitral proceedings.
Unit 6	Information Technology Act, 2000 Amended 2018 , Definition - —Certifying Authority, Controller, Digital Signature and electronic governance, Role of certifying authorities, Functions of controller, Offences, Intellectual Property Laws- Introduction and types of IPR , Whistleblower Protection Act 2014. Introduction, Definitions, Salient Features, importance of the act

Land mark case laws to be cited and discussed.

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Addition	Publisher Company
1 – National	N.D. Kapoor	Mercantile Law	2019	Eastern Book Company
2 – National	Narayan	Intellectual Property Laws	2019	
3 – National	Bare Act	The Patent Act	2019	
4 –National	Bare Act	The Trademark Act	2019	
5 – International	Bare	The Negotiable Act	2019	

Online Resources:

Online Resources No	Web site address
1	https://www.mca.gov.in/Ministry/pdf/CompaniesAct2013.pdf
2	http://www.ipindia.nic.in/writereaddata/Portal/IPOAct/1_43_1_trade-marks-act.pdf
3	http://legislative.gov.in/sites/default/files/A1996-26.pdf
4	http://www.ipindia.nic.in/writereaddata/Portal/IPOAct/1_31_1_patent-act-1970-11march2015.pdf
5	https://www.youtube.com/watch?v=vlk40C91HqQ

MOOCs:

Resources No	Web site address
1	Alisons

Course : MBA CBCS 2020 - w.e.f. - Year 2021 - 2022			
Semester	Course Code	Course Title	
	107	Business Communication	
Type	Credits	Evaluation	Marks
Core	03	CES	UE:IE =50:50

Course Objectives:

- To familiarize the students with the process of communication, make them understand the principles and techniques of Business Communication.
- To enable students to comprehend the different dimensions of Business Communication.
- To enlighten about the communications strategy for managers.

Learning Outcomes:

- The Students should be able to communicate effectively in professional circles.
- There should be a positive change in the oral and written communication skills of the students after studying the subject.
- The students should be able to draft business letters, give effective presentations write formal reports and deliver speeches independently.

Unit No.	Contents
01	<u>Basic Principles of Communication:</u> Introduction, Understanding Communication, the Communication Process, Barriers to Communication, the Importance of Communication in the Workplace, Types of Communication channels, their effectiveness and limitations, Importance of Non-Verbal Communication
02	<u>Communication in Organizations</u> Communication needs of business organization, Strategies for improving Organizational communication, direction of flow of communication in organization, networks of flow of communication– wheel network, chain network, Y network, circle network. Feedback, types of feedback, importance of feedback Intra-organizational communication, inter-organizational communication. Inter-cultural communication – guidelines for effective communication across cultures
03	<u>Developing Oral Business Communication Skills:</u> Introduction, Advantages of Oral Communication, Speech Writing, Creative Writing, Public Speaking, Presentation Skills –Techniques for effective Presentations, Qualities of a skillful Presenter, Rhetoric. Exercises for Oral Communications – Individual and Group Presentations, Extempore, Role Playing, Debates and Quiz
04	<u>The Importance of Listening and Reading Skills:</u> Introduction, what is listening? Barriers to Listening, Strategies for Effective Listening, Listening in a Business Context Reading Skills for Effective Business Communication: Introduction,

	what is reading? Types of reading, SQ3R Technique of Reading.
05	<p><u>Guidelines for Written Business Communication:</u> Introduction, General Principles of Writing, Principles of Business Writing</p> <p><u>Internal Business Communication:</u> Writing Memos, Circulars and Notices: Introduction, What is a Memo? Circulars and Notices, Meetings, Notices, agenda, minutes of the meeting</p> <p>Communicating through Email, Communication with Shareholders</p> <p><u>External Business Communication– Writing Business Letters:</u> Introduction, Principles of Business Letter Writing, Types of Business Letters, Format for Business Letters (Types of business letters: office order, office circular, invitation letters, enquiry letters, trade reference letters, etc</p> <p>Letters from Purchase department, Letters from the Sales/Marketing Department, Accounts department, Personnel department, Letters of social significance, Tenders, Quotations and Orders, Banking Correspondence, Letters of enquiry, dealing with complaints) Exercises for Written Communications: Essay writing, Poster Making, Writing, an Advertisement Copy, Slogans, Captions, & preparing Press notes, Letter Of Acceptance, Letter Of Resignation</p> <p><u>Writing Business Reports:</u> Introduction, What is a Report? Types of Business Reports, Format for Business Reports, Steps in Report Preparation</p> <p><u>Employment Communication</u> – Resumes and Cover Letters: Introduction, Writing a Resume, Writing Job Application Letters, Other Letters about Employment</p> <p>Group Discussions and Interviews: Introduction, What is a Group Discussion? Attending Job Interviews, Preparation for GD and Interviews.</p>
06	<p><u>Technology enabled communication</u>–role of technology, different forms of technology for communication, Telephone Etiquette, Netiquette,</p> <p><u>Communication Strategy for Managers:</u> Communicating different types of messages – positive or neutral messages, negative messages, persuasive messages, effective team communication, motivational communication,</p>

Reference Books:

Sr. No.	Name of Author	Title of the Book	Publisher
1 National	MeenakshiRaman,Prakash Singh	Business Communication	Oxford Higher Education
2 National	R.K.Madhukar	Business Communication	Vikas Publications
3 National	UrmilaRai, S M Rai	Business Communication	Himalaya Publications
4 International	Shirley Taylor	Communication for Business	Pearson Longman Publications

5 International	<u>Kerry Patterson, Joseph Grenny</u>	Crucial Conversations: Tools for Talking When Stakes Are High	McGraw-Hill
6 International	John V. Thill, Courtland L. Bovee	Excellence in Business Communication	Pearson Publications

Online Resources:

Resource No.	Website Address
01	https://www.freebookcentre.net/business-books-download/Business-Communication.html
02	https://open.umn.edu/opentextbooks/textbooks/business-communication-for-success
03	https://courses.lumenlearning.com/wm-businesscommunicationmgrs/

MOOCs:

Sr. No.	Details
01	www.coursera.org
02	www.udemy.com
03	my-mooc.com

Course : MBA CBCS 2020 – w.e.f. - Year 2021 – 2022			
Semester	Course Code	Course Title	
I	108	Data Analysis Using advance –Excel	
Type	Credits	Evaluation	Marks
Open	2	CES	IE = 100

Course Objectives:	
<input type="checkbox"/>	i) To train the student for using the spreadsheet package MS-Excel for business applications.
<input type="checkbox"/>	To impart skills of analyzing data and presenting it using MS-Excel.
Learning Outcomes :	
Understand the different functions of MS Excel Use MS Excel for analysis of Data	
Unit No.	Contents
1	Introduction to Excel MS excel screen elements – Tool bar, title bar, ribbon, formula bar, status bar. Moving around a Worksheet, entering and formatting (e.g. Number, Text, Date and Currency) data. Cell referencing (relative, absolute, mixed), using formulae, Use of Find, Replace, Goto.
2	Working with Excel Insert, delete - cells, rows, columns. Sorting (basic, custom), filtering, grouping, ungrouping data, dealing with subtotals and grand totals. Validating data, protecting cells. Create, manage, and format pivot tables and pivot charts.
3	Conditional Formatting Once defined, it will automatically change the formats as per conditions user inputs. Work with functions to manipulate strings of text and data
4	Commonly used functions Sum, Max, Min, Average, Count, Today, Now, Datedif, Countif, CountA, CountBlank, Round, Roundup, Round Down, ABS, Sign, Ceiling, Floor, Trim, Value, Clean, sqrt, if, sumif
5	Data Viewing and Reviewing Inserting comments, spell checks and changes to the worksheet data etc, Viewing data in different ways eg. Page break, normal etc
6	Creating and managing charts Create and modify graphs / charts like Column, Line, Pie, Bar, Area, Scatter, 3D etc. Working with multiple sheets, hyper linking Work with spark lines. Perform Look UP tables. Analysis Tool pack: Correlation, Regression

Reference Books:

- | | |
|---------------------|---|
| 1. Albright : | Data Analysis and Decision Making Using MS Excel |
| 2. StwphenNelson : | Data Analysis ForDuMmIES |
| 3. Narayan Ash Sah: | Data Analysis Using Microsoft Excel 1/e, Excel
Bools |

Course : MBA CBCS 2020 – w.e.f. - Year 2021 – 2022			
Semester	Course Code	Course Title	
I	109	Computers Application for Business	
Type	Credits	Evaluation	Marks
Core Elective	2	CES	IE = 100

Course Objectives
<ul style="list-style-type: none"> i) To impart the IT skills and Knowledge required for managers. ii) To help the students understand the basics of computer technology and Networking iii) To help the students develop the use of Tools like Microsoft Word, Microsoft Excel and Power point iv) To orient the students about the E-Commerce technology and its applications in Business world. v) To help the students understand various Information Systems implemented in organizations vi) To acquaint the students with various current trends and concepts of computer Technology.
Learning Outcomes:
<ul style="list-style-type: none"> i) Students will be able to gain the basic knowledge of Computer Technology ii) Students will be able to know the basics of computer technology and Networking iii) Students will be able to practically use the tools like Microsoft Word, Microsoft Excel and Power point iv) Students will understand the E-commerce technology and its applications v) Students will have a greater understanding of with Information Systems implemented in organizations vi) Students will be familiar with new terms and trends of computer technology

Unit No.	Contents
1	Introduction to Business Process and Application of Computer Technology , Basic operations and connecting Devices and External Operating devices, Types of Software: (system, Utility, Applications) types of application software (content access, end user, enterprise, simulation, application suite), examples, selecting and acquiring software options for procuring the software (licensed, sold, public domain, open source, freeware, shareware), software trends and issues (mobile applications, integration of in-house and outsourced services strategy, cloud based enterprise solutions), Data Base, Data Base Management Systems
2	Networking: Definition of Network, Types of Networks, Advantages of Networks, Internet: Definition , concept, advantages, threats, applications

3	<p>Microsoft Word, Microsoft Excel, Microsoft PowerPoint : IT Skills: Lab sessions necessary</p> <p>Microsoft Office- Introduction and working with MS Word, Features - insert headers and footers, insert table and table options, Mail Merge.etc</p> <p>MS Power point- Basic introduction, features, Creating & Formatting Content Collaborating – Track, Edit, Add, Delete Comments, Merge Managing & Delivering Presentations, design a template, entering data to graph, organization chart, slide transitions, creating slide shows.</p>
4	<p>E-COMMERCE : E-commerce : Definition, evolution, advantages. Types of E-commerce: B2B, B2C, C2C, E-governance,. Impact of E-commerce on Banking Industry. How Banking Industry has evolved post E-commerce applications.</p>
5	<p>Introduction to MIS: Principles of MIS, Characteristics, functions, structure & Classification of MIS, information for decisions; MIS in Manufacturing, Marketing, Finance Human Resource Management, Materials & Project Management; Types of information systems(TPS, MIS, DSS, ESS, ES, KWS), GIS Information systems and functional areas- Transaction processing system, Human Resource systems</p>
6	<p>Current trends- Integrated enterprise system (ERP, CRM, and SCM), COBIT- IT governance tool, ITIL, changing role of CIO. Concept of SMAC (Social, Mobile, Analytics and Communication), use of Social media face book, tweeter, LinkedIn etc. for general communication and business communication, social media for marketing, email and video conferencing tools for business communication, Analytical tools of data interpretation.</p> <p>Latest terms in computer technology: Definition and concept of Agile Development, Big Data, Business Intelligence, Cloud Computing, Content Management, Disruptive Technology, Green Technology, Artificial Intelligence, Wearable devices, Machine Learning, GUI (Graphical user Interface), XaaS (Technology as a Service such as SaaS, Analytics as a Service) ., Audio-visual communication/ meeting platforms such as Microsoft Teams, Zoom, Google Meet, social media communications for business</p>

Reference Books

Sr. No.	Name of the Author	Title of the Book	Publisher Company
1 – National	Ramesh Bahl	Information Technology for Managers	Tata Macgraw Hill
2 – National	Pradeep K. Sinha	Computer Fundamentals	BPB Publications
3 – National	A. K. Saini, Pradeep Kumar	Computer Application in Management	Anmol Publications
4 – International	Geoff Walsham	“Interpreting Information Systems in Organizations”	The Global Text Project , 2011, http://www.saylor.org/site/textbooks/Information%20Systems%20for%20Business%20and%20Beyond.pdf
5 – International	Henry C. Lucas	“Information Technology for Management”	McGraw-Hill/Irwin , 2009
6 – International	David T. Bourgeois	“Information Systems for Business and Beyond”	Saylor Foundation , 2014

Online Resources:

Online Resources No	Web site address
1	https://www.webopedia.com/
2	http://intronetworks.cs.luc.edu/current/ComputerNetworks.pdf
3	https://www.managementstudyguide.com/understanding-e-commerce.htm
4	https://www.sigc.edu/departments/mba/studymet/ManagementInformationSystem.pdf
5	https://www.tutorialspoint.com/management information system/basic information concepts.h

MOOCs:

Resources No	Web site address
1	https://www.coursera.org/browse/information-technology
2	https://www.udemy.com
3	https://alison.com

Course: MBA CBCS 2020 – w.e.f. - Year 2021 – 2022			
Semester	Course Code	Course Title	
I	110	Social Media Management	
Type	Credits	Evaluation	Marks
Core	2	CES	100

Course Objectives:

- i) To understand the concept of Social Media and its utility in marketing efforts.
- ii) To study the implementation of social media campaign.
- iii) To study the importance of social media in the promotion of a product or service.

Learning Outcomes:

- i) Effective utilization of Social Media in connecting with the target market.
- ii) Using the social media for the implementation of marketing strategies

Unit No.	Contents
1	Defining your target customer based on the usual demographics, age, gender, identifying your target customer's marital status, where they live, or what their hobbies are, understanding their basic needs, identifying the topics of interests by studying the customer's feedback research analysis,
2	Customer acquisition elements with human approach, why you'll use social media for business, and identify KPIs, Building a Community, designing a media planning strategy, use of social media for marketing strategies, four critical steps you'll need to take to stand out and learn the processes behind taking each step
3	Designing the metrics with which you can measure the growth based on: <ul style="list-style-type: none"> • Number of group members • Engagement on your live videos • Engagement on your daily posts • Questions your group is asking
4	Increase brand awareness, use of metrics to assess brand awareness, boost engagement, customer engagement strategies based on their basic needs, targeting the customers and target strategy
5	Criteria of choosing the right social network to engage audience, monthly active users, utility and usage study of Twitter, facebook, Instagram, Pinterest, youtube and other social media sites, asses their pros and cons before launching your website or social media channel
6	<p>Characteristics of creating content that will engage target audience, planning content calendar, designing keywords: transactional, informational, and navigational, create a content plan, building trust through consistent engagement, measure progress Concept of Influencer Marketing and Importance.</p> <p>Project/blog or website in development of content and hosting utube channel to be designed by the students in the area of their interest</p>

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
4 – International	Jeff Abston	Youtube Growth Hacking	2018	CreateSpace Independent Publishing Platform
5 – International	Gary Vaynerchuk	Crushing It	2018	Harper Business
6 – International	Donald Miller	Building a StoryBrand: Clarify Your Message So Customers Will Listen	2017	HarperCollins Leadership

Online Resources:

Online Resources No	Web site address
1	https://www.socialmediaexaminer.com/how-to-create-social-media-marketing-content-plan-in-7-steps/
2	https://sproutsocial.com/insights/social-media-content-strategy/
3	https://www.smartinsights.com/social-media-marketing/social-media-strategy/creating-social-media-content-strategy-plan/
4	https://blog.hootsuite.com/books-social-media-manager-read/
5	https://business.linkedin.com/marketing-solutions/success/marketing-case-studies?src=go-pa&trk=sem_lms_gaw&veh=Google Search APAC IN NB-Social Beta DR English 249875649279 %2Bsocial%20%2Bmedia%20%2Bcontent_c_aud-790231220534:kwd-

MOOCs:

Resources No	Web site address
1	https://www.udemy.com/course/social-media-content-creation-101/?utm_source=adwords&utm_medium=udemyads&utm_campaign=DSA_Catchall_1a.EN_cc.INDIA&utm_content=deal4584&utm_term=.ag_82569850245.ad_398023114490.kw.de.c.dm.pl.ti_dsa-302692350888.li_9061696.pd.&matchtype=b&gclid=CjwKCAjwguzzBRBiEiwAgU0FT4Nw0wI0EFDvWkNXjH5HJAVwbz0wGrBf-w1sPG825KK75SXokKSHWRoCmwwQAvD_BwE
2	https://www.upgrad.com/digital-marketing-and-communication-pgc-mica/?utm_source=Google&utm_medium=Search&utm_campaign=mv_dm_pgc_google_search_highintent-25-64_t1_all&utm_content=social media course&utm_term=%2Bsocial%20%2Bmedia%20%2Bcourse&gclid=CjwKCAjwguzzBRBiEiwAgU0FTwsPEZYDW61_qg_cc4F6ZtE9L3B15Z_Ldr343-RNgNUa-r-a7LdQNhoCTUgQAvD_BwE

3	https://www.coursera.org/specializations/social-media-marketing
4	https://iversity.org/en/courses/digital-and-social-media-marketing

Course: MBA CBCS 2020 – w.e.f. - Year 2021 – 2022			
Semester	Course Code	Course Title	
I	111	Current Affairs	
Type	Credits	Evaluation	Marks
Core	2	CES	100

Course Objectives :	
i)	Apply the knowledge of management theories and practices in resolving the business problems.
ii)	Foster analytical and critical thinking abilities for data-based decision making.
iii)	Learn new technologies with ease and be productive at all times
iv)	Read, write, and contribute to Business literature
v)	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
Learning Outcomes:	
I)	To enable the students to take decisions related to critical current business issues.
II)	To be able to Interpret and understand the current business issues.
III)	To analyze business current affairs.
IV)	To acquaint with the current happenings in the business.
vi)	To comprehend the current affairs and its implications on businesses at national and international level.

Unit	Contents
1	Economy: Monetary and Fiscal Policy, Budget Analysis, Digital Economy, Insolvency and Bankruptcy Code, UBI (Universal Basic Income), Banking Sector - Bank Mergers, Private Bank Licensing, Payment Banks etc.
2	Financial, Judicial and Political Reforms - National Issues, Indian Economy, Ease of doing Business, Labor Laws, Enforcing of Contracts, Recent Employee Unrest in Industry
3	Corporate Social Responsibility, Social Schemes, Reports, Committee and Commission Sustainability – Paris Climate Agreement and Protocol, Global Calamities, Science and Technology, Green Energy etc.
4	Global Business Environment: Globalization and Protectionism, Trade Wars, Tariffs, Subsidies and Trade Barriers. Global Trade Treaties, RCEP, NAFTA, G20, Brexit
5	Article Reading and Discussion on Current Affairs: <ul style="list-style-type: none"> • Economics Times • Mint • Business Line (by Hindu) Book Reading: <ul style="list-style-type: none"> • Imagining India – Nandan Nilekani • Breakout Nations – Ruchir Sharma • Wings of fire- An autobiography of APJ Abdul Kalam

6	Students are required to prepare workbook (practical file) for assimilating data of different events. Make presentations, Study the related topic independently and analyse and relate the current decision with the issue.
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Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1..National	Dr. Abdul Kalam & Arun Tiwari	Wings of fire- An autobiography of APJ Abdul Kalam	1999	University Press
2. National	Mahatma Gandhi	Mahatma Gandhi Autobiography : The story of my experiments with truth.	1948	Dover Publication
3 – National	Jawaharlal Nehru	The Discovery of India by Jawaharlal Nehru	2008	Penguin
4 – International	Loren B. Belker, Gary S. Topchick	The First- Time Manager	2005	Amacom
5 – International	Bear Grylls	A Survival Guide for life – How to achieve your goals, thrive in adversity, and grow in character.	2013	July
6 – International	Frans Johanson	The Medici Effect- What Elephants & Epidemics can teach us about Innovation.	2004	HBS Press
7 – International	Charles Futrell	ABC's of Selling	1989	Irwin

Online Resources:

Online Resources No	Web site address
1	https://dea.gov.in
2	https://finmin.nic.in
3	www.wto.org
4	www.commerce.nic.in
5	www.weforum.com
6	https://www.journals.elsevier.com/
7	http://www.iibs.net/
8	Open Textbook Library https://open.umn.edu/opentextbooks/textbooks/international-business

MOOCs:

Resources No	Web site address
1. Economics	https://www.es.corporatefinanceinstitute.com
2. Politics	https://www.classcentral.com/course/edx-contemporary-issues-in-world-politics-11431?utm_source=mooc_report&utm_medium=web&utm_campaign=new_courses_october_2018
3. Business	EDX https://www.edx.org/learn/international-business
4. Leadership	https://www.classcentral.com/course/edx-agile-leadership-principles-and-practices-11920?utm_source=mooc_report&utm_medium=web&utm_campaign=new_courses_october_2018
5. International Financial Environment	https://nptel.ac.in/courses/110105031/

SYLLABUS

(w.e.f. 2020_21)

MBA - SEMESTER – II

Course : MBA CBCS 2020 – w.e.f. - Year 2021 – 2022			
Semester	Course Code	Course Title	
II	201	Marketing Management	
Type	Credits	Evaluation	Marks
Core	3	CES	UE:IE = 70:30

Course Objectives:

Course Objectives :
<ul style="list-style-type: none"> i) To understand the core concepts of Marketing and approaches to Marketing. ii) To differentiate the Marketing and Selling processes. iii) To study the Marketing Environment and understand its influence on Marketing Decisions. iv) To study the concept of Segmentation, Targeting and Positioning. v) To understand the Marketing Mix Elements and their utility in Marketing. vi) To Study the concept of Marketing Research and Marketing Information Systems.
Course Outcomes:
<ul style="list-style-type: none"> i) Gain a solid understanding of key marketing concepts and skills. ii) Identify and demonstrate the dynamic nature of the environment in which marketing decisions are taken and appreciate the implications for marketing strategy determination and implementation. iii) Develop the students' skills in applying the analytical perspectives on the concepts of marketing and the decisions related to segmentation, targeting and positioning, determining marketing mix etc. iv) Develop an understanding of the underlying concepts, strategies and the issues involved in the exchange of products and services and control the marketing mix variables in order to achieve organizational goals. v) Develop strong marketing research plans and persuasively communicate your recommendations and rationale. vi) Discuss the scope and managerial importance of marketing research and its role in the development of marketing strategy

Unit No.	Contents
1	<p>Basics of Marketing: Definition and meaning of Marketing, Core concepts of Marketing - Need, Want, Demand, Value, Exchange, Customer satisfaction & Customer delight, Differentiation between Sales and Marketing, Approaches to Marketing - Product, Production, Sales, Marketing, Societal and Relational. Marketing environment - Micro and Macro marketing environment</p>
2	<p>Definition and meaning of consumer behaviour, importance of consumer behaviour, different buying roles, buying motives and its types, buying decision making process.</p>
3	<p>Segmentation, Targeting and Positioning: Meaning, need and importance, bases for consumer market segmentation and industrial market segmentation, evaluation of identified segments and selection and evaluation of target market.</p> <p>Targeting strategies: Levels of market segmentation: segment marketing, niche marketing, local marketing, individual marketing.</p> <p>Positioning and Differentiation: meaning, concept, product, service, people and image differentiation, ways to position the product.</p>
4	<p>Marketing Mix: Concept, Seven P's of marketing mix:</p> <p>Product – meaning, levels of product, product mix- product line – decisions : line stretching, filling, pruning , width, length, depth. Product life cycle (PLC) – Concept, stages in PLC, characteristics and strategies for each stage of PLC. New product development process, Brand – Concept, Brand Creation</p> <p>Price – meaning, objectives of pricing, pricing approaches- cost based, competition based, and market based, pricing strategies- skimming pricing, penetrative pricing, psychological or odd pricing, perceived value pricing, loss leader pricing etc.</p> <p>Place- Importance of distribution in marketing of products or services, Types of intermediaries, levels of channels, Channel Management Decisions- factors considered for selection and motivation of dealers and retailers, channel conflict- concept, types of channel conflict, ways to resolve channel conflicts</p> <p>Promotion- Elements of promotion mix: meaning of advertising- 5 Ms. of Advertising, sales promotion, personal selling, public relations, publicity, direct marketing and event marketing and sponsorship.</p>
5	<p>Marketing Research: Need and Importance of Marketing Research, Marketing Research Process, Types of Marketing Research. Marketing Information System- overview.</p>
6	<p>Marketing Planning and Control: Marketing Planning Process, nature and contents of a</p>

	marketing plan. Need of marketing control, Annual plan control, productivity control, efficiency control and strategic control- marketing audit.	
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Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year and edition	Publisher Company
1 – National	Dr. Rajan Saxena	Marketing Management	2016, Fifth edition	Tata McGraw Hill Publications
2 – National	V.S. Ramaswami and S. Namakumari	Marketing Management- Indian Context *Global Perspective	2013, fifth edition	Tata McGraw Hill Publications
3 – National	Dr. Tapan Panda	Marketing Management	2009, second edition	Excel Books India
4 – International	Philip Kotler, Garry Armstrong, Prafulla Agnihotri	Principles of Marketing	2018, seventeenth edition	Pearson Education
5 – International	Philip Kotler, Kevin Lane Keller	Marketing Management	2015, fifteenth edition	Pearson Education India
6 – International	Michael J. Etzel, Bruce J. Walker, William J. Stanton	Marketing	2005, fourteenth edition- revised	McGraw Hill Higher Education

Online Resources:

Online Resources No	Web site address
1	https://managementhelp.org
2	https://bookboon.com/en/marketing-and-law-ebooks

MOOCs:

Resources No	Web site address
1	https://alison.com/course/introduction-to-marketing-management-revised
2	https://alison.com/course/understanding-your-audience-market-segmentation
3	https://alison.com/course/marketing-management-analysing-competitors-and-customers-revised
4	https://swayam.gov.in/nd1_noc19_mg48/preview

Course : MBA CBCS 2020 – w.e.f. - Year 2021 – 2022			
Semester	Course Code	Course Title	
II	202	Financial Management	
Type	Credits	Evaluation	Marks
Core	3	CES	UE:IE = 70:30

Course Objectives:

- To introduce the fundamentals of Financial Management
- To orient on the skills set required for Financial Decision Making Techniques
- To orient on Financial Statement Analysis and Interpretation
- To develop analytical skills which would help decision making in Business.
- To develop the entrepreneurial mind set

Learning Outcomes :

- Development of basic skill sets required for Financial Decision Making
- Development of analytical skill set to understand and interpret Financial Statements
- Graduates are able to improve their knowledge about functioning business, identifying potential business opportunities, evolution of business enterprises and exploring entrepreneurial opportunities (BEDK)
- Graduates are expected to develop skills on analyzing the business data, application of relevant analysis, problem solving in the functional areas, i.e. Critical thinking- Business Analysis- Problem Solving and Innovative Solutions (CBPI)
- Developing Social Responsiveness to contextual social issues/ problems and exploring solutions. Graduates are expected to identify problems, explore the opportunities, design the business solutions and demonstrate ethical standards in organizational decision making.(SRE)

Unit No 1	Contents
1	Introduction Meaning of Financial Management, Scope and Functions of Financial Management, Objectives of Financial Management Profit Vs Wealth Maximization, Finance Functions: Investment Decision, Liquidity Decision, Financing Decision and Dividend Decision, concept of Social Responsibility
2	Investment Decision: Capital Budgeting Decision Meaning, Importance and process of Capital Budgeting, Concept of Time Value of Money, Capital Budgeting Techniques - Problems & case studies- Accounting Rate of Return, Payback Period, Net Present Value, Profitability Index, Discounted Payback Period, Internal Rate of Return Capital Budgeting under Risk and Uncertainty Concept and Techniques
3	Liquidity Decision: Working Capital Management: Meaning, Need and Types of Working Capital, Components of Working Capital, Factors determining Working capital, Estimation of Working Capital, Problems and Case Studies on Estimation of Working Capital, Sources of Working Capital Financing
4	Financing Decision: Sources of Long Term Domestic Finance: Shares, Debentures, Retained Earnings, Capital Structure: Meaning and Principles of Capital Structure Management, Factors affecting Capital Structure, Cost of Capital: Meaning, Components, Cost of Debt, Cost of Preference Share, Cost of Equity Share, Cost of Retained Earnings, and Weighted Average Cost of Capital.

	, Leverage: Concept and Types of Leverage
5	Dividend Decision: Factors determining Dividend policy, Theories of Dividend- Gordon Model, Walter Model, MM Hypothesis, and Forms of Dividend Payment: Cash Dividend, Bonus Share and Stock Split, Stock Repurchase, Dividend Policies in Practice.
6	Financial Statement Analysis: Meaning and Types, Techniques of Financial Statement Analysis: Common Size Statement, Comparative Statement, Trend Analysis and Ratio Analysis. (Orientation level Problems on Ratio analysis) Funds Flow Statement and Cash Flow Statement.

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1 – National	Sheeba Kapil	Fundamentals of Financial Management		Pearson Publications
2 – National	I.M. Pandey	Financial Management		Vikas Publication
3 – National	Khan and Jain	Financial Management		TATA McGraw Hill
4- National	R.P. Rustogi	Financial Management		
4 – International	Eugene F. Brigham, Michael C. Ehrhardt	Financial Management – Theory and Practice	11th edition.	
5 – International	Jonathan Berk, Peter DeMarzo and Ashok Thampy	Financial Management		Pearson Publication
6 – International	Journal of International Financial Management And Accounting By Wiley Publication			
7– International	Journal of Business Finance And Accounting By Wiley Publication			

Online Resources:

Online Resources No	Resources Name	Web site address
1	Google Scholar	https://scholar.google.com/
2	Gutenberg	https://www.gutenberg.org/
3	Open Culture	http://www.openculture.com/free_ebooks
4	Open Library	https://openlibrary.org/

MOOCs:

Resources No	Resources Name	Web site address
1	Alison - free technology, language, science, health, humanities, business, math, marketing and lifestyle courses.	https://alison.com/
2	Khan Academy - free online courses and lessons	https://www.khanacademy.org/
3	Futurelearn	http://www.openculture.com/free_eboo

		Ks
4	SWAYAM	https://swayam.gov.in/
5	University of Florida	www.coursera.org
6	University of London	www.cefims.as.uk
7	IIM ,Bangalore	www.edx.org

Course : MBA CBCS 2020 – w.e.f. - Year 2021 – 2022			
Semester	Course Code	Course Title	
II	203	Human Resource Management	
Type	Credits	Evaluation	Marks
Core	3	CES	UE:IE = 70:30

Course Objectives:	
i.	To explain the significance of HRM and changing role of HRM
ii.	To explain the process of HRP, Recruitment and Selection.
iii.	To discuss the concept of training and development
iv.	To illustrate the job evaluation and wage determination concepts.
v.	To bring out the role of HR in organization's effectiveness and employee performance
Learning Outcomes :	
i.	Understand and apply Human resource Management functions for effective management of organization.
ii.	Ability of designing job analysis and ability to understand various manpower forecasting techniques
iii.	Understand the techniques of recruitment, selection and interview and ability to conduct the recruitment process
iv.	Understand the training needs in the organization and ability to design suitable training plan
v.	Understand the components of wages and salary and factors affecting it.
vi.	Ability to analyze issues related to performance appraisal, career planning and rewards management.

Unit No.	Contents
1	Introduction to HRM : Definition, Nature and Scope of HRM, Evolution of HRM, Challenges of HRM, HR Profession and HR Department, Functions of HRM, Global perspective of HRM
2	Human Resource Planning: HRP, Demand and Supply forecasting, factors Affecting HRP, Job analysis and Job Design, Recruitment and Selection – Recruitment Process, Sources and Methods of Recruitment, Steps in selection.
3	Training and Development: Need and Importance of Training and Development, Training Need Analysis and techniques, Design Training Programme, Methods of training, Training evaluation, Executive Development, Concept of Career Development – Onboarding, Coaching Practice
4	Wages and salary Management Job Evaluation-Process and methods. Wage Determination, Types of Wages, Salary Structure, Fringe benefits, Executive Compensation, Understanding Stock Options and designing incentive plans
5	Performance Appraisal: Need and Importance of Performance Appraisal ,Performance Appraisal Process, Methods of Performance Appraisal

6	Overview of Employee Relations Management- Meaning and importance of Employee Relations Management, Employee Relation Management Tools, Issues in Employee Relation Management, People Analytics	

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1 – National	. SeemaSanghi	Human Resource Management	2011	Macmilan Publication,
2 – National	V.S.P. Rao	Human Resource Management	2006	Excel Books
3 – National	. K. Ashwathappa	Human Resource Management	2007	Tata McGraw--Hill
4 – International	Gary Dessler, BijuVarkey	Human Resource Management	2016	Pearson Publication, 12 th Edition
5 – International	Ronald J. Burke Cary L Cooper	Reinventing Human resources Management: Challenges and new Directions	2005	Routledge Place of Publishing London

Online Resources:

Online Resources No	Web site address
1	https://hbsp.harvard.edu/cases/
2	https://open.umn.edu/opentextbooks/textbooks/human-resource-management
3	https://www.icmrindia.org/case%20volumes/Case%20Studies%20in%20Human%20Resource%20Management%20Vol%20I.htm
4	https://www.citehr.com/
5	https://www.hr-guide.com/

MOOCs:

Resources No	Web site address
1	https://www.coursera.org/specializations/human-resource-management
2	https://swayam.gov.in/nd1_noc20_mg15/preview
3	https://alison.com/course/introduction-to-modern-human-resource-management
4	https://www.classcentral.com/course/managing-human-resources-5462
5	https://swayam.gov.in/nd1_noc20_mg15/preview

Course : MBA CBCS 2020 – w.e.f. - Year 2021 – 2022			
Semester	Course Code	Course Title	
II	204	International Business	
Type	Credits	Evaluation	Marks
Core	3	CES	UE:IE = 70:30

Course Objectives:

- vii) To prepare the students thoroughly with the domain knowledge and global issues of International business.
- viii) To discuss the reason of entering into International business through various trade theories propounded by economist and practical aspects.
- ix) To demonstrate through trade data analytics as to what to export and where to export from India.
- x) To discuss the role and functions of International organizations and trade organisation that is IMF, World Bank and WTO.
- xi) To familiarize the students with the key trade blocks such as NAFTA, EU etc.
- xii) To demonstrate the role of exchange rates in global markets.

Learning Outcomes :

- V) To enable the students to take decisions related to global issues and policies.
- VI) To be able to Interpret Foreign trade policy and avail incentives offered under various schemes.
- VII) To analyze the trade data for decision making as to what to export and where to export.
- VIII) To recall the role and functions of Global Institutions IMF, WTO and World Bank.
- IX) To acquaint with the trade blocks SAARC, NAFTA, EU etc.
- X) To comprehend the exchange rates practically and its implications on trade.

Unit No.	Contents
1	Introduction of International Business and Entry Strategies- Definition of International Business, Nature and Scope of International Business, Domestic Trade versus International Trade, Forms of Countertrade. Market Entry Strategies – Exporting, Importing, Joint venture, Franchising, Merger and acquisition.
2	Globalization and Cultural Issues - Definition of Globalization, Globalization of Markets, Pros and cons of Globalisation, Drivers of Globalization , Cultural environment in International Business (Hofstede Theory – Application in trade). Ease of Doing Business (Parameters given by world bank) in India and across BRICS.
3	Trade Theories, Trade Policy, Trade Analytics - Trade theories – Mercantilism, Absolute Advantage, Revealed Comparative Advantage, H.O Theory and Porters Diamond Model. International Trade Classification and Harmonized System (HS), Current Foreign Trade Policy in force (General Provisions), Incentives offered under FTP (Ch-3 and Ch-4 of Foreign Trade Policy). Trade Map Analytics and calculation of RCA, TII for various products, Ease of Doing Business.
4	Balance of Payment and FEMA Act - Components of BOP (Current and Capital Account) , Credit and Debit Entries in BOP, Differentiate between

	BOT and BOP , Key Provisions of FEMA Act 1999 and difference between FERA and FEMA. Country Risk Analysis and Lessons from ASIAN financial Crisis in 1997.
5	International Financial and Trade Organizations - Role of GATT, WTO, IMF and World Bank group. Dispute settlement mechanism through WTO. Levels of trade integration. Basic conceptual note of NAFTA, SAARC and European Union. Role of BRICS.
6	Foreign Exchange Market and Types of exchange rates - Direct and indirect Quotes, Concept of Nostro and Vostro Account, Types of Exchange -Fixed vs. Flexible Exchange Rate (Independent and Managed Float) , Factors affecting Foreign Exchange Rate , Role, Functions and Participants of Foreign Exchange Market
Activity	Students are required to prepare workbook (practical file) -Hands on experience on trade data analytics to find out the trade related ratios such as RCA (Revealed Comparative Analysis) and TII (Trade Intensity index). Students are advised to prepare assignment/file using HS codes given and find out the competitiveness to decide which market to enter and what products should be exported from India. Compare BRICS on EODB Ratings using data from world bank reports. Cultural differences of at least five countries by a group of students to be done.Globalisation Index to be understood in order to find out the reasons for those who are highly globalized versus those who are less globalized.Cultural differences across the countries to be explained using Hofstede theory.Key Exports from India and major markets to be studied through data analytics.

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Rakesh Mohan Joshi (IIFT)	International Business	2009	OXFORD
2 – National	V.K Bhalla	International Business	(1 December 2013)	S. Chand
3 – National	K. Aswathappa	International Business	6 th Edition 2017	McGraw Hill Education
4 – International	Donald Ball and MichealGeringer	International Business: The Challenge of Global Competition	9 th Edition	McGraw-Hill Education
5 – International	Charles W. L. Hill	International Business: Competing in the Global Market Place	10 edition (1 July 2017)	McGraw Hill Education
6 – International	PrashantSalwan John D. Daniels, Lee H. Radebaugh, Daniel P. Sullivan (Author)	International Business, 15/e Fifteenth	Fifteenth edition (28 July 2016)	Pearson

		Edition, Kindle Edition		
7 – International	Ricky W. Griffin (Author), Michael Pustay (Author)	International Business, Global Edition	8th Edition on (May 15, 2014)	Pearson

Online Resources:

Online Resources No	Web site address
1	www.imf.org
2	www.wto.org
3	www.trademap.org
4	www.commerce.nic.in
5	www.dgft.gov.in
6	International Business Review https://www.journals.elsevier.com/international-business-review
7	Journal of International Business Studies http://www.jibs.net/
8	Open Textbook Library https://open.umn.edu/opentextbooks/textbooks/international-business

MOOCs:

Resources No	Subject	Web site address
1	International Business	https://www.openlearning.com/courses/GFMA2023/
2	International Business Environment and Global Startegy –IIMB (SushilVachani)	EDX https://www.edx.org/course/international-business-environment-and-global-stra
3	International Business	EDX https://www.edx.org/learn/international-business
4	International Business I (Coursera) Taught by - Doug E Thomas (university of New Mexico)	COURSERA https://www.coursera.org/learn/international-business
5	International Financial Environment	https://nptel.ac.in/courses/110105031/

Course : MBA CBCS 2020 – w.e.f. - Year 2021 – 2022			
Semester	Course Code	Course Title	
II	205	Production and Operations Management	
Type	Credits	Evaluation	Marks
Core	3	CES	UE:IE = 70:30

Course Objectives :

- i) To understand fundamentalsofProduction and Operations Management.
- ii) To develop an understanding of the strategic importance of Production and Operations Management.
- iii) To understand Production System.
- iv) To learn EOQ concept.
- v) ToacquaintthestudentswithconceptsofallthefunctionsundertheManufacturingactivitiesby introducingtheUnits Maintenance Management,SCM,JIT,QAand ISOCertificationetc.

Learning Outcomes :

After learning the concepts of Production and Operations Management, students will-

- I) Understand various concepts of Production and Operations Management.
- II) Analyze the importance of Production and Operations Management and compare various issues particular to manufacturing industry.
- III) Classify various Production Systems.
- IV)Develop numerical ability to solve examples on EOQ.
- V) Describe the advantages of Maintenance Management, SCM, JIT, QA and ISO Certification.

Unit No.	Conents
1	Introduction to POM Nature, Scope, Importance and Functionsof POM, Production Process, Difference between Production and Service operations, Responsibilities of Production Manager, Production process selection decisions, Production System, Classification of Production System.
2	Production Planning Control Objectives of PPC & it's various functions of common and optional nature, Co- ordination of PPC with other departments. Job sequencing, Assembly Line Balancing.
3	Plant Location and Layout Plant Location: Meaning, Need for selecting a suitable Location, Factors affecting Plant Location Decision, Plant Layout: objectives, types of Plant Layout.
4	Maintenance Management Concepts, Need of maintenance, Objectives & types of maintenance.
5	Inventory management Concept, Importance, Classification of Inventory System, EOQ Model with numerical, Basic concept of Material Requirement Planning(MRP).
6	Emerging Trends in POM Supply Chain Management(SCM),Just in Time (JIT), Quality Control, Quality Assurance(QA), ISO certification, Enterprise Resource Planning(ERP), Total Quality Management(TQM),TPM, Quality Circles, Services Operations

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1 – National	L.C.Jhamb	Production Operations Management	2009	Everest Publishing House
2 – National	Chunawala & Patel	Production and Operations Management	2009	Himalaya Publishing House
3 – National	S.N.Chary	Production and Operations Management	2004	Tata McGraw Hill Ltd.
4 – International	Everett Adams & Ronald Ebert.	Production and Operations Management	1992	Prentice Hall
5 – International	Martin Kenneth Starr	Production and Operations Management	2008	Cengage Learning
6 – International	James B. Dilworth, White	Production and Operations Management: An Overview	1993	Thomson Learning

Online Resources:

Online Resources No	Web site address
1	http://www.yourarticlelibrary.com
2	https://en.wikipedia.org
3	https://managementhelp.org
4	https://www.cleverism.com
5	https://commerce mates.com

MOOCs:

Resources No	Web site address
1	www.swayam.gov.in
2	www.udemy.com
3	www.coursera.org

Course : MBA CBCS 2020 – w.e.f. - Year 2021 – 2022			
Semester	Course Code	Course Title	
II	206	Research Methodology	
Type	Credits	Evaluation	Marks
Core	3	CES	UE:IE = 70:30

Course Objectives:

- i) To introduce the role of research in business and management
- ii) To introduce the concepts of scientific research and methods of conducting scientific enquiry
- iii) To identify various sources of information for literature review and data collection.
- iv) To familiarize the learners with the key concepts in sampling techniques and instruments for data collection
- v) To develop basic understanding of conducting surveys and reporting the research
- vi) To educate on the ethical issues in conducting applied research.

Learning Outcomes :

At the end of the course the learner will

- I) Develop understanding on different applications of research for managerial decision making
- II) Explain key research and summarize the research articles and research reports
- III) Have basic awareness of data analysis-and hypothesis testing procedures
- IV) Design questionnaires and administer simple survey based projects.
- V) Describe sampling methods, measurement scales and instruments, and appropriate uses of each
- VI) Explain the rationale for research ethics

Unit No.	Contents
1	Introduction to Research Methodology Meaning, definition and objectives of research, motivations for research, type of research, Importance of research in managerial decision making , research in Research in functional / business areas. Qualities of a good researcher.
2	Research process: Steps in research process, Defining the research problem, Problem formulation and statement, Framing of hypothesis Research design: Meaning, characteristics, advantages and importance of research design. Measurement – types and errors in measurement. Development and designing of tools of data collection – Attitude measurement scales, Levels of measurement and questions of validity and reliability Designing of research projects – research proposal, Pilot surveys

3	Sampling and Data Collection: Census and sample survey. Need and importance of sampling, probability and non-probability sampling technique. Data collection – Primary and secondary sources of data, methods of collecting primary data - interview, observation, questionnaires, schedules through enumerators, surveys. Advantages and Limitations of different methods of data collection. Use of secondary data, precautions while using secondary data.
4	Processing and Analysis of Data Meaning, importance and steps involved in processing of data. Use of statistical tools and techniques for analysis of data. Testing of Hypotheses, Basic concepts, importance of hypothesis. Procedure of testing of hypothesis. Chi-square test – Problems on Basic application of chi square test. Analysis and Interpretation of data – Interpretations of results, Concept of Univariate, Bi-variate and multivariate analysis of data
5	Reporting of research : Importance of research reports, types of reports, Format of a research report, Precautions in writing a research report.. Plagiarism and its types. References and Bibliography. Dissemination of research results. Ethical issues in conducting research.
6	Role of ICT in research Information and Computer Technology(ICT), Important characteristics, Computer Applications for research, Use of Statistical Software Packages for research

Pedagogy- Teaching methods include readings, lectures, group discussions, exercises, and assignments and Mini Projects..

Evaluation: Assignments Presentation , Mini-project/End-Term Paper

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Kothari C R	Research Methodology – Methods & Techniques	2014	PHI Pvt Ltd New Delhi
2 – National	Uma Sekharan	Research Methods for business	2016	Oxford
3 – National	Ranjit Kumar	Research Methodology	2009	Pearson Education
4 – International	Donald Cooper and PS Schindler	Business Research Methods	2015	Tata McGraw Hill
5 – International	Neuman, W.L.	Social Research Methods – Qualitative and Quantitative	2008	Pearson
6 – International	Saunders, M., Lewis, P., &Thornhill, A.	Research Methods for Business Students	2011	Pearson

Online Resources:

Sr	Web site address
1	https://www.manaraa.com/upload/43ef7b58-5c8a-4371-8aea-699609cd2aaf.pdf
2	http://ebooks.lpude.in/commerce/mcom/term_2/DCOM408_DMGT404_RESEARCH_METHODOLOGY.pdf
3	https://www.methodspace.com/open-access-sage-journals-with-a-research-methods-focus/
4	https://www.researchgate.net/deref/https%3A%2F%2Fwww.amazon.com%2Fhow-research-todays-tips-tools-ebook%2Fdp%2Fb01i5jjdxc http://www.ala.org/tools/research/larks/researchmethods
5	https://www.intechopen.com/online-first/research-design-and-methodology
6	https://lecturenotes.in/m/21513-research-methodology-
7	http://ebooks.lpude.in/commerce/mcom/term_2/DCOM408_DMGT404_RESEARCH_METHODOLOGY.pdf

MOOCs:

Resources No	Web site address
1	https://swayam.gov.in/nd2_cec20_hs17/preview
2	https://www.classcentral.com/course/researchmethods-1767
3	https://www.coursera.org/learn/research-methods
4	https://www.classcentral.com/course/swayam-introduction-to-research-5221
5	https://www.edx.org/course/introduction-to-social-research-methods
6	https://www.coursera.org/learn/qualitative-methods

Continuous Assessment in percentage = total for 50 marks)

Class participation	Quizzes/class test	Mini Project	MOOCs /assignment	MID SEM
10%	20%	40%	10	20%

Course : MBA CBCS 2020 – w.e.f. - Year 2021 – 2022			
Semester	Course Code	Course Title	
II	207	Business Environment	
Type	Credits	Evaluation	Marks
Core	3	CES	UE:IE = 70:30

Course Objectives :

- i) To enable the students to understand the overall business environment within which an organization has to function.
- ii) To enable students to understand its implication for decision making in business organizations.

Learning Outcomes :

On the successful completion of this course the learner will be able to;

- i) Understand the role of managers in firms.
- ii) Design and develop strategic plans for the organization
- iii) Understand the importance of various sectors of the economy and their contribution towards national income.

Unit	Contents
1	Introduction to Business Environment: - Nature and scope of business, goals meaning of environment of business, objectives, environmental analysis, significance/benefits of environmental analysis, environmental factors/types, techniques of environmental forecasting, limitations of environmental forecasting.
2	Economic Environment: - Nature of economy, structure of economy, understanding economic system, economic policies- Industrial Policy and Trade Policy, Fiscal Policy, Monetary Policy, National Income and GDP, composition and growth trends.
3	Regulatory Environment: - Functions of state, Economic role of Government, Government and Legal System, the constitutional environment, forms of Government regulations, state intervention and control, business- Government interference.
4	Socio-Cultural Environment: - Business and Society- social responsibility of business social orientation of business, the Indian scenario, social audit, impact of culture on business, other socio-cultural factors and business, Consumer Protection Act, Consumer rights, Right to information Act, business ethics and corporate governance.
5	Natural and Technological Environment: - Natural Environment, technological environment and their impact on business, innovation and business technology and competitive advantage, economic effects of technology, technology policy and government promotional facilities.
6	Global Environment and Institutions: - Globalisation- meaning, features, benefits, challenges, globalization of Indian businesses GATT and WTO – understanding WTO, functions, structure, implications for India, regulation of foreign trade- Foreign Trade Act, EXIM policy, FEMA., Market Reforms in Asian Countries.

Reference Books : -

Sr. No.	Name of the Author	Title of the Book
1 National	Raj Agarwal	Business Environment
2 National	Francis Cherunilam	Business Environment
3 National	K. Aswathappa	Essentials of Business Environment

Online Resources:

Online Resources No	Web site address
1	www.rbi.org.in
4	www.economist.com
5	www.bbc.com

MOOCs:

Resources No	Web site address
1	Swayam
2	Coursera

Course : MBA CBCS 2020 – w.e.f. - Year 2021 – 2022			
Semester	Course Code	Course Title	
II	208	Business Ethics and Corporate Governance	
Type	Credits	Evaluation	Marks
Core Elective	02	CES	IE = 100

Course Objectives:
i) To help the students understand the importance of ethical values and principles in life. ii) To enable students to comprehend the different dimensions of Business Ethics. iii) To enlighten about the corporate social responsibility in the corporate business.
Learning Outcomes :
i) The Students should be able to understand the importance of ethics and values in personal and professional life. ii) There should be a positive change in the attitude of the students towards morals, values and ethics after studying the subject. iii) The students understand their responsibility towards the society while running any business or as an employee.

Unit No.	Contents
01	Overview of Business Ethics: Importance and need for Business Ethics, Theories of Ethics, Ethical Issues in Business, Ethics and Management. Ethics and values,, Norms, Beliefs, Morality
02	Spirituality and Ethics: What is Spirituality? Importance, relationship between spirituality and ethics. Influence of Major religions on ethics: Hinduism, Islam, Christianity, Buddhism, Sikhism, and Zoroastrianism. Indian culture, Ethos and Values- Role of Indian ethos in managerial practices, management lessons from Vedas, Mahabharat, Bible, Quran, Kautilya's Arthshastra.
03	Ethical Decision Making : Ethical Decision Making process. Framework for ethical decision making. Ethical Dilemma, resolving ethical dilemmas, Ethical dilemmas in different business areas, finance, Marketing, HRM, IB, and technology etc. Ethical culture in organizations, Developing code of ethics and conduct, professional ethics.
04	Corporate Governance: Meaning and importance of corporate governance, Difference between governance and management, purpose of good governance, key pillars of corporate governance. Stakeholders: Rights and privileges; problems and protection, Board Of Directors – Role in Governance; Role and responsibilities of auditors Whistle blowing – concept of whistle blowing, whistle blowers, policy for whistle blowing . Corporate Social Responsibility (CSR)– concept and models of CSR, CSR Initiatives in India.

05	Social, Environmental and Ethical Issues in Business: Business action that affects society (Ethical issues), Social responsibility of Business, Ethics and the Environment (pollution control and conserving depletable resources), Legal and Regulatory Issues, Sexual Harassment and Discrimination
06	Implementation of Business Ethics Need for organizational ethics program, Codes of Conduct, Ethics Audit and its 4 process, Corruption and Scams, Impact of Corruption on Society and Economy, Anti-Corruption Laws, Agencies such as Central Vigilance Commission(CVC) and Central Bureau of Investigation(CBI) for anti-corruption cases, Professional values for business and managerial values Case studies: Major Corporate Governance Failures : Enron (USA); World.com (USA); Vivendi (France); Satyam computer

Reference Books:

Sr. No.	Name of Author	Title of the Book	Publisher
1 National	Murthy CSV	Business Ethics	Himalaya Publishing House
2 National	Hartman L, Chatterjee A	Perspectives in Business Ethics	McGraw Hill Publishing Co. Ltd
3 National	Ananda Das Gupta	Business Ethics –An Indian Perspective	Springer Publications
4 International	Velasquez Manuel G	Business Ethics	Eastern Economy Edition
5 International	Ferrell O C, Fraedrich John Paul, Ferrell Linda	Business Ethics, Ethical Decision Making and Cases	Biztantra
6 International	Boatright John	Ethics and the conduct of Business	Pearson Education

Online Resources:

Resource No.	Website Address
01	https://www.ethicssage.com/ethics-resources.html
02	https://maag.guides.ysu.edu/businessethics/web
03	https://www.researchgate.net/publication/226607374_Business_Ethics_Resources_on_the_Internet

MOOCs:

Sr. No.	Details
01	www.coursera.org
02	www.udemy.com
03	my-mooc.com

Course : MBA CBCS 2020 – w.e.f. - Year 2021 – 2022			
Semester	Course Code	Course Title	
II	209	Introduction to Business Analytics	
Type	Credits	Evaluation	Marks
Open	2	CES	IE = 100

Subject / Course Objectives :

- i) To gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making.
- ii) To become familiar with the processes needed to develop, report, and analyze business data

Learning Outcomes :

After successful completion of this course the learner will be able to :

- i) Make sound managerial decisions aimed at furthering the business interests of the company.
- ii) Identify, analyze and understand the problems faced by the company.
- iii) Provide concrete solution to the identified business problems.

Unit No.	Contents
1	Introduction, What is Business Analytics, Overview of Areas where Business Analytics is applied
2	Visualization and Data Issues, organization of Source of Data, Importance of Data Quality, Dealing with Missing or incomplete data, data classification,
3	Data Mining: Introduction to Data Mining- classification, basic concepts, Data mining process, data mining tools XL MINER.
4	Applications of Business Analytics - Risk - Fraud Detection and Prediction, Recovery Management, Loss Risk Forecasting, Risk Profiling, Portfolio Stress Testing, Market share estimation and Sensitivity Analysis
5	Tableau: Extracting data into Tableau, data preparations, dimensions, transformation of variables, creating views , working with charts, exporting visualizations
6	CAPSTONE: A multifaceted assignment on any one of the following: Recruitment Analytics, Compensation Analytics, Talent Analytics, Training Analytics, Human Resource Retention Analytics, Workforce Analytics

Reference Books :-

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 National	PurbaHalady Rao	Business Analytics – an application focus	2013	PHI Learning
2 National	Tanushree Banerjee Arindam Bannerjea	Business Analytics – Text and Cases	2019	SAGE Publications
3 International	Essentials of Business Analytics	BhimasankaramPochiraju, Sridhar Seshadri	2018	Springer
4 International	Gert H.N. Laursen, JesperThorland	Business Analytics for Managers	2010	Wiley and SAS Business Series
5 International	Mark J. Schniederjans, Dara G. Schniederjans and Christopher M Starkey	Business Analytics- Principles, Concepts and Applications	2014	Pearson
6 International	Jay Liebowitz	Business Analytics: An Introduction	2013	CRC Press, Taylor and Francis

Online Resources:

No	Web site address
1	https://www.managementstudyguide.com/business-analytics.htm
2	https://www.academia.edu/35314419/Bernard Marr Key Business Analytics The 60 business analysis tools every manager needs to know.pdf
3	https://www.researchgate.net/publication/320685945 Understanding the Role of Business Analytics Some Applications

MOOCs:

Resources No	Web site address
1	Swayam
2	https://www.coursera.org/specializations/business-analytics
3	https://www.edx.org/course/people-management-3
4	https://www.edx.org/course/data-models-and-decisions-in-business-analytics
5	https://www.classcentral.com/course/intro-business-analytics-12295

Course : MBA CBCS 2020 – w.e.f. - Year 2021 – 2022			
Semester	Course Code	Course Title	
II	210	E-commerce Application	
Type	Credits	Evaluation	Marks
Open	2	CES	IE = 100

Course Objectives:	
i)	To enable basic concepts about E-commerce.
ii)	To study knowledge of business models
iii)	To learn need of e-commerce security.
iv)	To enable knowledge about E-payment system.
v)	To know the e-commerce Applications.
vi)	To have an overview of M-commerce.
Course Objectives:	
i)	Basic concepts about E-commerce will be studied.
ii)	Knowledge of business models will be used.
iii)	Students will implement e-commerce security.
iv)	Better usage will be down with help of E-payment system.
v)	Where e-commerce Applications are used.
vi)	Use of M-commerce technology.

Name : -	Syllabus – <i>E-commerce Application</i>
Unit No : 1	Introduction to E-Commerce Brief history of e-commerce, definitions of e-commerce, technical components and their functions, e-commerce versus traditional business, requirements of e-commerce. Advantages and disadvantages of e-commerce, Value chain in e-commerce, current status of e-commerce in India.
Unit No : 2	Business Models for e-commerce Types of business models (B2B, B2C, C2B, C2C) with examples. EDI – Requirement of EDI, types of EDI, advantages and disadvantages of EDI.
Unit No : 3	Types of ISP ISP, Types of ISP, Choosing an ISP, domain name, domain name types, how to register domain name.
Unit No : 4	E-commerce Payment System Overview of Electronic payment technology, limitations of the traditional payment system, requirements of e-payment system. B2B Electronic Payments, Third-Party Payment Processing, Electronic Payment Gateway Electronic or digital cash, properties of digital cash, how it works. Online credit card payment system, smart card.
Unit No : 5	E-Commerce Applications E-Commerce and banking, e-commerce and retailing, e-commerce and online publishing, online marketing, e-advertising, e-branding.

Unit No : 6	Mobile Commerce Overview of M-Commerce - Wireless Application Protocol(WAP), Generations of Mobile Wireless Technology, Components of Mobile Commerce, Networking Standards for Mobiles Examples of M-Commerce, Current Status of M-Commerce in India, M-commerce applications, Mobile information Services, Mobile banking and trading.
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Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1 – National	C.S.V. Murthy	E-Commerce		Himalaya Publishing House
2 – National	P.T.Joseph	E-Commerce A Managerial Perspective		Prentice Hall of India
3 – International	Kalakota and Whinston	Frontiers of Electronic Commerce		Pearson Education

Online resources ;

Online Resources No	Web site address
1	www.udemy.com

MOOCs:

Resources No	Web site address
1	Alison
2	Sayam
3	Coursera

Course : MBA CBCS 2020 – w.e.f. - Year 2021 – 2022			
Semester	Course Code	Course Title	
II	211	Managerial Skills for Effectiveness	
Type	Credits	Evaluation	Marks
Elective	2	CES	IE = 100

Course Objectives:

Subject / Course Objectives :	
i)	To offer exposure of essential managerial skills to students and developing these skills in the students.
ii)	To emphasize the development of the skills and knowledge required for successful managerial performance.
iii)	To focus on such areas as developing self-awareness
iv)	To develop creative problem-solving, supportive communication
v)	To focus on the use of power and influence, motivation techniques
vi)	To manage conflict
Learning Outcomes:	
I)	Demonstrate applicable knowledge of the common skills needed for managerial effectiveness within the functions of management.
II)	Demonstrate applicable knowledge of various human behavior and motivation techniques relating to leading individuals and teams.
III)	Demonstrate comprehension of values, power, and influence relating to organizational culture, change, and ethical decision-making in global contexts.
IV)	Identify and critically assess assumptions that influence decisions and actions on management, leadership, teamwork and relationship building
V)	Receive and integrate feedback on decision-making practices, conflict resolution skills, and teamwork behaviors with the support of a team-based coach
VI)	Demonstrate writing business messages and reports

Unit No.	Contents
1	Introduction to skills & personal skills: Importance of competent managers, skills of effective managers, developing self-awareness on the issues of emotional intelligence, self-learning styles, values, attitude towards change, learning of skills and applications of skills.
2	Problem solving and building relationship: Problem solving, creativity, innovation, steps of analytical problem solving, limitations of analytical problem solving, impediments of creativity, multiple approaches to creativity, conceptual blocks, conceptual block bursting. Skills development and application for above areas.
3	Building relationship Skills for developing positive interpersonal communication, importance of supportive communication, coaching and counseling, defensiveness and disconfirmation, principles of supportive communications. Personal interview management. Skill analysis and application on above areas.
4	Team building: Developing teams and team work, advantages of team, leading team, team membership. Skill development and skill application.
5	Empowering and delegating: Meaning of empowerment, dimensions of

	empowerment, how to develop empowerment, inhibitors of empowerment, delegating works. Skills development and skill application on above areas.
6	Communication related to course: How to make oral presentations, conducting meetings, reporting of projects, reporting of case analysis, answering in Viva Voce, Assignment writing

Evaluation and Grading:

Assignments ... 25%

Assignment on Report Writing ... 25%

Online Course ... 25%

Class Participation and Attendance ... 25%

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year /Edition	Publisher Company
1 – National	V.S.P.Rao	Managerial Skills	2010	Excel Books, New Delhi
2 – National	Bovee, Courtland L, Thill, John V. and Raina, RoshanLal	Business Communication Today	2017	Pearson Education, New Delhi
3 – National	Ramnik Kapoor	Managerial Skills		PathMakers, Bangalore
4 – International	Barun K. Mitra	Personality Development and Soft skills		Oxford University Press
5 – International	R. Alec Mackenzie	The Time Trap: The Classic book on Time Management		
6 – International	David A Whetten, Cameron	Developing Management skills	2008	Prentice Hall

Online Resources:

Online Resources No	Web site address
1	www.futurelearn.com
2	www.classcentral.com
3	www.onlinembapage.com
4	www.businessnewsdaily.com
5	www.alison.com

MOOCs:

Resources No	Web site address
1	www.mooc-list.com
2	www.mbacentral.org
3	www.my-mooc.com
4	www.accreditedschoolsonline.org

Semester III

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	301	Strategic Management	
Type	Credits	Evaluation	Marks
Core	3	CES	UE:IE = 70:30

Course Objectives:

Subject / Course Objectives : <ol style="list-style-type: none"> To provide a framework of strategic management To sensitize students about internal and external environments and enable them to integrate and practice strategic management skills 	
Learning Outcomes : Having successfully completed this module, you will be able to demonstrate knowledge and understanding of: <ol style="list-style-type: none"> the key dimensions of strategic management – Analysis, Evaluation, Choice & Implementation organizations’ ability to implement chosen strategies and identify the areas requiring change develop skills in generating alternative solutions to complex problem areas, underpinning each with a supportive and well researched rationale in order to achieve critical success obtain, analyse and apply information from a variety of sources in the public domain 	
Units	Syllabus – Strategic Management
Unit No : 1	Introduction to Strategic Management: Concept, Definition, nature, scope, significance, Levels at which strategy operates , Process, Strategic Intent: Vision, Mission, Business Purpose, Objectives and Goals
Unit No : 2	External and Internal Resource Analysis External Business Environment –SWOT Analysis. Industry Analysis- Porters Five Force Model. Resource Based View – Resources – Capabilities – Competencies – Competitive Advantage, Value Chain Analysis. Strategic Analysis and Choice : BCG Matrix, Ansoff Matrix, GE 9 Cell Matrix, Business portfolio Analysis

Unit No : 3	<p>Strategy Formulation</p> <p>Generic Strategies - Low Cost – Differentiation – Focus.</p> <p>Corporate Level Strategy – Stability –Expansion–Retrenchment – Combination.</p> <p>Functional level Strategy: H.R. Strategies, Marketing Strategies, Financial Strategies, Operational Strategies</p>
Unit No : 4	<p>Implementation of Strategy</p> <p>Issues in implementation of strategy; Strategy Structure relationship;</p> <p>Implementing changes in structure; Restructuring and Re-Engineering; Resource Allocation; Behavioral issues in strategy implementation - organizational culture and change; McKinsey's 7s framework</p>
Unit No : 5	<p>Strategic Control</p> <p>Purpose and components of Strategic Control. Evaluation techniques. Control process and system.</p>
Unit No : 6	<p>Contemporary Strategic management</p> <p>Business model innovation - Disruptive Innovation, Blue Ocean Strategy. Global issues in strategic management – the global challenges, strategies for competing in global markets.</p>

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Azhar Kazmi	STRATEGIC MANAGEMENT AND BUSINESS POLICY	2008	McGraw Hill
2 – National	A. Bhandari, R. P. Verma	Strategic Management	2013	McGraw Hill
3 – National	Srinivasan R	Strategic Management: The Indian Context	2014	PHI learning
4 – International	Jay B. Barney and William S. Hesterly	Strategic Management and Competitive Advantage: Concepts (4th Edition)	2012	Pearson/Prentice Hall,
5 – International	William F Glueck :,	Business Policy and Strategic Management		McGraw Hill International Book Co

6 – International	Charles W.L Hill and Gareth R. Jones,.	<i>Strategic Management: An Integrated Approach,</i>		Houghton Mifflin
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Online Resources:

Online Resources No	Web site address
1	www.ijsm-journal.org/IJSM
2	www. onlinelibrary.wiley.com/journal/10970266
3	www.emerald.com/insight/publication/issn/1755-425X

MOOCs:

Resources No	Web site address
1	www.coursera.org
2	www.edx.org
3	www.openlearning.com

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	302	<i>Operations Research for Managers</i>	
Type	Credits	Evaluation	Marks
Core	3	CES	UE:IE = 70:30

Course Objectives:

Subject / Course Objectives :

- i) To introduce students to use quantitative methods and techniques for effective decisions–making.
- ii) To familiarize the students with the quantitative techniques for data analysis
- iii) To formulate, analyze, and solve mathematical models that represent real-world problems.

Learning Outcomes : After completion of this course, students will

- I) Understand Operations Research Concepts.
- II) Know the importance of Operations Research tools and techniques.

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Sharma J. K.	Operations Research – Theory and Applications	2009	Laxmi Publications Pvt. Ltd.
2 – National	R. Panneerselvam	Operations Research	2006	Prentice- Hall of India Pvt. Ltd. New Delhi
3 – National	S. Kalavathy	Operations Research	2013	Vikas Publishing House Company Pvt. Ltd.
4 – International	Michael Carter, Camille C Price, Ghaith Raba di	Operations Research- A Practical Introduction	2019	Taylor & Francis Group, LLC
5 – International	Greg H. Parlier, Federico Liberatore, Marc Demange	Operations Research and Enterprise Systems	2019	Springer

6 – International	S.A. Cropper, Michael C. Jackson, Paul Keys	Operations Research and the Social Sciences	2012	Springer
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Online Resources:

Online Resources No	Web site address
1	en.wikipedia.org
2	www.springer.com
3	www.pearson.com
4	www.optimization-online.org

MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Course:MBA(General)CBCS2020–w.e.f.-Year2020–2021			
Semester	CourseCode	CourseTitle	
III	303	Entrepreneurship Development and Innovation Management	
Type	Credits	Evaluation	Marks
CORE	3	CES	UE:IE=70:30
Course Objectives:			
i)To introduce students to the role of an entrepreneur, innovation and technology in the entrepreneurial process. ii)To provide background knowledge for understanding of innovation management. iii) To focus on the interconnection between entrepreneurial thinking and innovation. iv) To inspire the entrepreneurial and ambitious participants to innovate in business and prompt rapid growth; v)To acquire the knowledge and skills needed to manage the development of innovations, vi) To enable the students to effectively and efficiently evaluate the potential of new business opportunities. vii)To Integrate entrepreneurial thinking and problem-solving into their academic and professional aspirations			
LearningOutcomes:			
i)Think critically and creatively about the nature of business opportunities, resources and industries ii) Systematically integrate knowledge and understanding of different aspects of innovation and its role in business and society. iii) Discuss what is meant by entrepreneurship and innovation from both a theoretical and practical perspective, and the role of the entrepreneur in the new enterprise creation process. iv) Evaluate the various sources of raising finance for startup ventures. v) Understand the fundamentals of developing and presenting business pitching to potential investors. vi) Describe the processes by which innovation is fostered, managed, and commercialized. vii)Students will become familiar with the impact of innovation on competitiveness of the industry viii)Develop a new way of thinking to capitalize on different opportunities in an organization or business venture ix)Understanding how to recognize and drive their OWN creativity in the business setting and apply it to future organizations they will lead			

Unit No	Syllabus: Entrepreneurship Development and Innovation Management
1	Introduction to Entrepreneurship: Entrepreneurs, entrepreneurial personality and intentions - characteristics, traits and behavior, entrepreneurial challenges.
2	Innovation: Meaning, Characteristics, Purpose/ goals of innovation, Sources of innovation, Types of innovation (service, process, product), Radical vs incremental innovation, Technology innovation vs business model. Challenges to innovation. Differences between invention and innovation, Sustainability and Innovation, Innovation and entrepreneurship.
3	Innovation management: Innovation Management Strategies, Definitions for innovation and innovation management; Innovation process, Intrapreneurship and Innovation- Innovative work environments, Driving intra-organizational innovation.
4	Creativity: What is Creativity? Components of Creativity, Creativity Process and Techniques, Barriers to creativity, Organization and personal factors to promote creativity. Principles and Techniques for Creative Ideas, Six Hat Thinking Exercises and Lateral Thinking Exercises. Methods and Tools for Creative Problem Solving.
5	Crafting Business Models And Lean Start-Ups: Introduction to business models; Creating value propositions, conventional industry logic, value innovation logic; customer focused innovation; building and analyzing business models; Business model canvas, Introduction to lean startups, Business Pitching
6	Organizing Business and Entrepreneurial Finance: Forms of business organizations, sources and selection of venture finance options and its managerial implications. Policy Initiatives -role of institutions in promoting entrepreneurship.

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1.National	Mitra, Sramana	Entrepreneur Journeys (Volume 1),	2008	Booksurge Publishing
2.National	R.Gopal, Pradip Manjrekar.	Entrepreneurship and Innovation Management (an Industry Perspective)	2010	Excel Books
3.National	Shlomo Maital and D V R Seshadri,	Innovation Management: Strategies, Concepts and Tools for Growth and Profit.	2007	Response Books, Sage Publications, New Delhi.
4.International	Davila, Tony ,	The innovation paradox :	2014	Massachusetts

	Epstein, Marc J. Boston,	why good businesses kill breakthroughs and how they can change.		(2014)
5.International	Govindarajan, Vijay & Trimble, Chris,	10 Rules for Strategic Innovators;	2005.	Boston: Harvard Business School Press,
6.International	David Holt	Entrepreneurship :New Venture Creation	1998	Prentice Hall India.
7.International	Timmons, Jeffry A., Gillin, L. M., Burshtein, S., and Spinelli, Stephen Jr.	New Venture Creation: Entrepreneurship for the 21st Century – A Pacific Rim Perspective, ISBN: 0070277664	2011	1st Edition. McGraw-Hill Irwin.
8.International	Davila, T., Epstein, M J.,Shelton, R.	Making innovation work : how to manage it, measure it, profit from it	2006 0-13-149786-3	Upper Saddle River Wharton School Publishing
9.International	Hisrich,R.D., Peters, M.P., and Shepherd, D.	Entrepreneurship	2013	McGraw-Hill

Journals:

1	Journal of Business Venturing
2	Entrepreneurship Theory and Practice
3	Journal of Small Business Management
4	Academy of Management Review
5	Journal of Small Business and Entrepreneurship
6	Venture Capital
7	Small Business Economics
8	Family Business review

OnlineResources:

Resource No	Website Address
1	www.brikenbulbs.com
2	www.en.wikipedia.org/wiki/business.plan
3	www.brainstorming.co.uk
4	www.mind-mapping.co.uk
5	www.ecic.adelaide.edu.au

6	www.mckinsey.com/
7	www.ideo.com
8	www.business.gov.au
9	www.wdc-econdev.com
10	https://hbr.org/2013/07/innovation-isnt-an-idea-proble

MOOCs

Resources Name	Website Address
University of Florida	www.coursera.org
University of London	www.cefims.as.uk
Alison	https://alison.com/
Khan Academy - free online courses and lessons	https://www.khanacademy.org/
Swayam	swayam.gov.in

Semester	CourseCode	CourseTitle	
III	304	Capstone Project	
Type	Credits	Evaluation	Marks
CORE	6	CES	UE:IE = 70:30

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	305	Change Management	
Type	Credits	Evaluation	Marks
Core	2	CES	IE 100

Course Objectives:

Subject / Course Objectives :

- i) To understand the fundamentals of change management and the process of planned change.
- ii) To understand the different approaches of bringing about change in organizations.
- iii) To understand the importance of culture as a change facilitator.
- iv) To understand the impact of change on HR Initiatives of the organization.

Learning Outcomes :

- I) Understanding the change process in organizations and the factors hindering change.
- II) Understand the Organizational Development as a change process and have a knowledge of the various interventions.
- III) Appreciate the Organizational Work Processes and its implication for bringing about change in organizations.
- IV) Realize the significance of culture and leadership in managing change.
- V) Analyze problems emanating from the human side of the enterprise and apply HR initiatives to manage them.

Units: -	Syllabus – Change Management
Unit No : 1	<p>Fundamentals of Change:</p> <p>Defining change Management, Forces for change; internal forces, external forces. Resistance to change; individual resistance to change, organizational resistance to change. Techniques to overcome resistance to change, Types of change, Strategies to manage change, Kurt Lewin's Model of change.</p>
Unit No : 2	<p>Changing the Human Side of the Enterprise:</p> <p>Organizational Development; Definition, characteristics, process of Organizational Development, OD and Action – Research based model of change, Diagnostic Models; purpose of diagnostic models, Weisboard's Six Box Model, Congurance Model, OD Interventions; definition and classification of OD interventions, Role of OD consultant, Ethical Issues in OD.</p>
Unit No : 3	<p>Organizational Change:</p> <p>Defining organizational change, targets of organizational change, Lewin's Force – Field Theory of change, Evolutionary Change in organizations; TQM, Six Sigma, Flexible workers and Flexible Work Teams, Revolutionary Change in Organizations; Business Process Re-engineering, Restructuring, Innovation.</p>
Unit No : 4	<p>Leading Change:</p> <p>Transformational and Transactional leadership, Visionary and Charismatic leadership, Creating Shared Vision, Leadership and change, Ingredients of leadership for creativity & Innovation, Challenges in leading for creativity & Innovation.</p>
Unit No : 5	<p>Change & HR Management:</p> <p>Role of HR professionals in managing change, Individual Issues in managing change; communication, employee training, creating a common value orientation, participative management. Group Issues in managing change; Team building, Self-Managed Teams, Cross Functional Teams, HRD initiatives and attitudinal change, attitude surveys, Overview of Performance Management, Performance Models, performance driven organizational change, Performance Matrix, managing change through Balanced Scorecard, HR Scorecard.</p>
Unit No : 6	<p>Culture and Change:</p> <p>Introduction, Concept of Organizational Culture, Dimensions of Culture, Types of Culture, Assessing Organizational Culture, Role of Culture in Managing Change, Culture as an important ingredient of Organizational Creativity. Norms that promote Creativity and Innovation, Norms that promote Implementation. Organizational Politics; the link between Politics, Power and Conflict, Power and conflict in times of change. Principles of creativity and innovation. Do strong, cohesive cultures hinder innovation?</p>

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Dipak Kumar Bhattacharyya	Organizational Change and Development	2011	Oxford University Press in 2011
2 – National	Maheswari, B. L and D P Sinha.	Management of Change through HRD	1991	TMGH
3 – National	Gareth R Jones& Mary Mathew	Organizational Theory ,Design and Change	7 th Edition	Pearson
4-National	NilanjanSengupta, Mousumi.Bhattacharya&R.N.Sengupta	Managing Change in Organizations		PHI
5-National	Wendell L. French& Cecil H. Bell.	Organizational Development: Behavioural Science Interventions for Organization Improvement.	6 th Edition 1999	Pearson
6 – International	Andrew Pettigrew & Richard Whipp.	Change Management		Infinity Books
7 – International	Jean Helms Mills, Kelly Dye & Albert J.Mills.	Organizational Change		Routledge.
8 – International	AlfranchNahavandi,	The Art and science of Leadership,	7 th Edition,2018	Pearson.
9- International	Robert A Paton & James McCalman,	Change Management	3 Edition	Sage Publication .

Online Resources:

Online Resources No	Web site address
1	leachange.org/blog
2	https://blog.simonassociates.net/
3	www.mindtools.com
4	www.questia.com

MOOCs:

Resources No	Web site address
1	www.coursera.org
2	www.classcentral.com
3	alison.com
4	www.edx.org

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	306	DIGITAL MARKETING	
Type	Credits	Evaluation	Marks
Open	2	CES	IE 100

Subject / Learning Objectives :

- i) To introduce students to the fundamental concepts of Digital marketing
- ii) To make students aware about changing consumer behavior in the digital world
- iii) To give understanding of formulation digital marketing strategy
- iv) To introduce students with various digital marketing platforms
- v) To introduce students with digital marketing analytics
- vi) To introduce students with the concept of E-CRM

Learning Outcomes :

- I) Students will able to understand the concepts of Digital marketing
- II) Students will able to know the consumer behavior in the digital world
- III) Students will able to plan digital marketing strategy
- IV) Students will able to understand significance of various digital marketing platforms for digital marketing
- V) Students will able to understand and use CRM in digital marketing

Units: -	DIGITAL MARKETING
Unit No : 1	Introduction to Digital Marketing : Introduction, Nature, scope and significance of digital marketing. Difference between traditional marketing and digital marketing. Digital marketing platforms. Digital Marketing Era and the way forwards
Unit No : 2	Digital Consumer: Understanding Consumer behavior in digital world. Marketing Funnel. Digital marketing funnel. The digital revolution in India. Understanding the digital business. STP for digital marketing. Concept of Online marketing Mix.
Unit No : 3	Digital marketing Strategy : How to create effective digital marketing strategy, digital marketing planning- Strategy, Goal, Action. Digital marketing channels.
Unit No : 4	Digital marketing Platforms: Search Engine Optimization (SEO) CONCEPT, SIGNIFICANCE, Optimizing website, On Page Optimization, Off Page Optimization. Introduction to SEM, introduction to E mail Marketing , Mobile Marketing, content marketing, affiliate marketing, social media marketing
Unit No : 5	Digital marketing analytics : Introduction to digital marketing analytics, difference between why digital marketing analytics, what is DMA, digital marketing analyst. Tools for digital marketing analytics.

Unit No : 6	CRM : Concept, significance, e-CRM, difference between CRM and e-CRM., Tools for CRM
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Student has to upgrade Knowledge by using below inputs:

Reference Books (Publisher)	Name of the Author	Title of the Book	Publisher Company
1 – National	RPrasad	Digital Marketing	
2 – National	SameerKulkarni	Virtual Marketing	
3 – National	:Vandana Ahuja (Oxford Universitypress	Digital Marketing	
4 – International	Arnold, etal	Web Marketing	
5 – International	Philip Kotler, HermawanKartajaya, Iw	Marketing 4.0: Moving from Traditional to Digital	
6 – International	Ryan Deiss, Russ Henneberry	Digital Marketing For Dummies	Wiley Publication

Online Resources:

Online Resources No	Web site address
1	https://neilpatel.com/what-is-digital-marketing/
2	https://www.digitalmarketer.com/digital-marketing/

MOOCs:

Resources No	Web site address
1	https://learndigital.withgoogle.com/digitalunlocked/certificationhttps://www.coursera.org/specializations/digital-marketing#courses

MBA Sem III

CORPORATE TAXATION

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	307	Corporate Taxation	
Type	Credits	Evaluation	Marks
Open	2	CES	IE=100

Subject / Course Objectives :

- i) To introduce and orient the students with the definition and underlying provisions of Direct tax law and
- ii) To develop broad understanding of the tax laws and accepted practices.
- iii) To make them understood regarding practical aspects of tax planning as an important managerial decision making process.

Learning Outcomes :

- I) UNDERSTAND various basic concepts/ terminologies related Taxation
- II) Calculation of Income under differential head of income
- III) Understand Basic concepts for taxation of companies
- IV) DESIGN/ DEVELOP / CREATE tax saving plan.
- V) EXPLAIN how tax planning can be done
- VI) ILLUSTRATE how online filling of various forms and returns can be done

Units: -	Syllabus – CORPORATE TAXATION
Unit No : 1	Introduction to Income: Definitions: Person, Companies, Association of persons and trust , Minors, Cooperative registered firms, Income , Deemed income , Concept of Assessee , Assessment year, Previous year, Gross total income , Total income , Residential status and scope of total income on the basis of residential status, Agricultural income, Income exempt from tax
Unit No : 2	Calculation of Income under differential head of income: Salaries, perquisites, gratuity and retirement benefits, income from house property, capital gain, income from other sources, income from business and profession, problems arising from aggregation of income and set off and carry forward of losses. Deductions under chapter VIA. Computation of income and Return of Income Tax.
Unit No : 3	Basic concepts for taxation of companies: Company and types of companies, different heads of income, Deduction from gross total income for companies, basic calculation for computation of taxable income of companies, Minimum alternate tax.
Unit No : 4	Tax Considerations for Managerial Decisions: Tax considerations for specific financial and managerial decisions like capital structure decisions, deemed dividend, dividend, own or lease, make or buy, repair or renewed, managerial

	remuneration, tax planning relating to mergers and demergers of companies.
Unit No : 5	Tax planning: Concepts relating to Tax Avoidance and Tax Evasion and tax planning, Tax planning with reference to: Location of undertaking , Type of activity , Ownership pattern, Tax incentives and Tax exemptions.
Unit No : 6	Tax Administration and Management: Filing of Returns and assessments, Penalties and Prosecutions, Appeals and Revisions, Review, Rectification, Advance tax, Tax deducted at source .Basic concept of International Taxation and Transfer pricing, Avoidance of double Taxation Agreements.

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Publisher Company
1 – National	Dr. V. K. Singhaniya	Corporate Tax planning and Business Tax Procedures’	, Taxman Publications New Delhi.
2 – National	Ahuja Girish, Gupta Ravi,	, ‘Simplified Approach to Corporate Tax planning and Management’	Bharat Law House Pvt. Ltd. New Delhi.
3 – National	.) Nitin Vashisht and B.B. Lal	Direct Taxes: Income Tax ,and Tax planning’,	Pearson Education
4 – International	Alex Easson	Tax Incentives for Foreign Direct Investment	(Kluwer Law Internation).
5 – International	Daniel Q. Posin	Corporate tax planning	(Little Brown & Company, London)
6 – International	Christiana HJI Panayi	Double Taxation, Tax Treaties, Treaty Shopping	(Kluwer Law International).

Online Resources:

Online Resources No	Web site address
1	https://www.investopedia.com/terms/c/corporatetax.asp
2	https://cleartax.in/s/corporate-tax
3	https://www.lexisnexis.com/uk/lexispsl/tax/document/393773/55KG-S061-F18C-V2X4-00000-00/Basic_principles_of_corporation_tax_overview

MOOCs:

Resources No	Web site address
1	www.coursera.org
2	www.classcentral.com
3	alison.com
4	www.edx.org

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	308	Negotiation Management	
Type	Credits	Evaluation	Marks
Open	2	CES	IE = 100

Course Objectives:

Subject / Course Objectives :	
i) Understanding the role of manager as counsellor ii) comparing the techniques of counseling iii) appraise the ethical, cultural and gender issues in counseling iv) understanding the process for negotiation v) comprehending the role of HR manager in negotiation vi) improving and applying the negotiation skills	
Learning Outcomes :	
I) Describe the role of counsellor II) applying the techniques of counseling III) Identify the ethical, cultural and gender issues in counseling IV) planning the negotiation meeting IV) developing the negotiation skills V) assess the role of HR manager as negotiator	
Units: -	Syllabus : <i>Negotiation Management</i>
Unit No : 1	Managers as Counsellors–Specific Role of HR managers in counselling–The Helping Relationship and the Helping Process– Helpers and Clients as diverse persons- Types of Counseling- Need for Counseling
Unit No : 2	Development of Counselling Skill–Internal Frame of Reference–Attention and Interest–Managing resistance and making referrals–Active listening–Problem-solving–Coaching, demonstrating and rehearsing
Unit No : 3	Important issues in managerial counseling–Multi-cultural and gender issues–Ethical issues– Specific counselling issues for HR managers
Unit No : 4	Significance of Negotiation skills for Managers– interpersonal skills–Understanding the Imperatives for negotiation– basic theoretical principles– Planning for effective negotiations– Negotiation Process
Unit No : 5	Negotiating integrative agreements—HR Manager as Negotiator –Background to Negotiation– Development of Negotiation Skill—Phases of Negotiation and the Role of HR Managers–Skills and Requirements of Negotiation
Unit No : 6	Current trends, issues and practices in Negotiation in Indian Industries

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Publisher Company
1 – National	Richard Nelson-Jones	Basic Counselling Skills: A Helper's Manual	Sage Publications Pvt. Ltd.
2 – National	K. Singh	Counselling Skills for Managers	Prentice-Hall
3 – National	F. Alan	Negotiation Skills and Strategies	Universities Press
4 – International	Michael L Spangle, Myra Warren Isenhardt	Negotiation Communication for Diverse Settings	Regis University
5 – International	Stephen Palmer, Gladeana McMahon	Handbook of Counselling	Psychology Press

Online Resources:

Online Resources No	Web site address
1	https://www.knowledgehut.com/tutorials/project-management/negotiation-skills
2	https://www.pon.harvard.edu/daily/negotiation-skills-daily/top-10-negotiation-skills/
3	https://www.prweb.com/releases/2006/01/prweb329478.htm
4	https://www.academia.edu/24964222/New_Free_Download_Counseling_Skills_Resources_download_and_share
5	https://www.pdfdrive.com/counseling-books.html

MOOCs:

Resources No	Web site address
1	https://www.edx.org/
2	https://www.coursera.org/
3	https://alison.com/
4	https://swayam.gov.in/nc_details/NPTEL

Elective - Marketing Management: Course - Consumer Behavior.

Course: MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	MK01	Consumer Behaviour	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE =70:30

Course Objectives:

Subject / Course Objectives: i) To understand the importance Consumer Behavior in Marketing. ii) To study the individual determinants of Consumer Behavior. iii) To realize the environmental influences on Consumer Behavior. iv) To study the Buying decision making process and its types. v) To study the Consumer Behavior in Indian context. vi) To understand the role of B2B marketing.	
Learning Outcomes: i) To learn the knowledge of the Consumer Behavior in Marketing. ii) To identify the needs and wants of the customers. iii) To analyze the environmental influences on Consumers. iv) To know to the steps in Buying Behavior process. v) To realize the Consumer Behavior in Indian context. vi) To learn the Consumer Behavior in B2B marketing.	
Name: -	Syllabus – Consumer Behaviour
Unit No: 1	Introduction to Consumer Behavior: Meaning of Customers and Consumers, Difference between Customers and Consumers, Types of Customers and Consumers. Definition and Meaning of Consumer Behavior, Different Buying Roles in Consumer Behavior, Importance of Consumer Behavior in Marketing.
Unit No: 2	Individual Determinants of Consumer Behavior: Consumer Needs- Meaning of Consumer Needs, Maslow’s Hierarchy of Needs. Motivation and Involvement–Meaning of Motivation, Elements of Motivation, Buying Motives and its types, Positive and Negative Motivation. Involvement – Meaning and Types of Involvement, Measures of Involvement. Personality and Self-concept–Meaning of Personality, Nature of Personality. Self-concept – Meaning of Self-concept, Components of Self-concept. Perception Learning– Meaning of Perception, Elements of Perception. Learning - Meaning of Learning, Elements of Learning. Attitude and Attitude change–Meaning of Attitude, Characteristics of Attitude, Strategies for Attitude change.
Unit No: 3	Environmental Determinants of Consumer Behavior: Cultural influences, Sub cultural influences, Social Class influences, Social Group

	influences, Family influences and Personal influences on Consumer Behavior.
Unit No: 4	Consumer Buying Decision Making Process: Need recognition, Information Search, Evaluation of alternatives, Purchase decision, Post Purchase behavior. Consumer Behavior Models: Howard Seth Model, Engel-Blackwell-Miniard Model and Nicosia Model of Consumer Buying behavior.
Unit No: 5	Types of Buying Behavior: Complex Buying Behavior, Dissonance-Reducing Buying Behavior, Habitual Buying Behavior and Variety Seeking Buying Behavior. E-Buying Behavior. Consumer Research: Meaning of Consumer Research, Consumer Research Process, Methods of Consumer Research, Role of Consumer Research in Consumer Behavior. Diffusion and Adoption of Innovation: Meaning of Diffusion of Innovation, Diffusion of Innovation Process, Meaning of Adoption of Innovation, Adoption of Innovation Process, Importance of Adoption and Diffusion of Innovation in Consumer Behavior.
Unit No: 6	Introduction to B2B Marketing - Meaning of Business Marketing, Business Market Customers, Characteristics of Business Markets, Organizational Buying Behavior, Marketing Strategies for Business Markets, Organizational Markets in India.

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Dr. S.L. Gupta & Sumitra Pal	Consumer Behavior: An Indian Perspective Text & Cases	2 nd Edition 2014	Sultan Chand & Sons, New Delhi.
2 – National	Suja R. Nair	Consumer Behavior in Indian Perspective Text with Cases	2 nd Edition 2015	Himalaya Publishing House.
3 – National	Michael D. Hutt & Thomas W. Speh	Business Marketing Management: B2B	12 th Edition 2016	South-Western Publication.
4 – International	Blackwell, Miniard, Engel & Rehman	Consumer Behavior India Edition	10 th Edition 2017	Cengage Learning.
5 – International	Leon G. Schiffman,	Consumer Behavior	12 th Edition	Pearson.

	Joseph Wisenblit & S. Ramesh Kumar		2018	
6 – International	David L. Loudon & Albert J. Della Bitta	Consumer Behavior: Concept and Applications	4 th Edition 2001	McGraw Hill Inc.

Online Resources:

Online Resources No.	Web site address
1	https://onlinelibrary.wiley.com/journal/14791838
2	https://www.westburn-publishers.com/journals/customer-b...
3	https://www.tandfonline.com/doi/ful
4	www.mheducation.com/hoghered/category.10366
5	https://books.google.co.in/books/consumer behaviour

MOOCs:

Resources No.	Web site address
1	https://onlinecourses.swayam2.ac.in/imb19_mg20/preview
2	https://onlinecourses.nptel.ac.in/noc20_mg14/preview
3	https://www.mooc-list.com/tags/consumer-behaviour
4	https://alison.com/humanities/psychology courses/consumer behaviour
5	https://www.tandfonline.com/doi/full

Elective - Marketing Management: Course – Services Marketing

Course: MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	MK02	Services Marketing	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE =70:30

Course Objectives:

Subject / Course Objectives: i) To provide in-depth insight in managing and delivering of quality services ii) To create awareness about the services sector, the challenges and opportunities therein. iii) To understand the need and importance of people, process and physical evidence in Services Marketing Mix.	
Learning Outcomes: After studying this course the learner would be able to i) Understand the challenges and opportunities involved in services sector. ii) Understand the aspects of developing new services, promoting the services and making it available in a convenient manner.	
Name: -	Syllabus – Services Marketing
Unit No: 1	Introduction to Services: Meaning, Goods Vs Services, Characteristics of Services – Intangibility, Inconsistency, Inseparability and Inventory; Classification of Services; Growth of Service Sector in India, Factors responsible for growth of service sector in India.
Unit No: 2	Services Marketing Mix: Introduction to the 7 Ps of Services Marketing Mix; Product-Levels of service product, the Flower of Service, Service Blueprint- the concept, components of service blueprint, Steps involved in preparing service blueprint, Stages in new service product development, Service Life Cycle Place : Place – Distribution Strategies for Services, channels of distribution in services, Challenges in distribution of Services Promotion: Promotion objective for Services; Personnel Selling, Advertising and Sales Promotion; Services marketing triangle Pricing: Pricing objectives, Pricing strategies- market skimming , market penetration, synchro pricing, psychological or odd pricing , market segmentation pricing
Unit No: 3	People: role of service employees in a service business, Service profit chain, Concept of Service encounter – Moment of Truth; Training and development of employees Physical evidence: Nature, Importance of physical evidence in services; Service scope. Process: Service as a process & as a system– Strategies for managing inconsistency

	–Customers as ‘co-producers’ of services; Self Service Technologies
Unit No: 4	Service Guarantee – Concept, Handling complaints effectively; Defects, Failures and Recovery.
Unit No: 5	Service Quality: Meaning, Determinants /dimensions of service quality; How customers evaluate service performance, Service Quality Models- Gaps Model, SERVQUAL
Unit No: 6	Managing the demand and supply of services: patterns and determinants of demand, strategies for managing the demand, managing the capacity- capacity planning – waiting line strategies, inventorying the demand through reservations.

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Valarie A Zeithaml, Dwayne D. Gremler, Mary Jo Bitner and Ajay Pandit	Services Marketing	4 th Edition	Tata McGraw Hill Publications
2 – National	K Ram Mohan Rao	Services Marketing	2 nd Edition	Pearson Education
4 – International	ChrostopherLovlock, JayantaChaterjee	Services Marketing	7 th Edition	Pearson Education

Online Resources:

Online Resources No.	Web site address
1	https://onlinelibrary.wiley.com/journal/14791838
2	https://www.tandfonline.com/doi/ful
3	www.mheducation.com/hoghered/category.10366

MOOCs:

Resources No.	Web site address
1	https://onlinecourses.swayam2.ac.in/imb19_mg20/preview
2	https://onlinecourses.nptel.ac.in/noc20_mg14/preview
3	https://www.tandfonline.com/doi/full

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
I	FM01	<i>Investment Analysis and Portfolio Management</i>	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 70:30

Course Objectives:

Subject / Course Objectives :

- To acquaint the students with basic concepts and avenues of investment, concept of risk and return related to investment.
- To explain the concept of Mutual Funds and derivatives and how to evaluate them.
- To explain the concept and applications of fundamental analysis and technical analysis for stock investments.
- To clarify how to construct the Investment plans for Individuals in different stages of life cycles and different situations.
- To explain the calculation of the risk and return for securities and for portfolios.
- To elucidate the modern portfolio theory and market efficiency using both theoretical and empirical arguments.

Learning Outcomes :

At the end of the programme students will able to-

- Understand the risk and return relationship and various investment alternatives available in India.
- Comprehend the concept of Mutual Funds and derivatives and how to evaluate them.
- Understand how to use fundamental analysis and technical analysis for stock investments.
- Create a policy statement to showcase the objectives and risk tolerances of numerous categories of individual and institutional investors which can help in making Investment plans for Individuals in different stages of life cycles and different situations.
- Evaluate the effect of risk on investment decisions. Students will able to calculate the risk and return for securities and for portfolios.
- Understand the modern portfolio theory and market efficiency using both theoretical and empirical arguments.

Units: -	<i>Investment Analysis and Portfolio Management</i>
Unit No : 1	Introduction: Meaning, objectives, Scope, and Constraints Process of Investment, Avenues of Investments, Concepts of risk and return with reference to Investment, basic principles of risk management, risks involved in Investment, Current scenario of Investment in India, Role of Securities Market in Indian economy

Unit No : 2	Mutual Fund and Derivatives: Basic concepts, Functioning and Objectives of Mutual Fund, Types of Mutual Fund Schemes, Analysis of MF, Performance Evaluation of MF Schemes using Sharpe, Treynor and Jensen's Models, Basic concept and types of Derivatives, Developments in Derivative and MF market in India
Unit No : 3	Fundamental Analysis and Technical Analysis: Fundamental Analysis - Economic, Industry and Company analysis, Valuation of Equity and Preference shares, Technical Analysis - Concept, Importance and Limitations of Technical Analysis, Dow Theory, Technical Indicators and charts used in technical Analysis, Behavioral Finance and its impact on Investment decision making
Unit No : 4	Portfolio Management: Portfolio Meaning, Characteristics and Objectives, Process of Portfolio Management, Investment policy statement and asset allocation, Equity Management Strategies, Systematic Investment Plan (SIP), Analysis of Debt Instrument, Bond Management Strategies, preparation of Investment plans for Individuals in different stages of life cycles and different situations
Unit No : 5	Calculation for risk and return for Security/Portfolio: Problems on calculation of risk and return for security (mean, variance, and standard deviation), Problems on risk and return associated with portfolio consisting maximum three securities (mean, variance, and standard deviation), Capital Asset Pricing Model and its application
Unit No : 6	Portfolio Theories: Efficient Market Hypothesis concepts and forms of EMH, Testing techniques of Weak Form, Random Walk Theory, High Frequency Trading and its impact on EMH, Arbitrage Pricing Theory, Efficient Frontier, Optimal Portfolio, Efficient Frontier and Investor Utility, Indifference Curve

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Prasanna Chandra	Investment Analysis and Portfolio Management	2012, 4 th Edition	Tata McGraw Hill, New Delhi
2 – National	I M Pandey	Financial Management	2010, , 10 th revised Edition	Vikas Publishing House
3 – National	Bhalla, V.K.	Investment Management: Security Analysis and Portfolio Management	2010, 17th Edition.	S.Chand& Sons,

4 – International	Frank K. Reilly, Keith C Brown	Investment Analysis and Portfolio Management	2012, 10 th Edition	Cengage Learning
5 – International	E. Fischer Donald , J. Jordan Ronald , K. Pradhan Ashwini	Security Analysis Portfolio Management	2018, 7 th edition.	Pearson Education,
6 – International	Eugene F. Brigham, Michael C. Ehrhardt	Financial Management :Theory and Practice	2017	Cengage Learning

Online Resources:

Online Resources No	Web site address
1	https://www.moneycontrol.com
2	https://www.nseindia.com
3	https://www.sebi.gov.in
4	https://www.rbi.org.in
5	https://www.investopedia.com

MOOCs:

Resources No	Web site address
1	https://swayam.gov.in
2	https://www.edx.org
3	https://alison.com/certificate-courses

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	FM02	Management of Financial Services	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 70:30

Course Objectives:

Subject / Course Objectives : <ol style="list-style-type: none"> To give the students an insight into the principles, practices of the prominent Financial services and their functioning in the changing economic scenario. To make critical appraisal of the working of the specific financial Services in India. To brief the students about developments in financial services. To provide a judicious mixture of theory and business practices of the contemporary Indian financial services. 	
Learning Outcomes : After completion of this course, the student will be able to <ol style="list-style-type: none"> Understand the role and function of the Indian financial system , Financial Market and Various instruments of Financial Services. Demonstrate an awareness of the current structure and regulation of the Stock Exchange Mutual Fund Industry, Merchant Banking and Venture capital concept in Indian Context. Understand the concept of Rural Banking, Microfinance in Indian Financial service. Evaluate and create strategies to promote financial products and services. 	
Units: -	Syllabus – Management of Financial Services
Unit No : 1	<p>Introduction to Indian Financial System: Meaning and Functions of IFS, Development of Financial System in India, Weakness of Indian Financial Systems. Structure of Financial System-Financial Market, Financial Institutions /Intermediaries and Instruments.</p> <p>Financial Service : Meaning, Features of Financial Service, Classifications, Importance and Scope of Assets/Fund Based Services:- Hire purchase finance, Leasing , Factoring , Forfeiting, Loan Syndication, Consumer Credit, Challenges facing the financial services sector .</p>
Unit No : 2	<p>Financial Market Operations: Recent Development of Indian Capital and Money Market ,</p> <p>Capital Market Operation: New Issue Market- Functions of New issue market, players of New issue market, Primary and Secondary market Operation, Procedure of (IPO), Book Building. Role of Capital market Intermediaries Recent cases of IPO's in India.</p>

	<p>Money Market Operation: features and objective of money market, Recent Developments, Composition of Money Market.</p> <p>Stock Market Operations: Stock Exchange functions in India, Listing of securities-Stock Indices in India- SENSEX and NIFTY - BSE&NSE</p>
Unit No : 3	<p>Investment Banking Overview of commercial vs. Investment banking, capital raising, debt, equities,</p> <p>Merchant Banking: Origin, Nature and scope of merchant banking , Role of Merchant Banker, types of Merchant banking services, Project Counseling , Pre-issue and Post –Issue Management ,Progress of Merchant banking in India, guidelines for merchant bankers issued by SEBI.</p> <p>Mutual Fund: Concept, Structure of Mutual fund Operations in India, Types of Mutual Fund, Advantages and Limitations of Mutual Fund, Problems for Slow growth of Mutual fund concept in India, Guidelines for Mutual fund service, Rights & facilities for Investors, Future of Mutual fund industry. Recent cases on Mutual Fund Industries in India</p>
Unit No : 4	<p>Venture Capital: Venture capital: Origin, concept, features, Advantages and Limitations, Stages in venture capital financing, Venture capital Guidelines- Methods of venture financing. Case studies of Venture capitalist companies</p>
Unit No : 5	<p>Credit Rating and Securitization: Credit Rating: Introduction, Meaning, functions of credit rating agencies, Major Players in credit rating agencies in India, Debt Rating System of CRISIL, ICRA and CARE.</p> <p>Securitization: Concept and Meaning, modus Operandi, Securitization in India and new guidelines on Securitization</p>
Unit No : 6	<p>Rural Banking and Microfinance: -Financing Rural Development: Functions and policies of RBI and NABARD; Rural Credit Institutions-Role and function, Regulation of Rural Financial Services.</p> <p>Microfinance: Origin, Meaning and Concept, advantages and Limitations, Micro credit, micro insurance scheme, SHGs/NGOs, linkages with banking, Role and Functions of Linkage banks towards development of Microfinance Industry in India.</p>

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	E-Gordon, K Natarajan	Financial Markets and Services	Revised 6 th Edition 2010	Himalaya Publishing House
2 – National	M.Y.Khan	Financial Services,.	2010	Tata McGraw Hill
3-National	<u>Bharati V. Pathak</u>	The Indian Financial System: Markets, Institutions and Services	2010	Tata McGraw Hill
5 –National	Ramesh Babu	Indian Financial System	2011	
6 –National	G.S. Batra	Financial Service New Innovation	2015	ND publication
7–National	<u>Gurusamy</u>	Financial Services	2009	Tata McGraw-Hill Education, 2009

Journals :

1. Indian Journal of Finance.
2. ICFAI Journal of Applied Economics
3. ICFAI Journal of Emerging Market Finance
4. Journal of Financial Research

Online Resources:

Online Resources No	Web site address
1	corporatefinanceinstitute.com
2	https://www.pdfdrive.com/banking-and-indian-financial-systems
3	https://www.pdfdrive.com/indian-financial-system-and-management-of-financial-institutions
4	https://www.pdfdrive.com/capital-markets-financial-management-and-investment-management-
5	https://www.google.co.in/books/edition/The_Indian_Financial_System_Markets_Inst

MOOCs:

Resources No	Web site address
1	<u>FinTech and the Transformation in Financial Services (Coursera)</u>
2	<u>http://ugcmoocs.inflibnet.ac.in/Subject : Indian Financial Markets and Services (26)</u>
3	https://www.edx.org/course/financial-development-and-financial-inclusion
4	https://www.coursera.org/specializations/digital-transformation-financial-services

Experts for framing Syllabus (Corporate and other University)

Sr.No	Name of the Experts & Designation	Contact No
1	Mr.Gaurav Kothawale Financial Analyst – BNY Mellon ,Pune	91+9225857077
2	Dr. Suyog Amrutrao Professor and I/C Director – Dr.Babasaheb Ambedkar Marathwada University ,Sub Campus (Osmanabad)	91+ 9766350127
3.	Dr.Nanda Bhattad (Director -Disha Acadamay –FCA)	91+8805127099

Faculty from BV DU (Centers)

Sr.No	Name of the Experts & Designation
1	Dr.Sonali Dharmadhikar (Associate Professor-IMED,Pune)
2	Dr.Rodrigues (YMIM, Karad centre)
3	Dr.Anuradha Yesgunde (IMED,Pune)
4.	Prof.CA. S.R.Hiremath (BVAKIMSS,Solapur)

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
I	HR01	<i>Human Resource Planning and Development</i>	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 70:30

Course Objectives:

Subject / Course Objectives : i) Understanding the process of Human resource planning ii) Appraise the techniques of HR planning iii) Formulating the HR procurement and deployment iv) Understanding the role of training and executive development v) comparing and applying various methods of training vi) Determining the training designs and evaluation	
Learning Outcomes : i) Describe the process of human resource planning ii) applying the techniques for human resource planning iii) Identify the human resource procurement and deployment iv) IV) Explain the role of training and development v) distinguish different methods of training and their applications vi) assess the design and outcome of training	
Units: -	Syllabus : <i>Human Resource Planning and Development</i>
Unit No : 1	Concept of Human Resource Planning ; Objectives ; Need and Importance ; Process ; Levels ; problems in HR planning and Factors influencing Human Resource Planning
Unit No : 2	Human Resource Demand & Supply forecasting tools and techniques – Managerial Judgment ; Work-study methods ; ratio-trend analysis ; work-force analysis; work-load analysis ; job analysis ; Staffing table ; markov analysis; skill inventory ; replacement chart ; labour supply ; cohort analysis ; scenario analysis
Unit No : 3	Recruitment plan ; career planning ; succession planning; redeployment planning; redundancy plan – retaining, retrenchment, VRS; Job-design
Unit No : 4	Concept of training, terms - education Knowledge, Skills, attitudes, need of training, importance, objectives of training, ADDIE model, Principles of training; concept of executive development: Objectives, importance, process of executive development
Unit No :	Training needs analysis (TNA): Meaning and purpose of TNA, TNA at different

5	levels, Process of TNA, output of TNA, Training and Development methods : On-the-Job & Off-the-job, job instructions training, apprenticeship, internship, demonstrations, self-directed learning, coaching, job rotation, project assignment, simulation methods, lectures, case studies, group discussion, conferences, role playing, management games, in basket exercise, sensitivity training, vestibule training, e-training.
Unit No : 6	Designing training programme – considerations in designing effective training programs selection of trainers, training material & aids, use of technology in training Evaluation of training – Need for evaluating training, Kirkpatrick evaluation criteria – reactions, learning, behavior, results, ROI, Cost-benefits analysis

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Dr. Rishipal	Training and Development methods	2011	S. Chand
2 – National	Rolf, P., and Uday Pareek	Training for Development		Sage Publications Pvt. Ltd.
3 – National	J.W. Walker	Human Resource Planning		McGraw Hill.
4 – International	Noe, Raymond A., and Amitabh DeoKodwani	Employee Training and Development		Tata McGraw Hill.
5 – International	Edward, Leek	Manpower Planning, Strategy and Techniques in Organizational Context		Wiley
6 – International	Paul Turner	HR Forecasting and Planning		CIPD

Online Resources:

Online Resources No	Web site address
1	http://www.eiilmuniversity.co.in/downloads/Human-Resource-Planning-Development.pdf
2	https://www.pdfdrive.com/human-resource-planning-human-resource-planning-e15282999.html
3	https://www.pdfdrive.com/human-resource-planning-development-e38508079.html
4	https://www.pdfdrive.com/understanding-human-resource-development-philosophy-processes-practices-routledge-studies-in-human-resource-development-e184374786.html

MOOCs:

Resources No	Web site address
1	https://www.edx.org/
2	https://www.coursera.org/
3	https://alison.com/
4	https://swayam.gov.in/nc_details/NPTEL

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	HR02	Labour Laws-I	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 70:30

Course Objectives:

Subject / Course Objectives :	
<ul style="list-style-type: none"> i. To understand the laws and rules pertaining to labor ii. To understand the various concepts and laws in LabourWelfare, health and safety iii. To understand the laws and rules pertaining to social security iv. To understand the laws related to discipline 	
Learning Outcomes :	
<ul style="list-style-type: none"> i. Understanding various importance's of labour laws in effective business management. ii. Understanding the legislation related to LabourWelfare, health and safety. iii. Understand various statutory provisions related with industrial relations and labour welfare. iv. Analyze issues and challenges of applying provisions as per legislations in the industry v. Familiarizing, analyzing and applying the role of labor welfare in employee motivation and satisfaction. 	
Units: -	Syllabus <i>Labour Laws-I</i>
1	Industrial Jurisprudence History and types of labour legislations, Concept of Jurisprudence, an overview of industrial jurisprudence, principles of social justice, natural justice, equity and economy, unique characteristics of Indian labour.
2	Laws relating to working condition - Factories Act 1948 Definition, provisions relating to health, safety and welfare, provisions relating working hours for adults, hazardous process, restriction on employment of women and children, Certifying officers, enforcement of the act and penalties
3	Laws relating to wages Payment of Wages Act 1936 ; definition, provisions for payment of wages, authorized deduction, enforcement of the act, Minimum Wages Act, the Equal Remuneration Act, 1976 - definitions, payment of equal remuneration, advisory committee, enforcement of the act
4	Social Security 1. The Employee Provident Fund, Miscellaneous Provisions Act, 1952 2. The Employee State Insurance Act, 1948

	3. The Workmen Compensation Act 1923 4. The Bombay Labour Welfare Act The role of ILO in promoting social security, Contribution of ILO to Labour Welfare
5	The INDUSTRIAL EMPLOYMENT ACT (STANDING ORDERS) 1946 Definition, Special features, Matters to be provided in Standing Orders, Submission and certification of Standing Orders. Payment of Bonus Act, Payment of Gratuity Act,
6	The Maternity Benefit Act Definition, right to payment of maturity benefit, provision pertaining to leave, forfeiture of the benefit, Minimum Wages Act - Definition, provisions - meaning of the term "Wage" - Wage Vs. Salary, "Workmen Compensation Act"

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book
1 – National	J.K.Bareja,	Industrial Laws, Galgotia and Sons
	P.R.N.Sinha	Industrial relations, Trade unions and Labour legislation, Pearson Edu
2 – National	Paul Blyton, Peter Turnbull,	Dynamics of employee relations, Macmillan
3 – National	V.P.Micheal,	Industrial relations in India and Workers Involvement
4 – National	C.B.Memoria,	Dynamics of Industrial Relations
5 – National	Agalgatti B B	- Labour Welfare and Industrial Hygiene , NiraliPrakashan

Online Resources:

Online Resources No	Web site address
1	https://www.ilo.org/inform/online-information-resources/research-guides/national-labour-law/lang--en/index.htm
2	https://guides.loc.gov/employment-and-labor-law/online-resources
3	https://guides.library.utoronto.ca/c.php?g=251198&p=1673409
4	https://labour.gov.in/
5	https://ec.europa.eu/social/main.jsp?catId=157

MOOCs:

Resources No	Web site address
1	https://www.coursera.org/lecture/eu-law-doing-business/labour-law-and-social-policy-oKS5T
2	https://swayam.gov.in/explorer?category=Law

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	PM01	Quality Management	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 70:30

Course Objectives:

Subject / Course Objectives :	
i) To understand the Quality Management concept and principles and the various tools available to achieve Quality Management. ii) Provide a basic understanding of "widely-used" quality analysis tools and techniques. Create an awareness of the quality management problem-solving techniques currently in use. iii) Stressing upon the importance of the quality principles on the business performance.	
Learning Outcomes :	
1. Evaluate the principles of quality management and to explain how these principles can be applied within quality management systems. 2. Identify the key aspects of the quality improvement cycle and to select and use appropriate tools and techniques for controlling, improving and measuring quality. 3. Critically appraise the organizational, communication and teamwork requirements for effective quality management 4. Critically analyze the strategic issues in quality management, including current issues and developments, and to devise and evaluate quality implementation plans	
Units: -	Syllabus – Quality Management
Unit No : 1	Introduction : Definition, importance, objectives of quality, Types of Quality, Customer driven quality, determinants of quality, cost of quality, dimensions of quality
Unit No : 2	Quality Control: Quality and Financial performance, quality control objectives, quality control and inspection, quality assurance.
Unit No : 3	Control Charts for SQC :Statistical Quality Control (SQC). Control charts for variables such as X, R charts and control charts for attributes such as p-chart,np-chart, c-chart. Construction & use of the control charts.
Unit No : 4	Acceptance Sampling for SQC :Principle of acceptance sampling. Producer's and consumer's risk. Sampling plans –single, double &sequential. Sampling by attributes and variables.
Unit No : 5	Customer Focus: The importance of customer satisfaction, ACSI Model, Kano's model of customer satisfaction, customer – driven quality cycle.
Unit No : 6	Quality Systems: Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality, Quality Auditing, Six Sigma, Taguchi method, TS 16949, Kaizen.

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Publisher Company
1 – National	Sundarrajan	Total Quality Management 3rd Edition	PEARSON INDIA
2 – National	P. I. Jain	Quality Control & Total Quality Management	Tata McGraw-Hill Education
3 – International	John Bank	The essence of Total Quality Management	Prentice Hall
4 – International	N. Logothetis	Managing for Total Quality	Prentice Hall; International Ed Edition
5 – International	Dale H Bester field	Quality Control	Pearson Education

Online Resources:

Online Resources No	Web site address
1	www.iso.org
2	www.bis.gov.in
3	https://asq.org/quality-resources/total-quality-management

MOOCs:

Resources No	Web site address
1	www.coursera.org
2	www.edx.org
3	www.openlearning.com

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	PM02	<i>Business Process reengineering</i>	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 70:30

Course Objectives:

Subject / Course Objectives :	
<ul style="list-style-type: none"> i) To explain how organizational performance in terms of efficiency and effectiveness can be improved through BPR. ii) To introduce BPR as a change management tool. iii) To explore and master the fundamental principles of BPR. 	
Learning Outcomes :	
<ul style="list-style-type: none"> I) DEFINE the key terms associated with Business Process Reengineering. II) EXPLAIN the various supporting and opposing forces to Business Process Reengineering in simple business situations. III) APPLYING APPLY modeling tools for simple business processes IV) FORMULATE a working plan to establish a Business Process Reengineering team V) EVALUATE the success of a BPR initiative in relation to the impact on organizational KPIs. VI) IMAGINE ways to improve business or non-business processes. 	
Units: -	Syllabus <i>Business Process reengineering</i>
Unit No : 1	Introduction to business processes: Definition of business process, Dimension of business process, Common business processes in an organization, Definition of business process redesign, Definitions of various management-related terms, Overview of business process reengineering, Business processes improvement
Unit No : 2	Introduction to Business Process Reengineering (BPR): Definition of business processes – Concept of BPR - Definition of business process redesign, BPR - Evolution, Definition, Need for reengineering, Benefits, Role of leader & manager, Breakthrough reengineering model, BPR guiding principles, Business process reengineering & performance improvement, Key targets of BPR, Myths about BPR , What reengineering isn't , BPR and other management concepts: TQM, Quality function deployment, ISO standards, ERP. BPR and Process Simplification, BPR and Continuous Improvement
Unit No : 3	Enablers of BPR: Enablers of BPR in manufacturing – Agile Manufacturing, Lean Manufacturing, JIT, Collaborative Manufacturing, Intelligent Manufacturing,

	Production Planning, Product design & development. Relationship between BPR and information technology, Role of information technology in reengineering, Criticality of IT in business process.
Unit No : 4	BPR & Information Technology: Introduction ,Relationship between BPR & Information Technology, Role of Information Technology in reengineering, Role of IT in BPR (with practical examples), Criticality of IT in business process, BPR tools & techniques, Enablers of process reengineering, Tools to support BPR ,Future role of IT in reengineering
Unit No : 5	BPR implementation methodology: Reasons of implementation of BPR, Necessary attributes, BPR team characteristics, Key concepts of BPR, BPR methodology, Different phases of BPR, BPR model, BPR methodology selection guidelines, Common steps to be taken for BPR implementation
Unit No : 6	The Power of Habit in organizations, Planned changes in business re-engineering projects; Factors relating to change management systems and culture, Committed and strong leadership, Factors relating to organizational structure, Factors related to BPR program management, Factors related to IT infrastructure, Factors Relating to BPR Failure, Problems in communication and organizational resistance, Lack of organizational readiness for change, Problems related to creating a culture for change, Lack of training and education, Factors related to management support, Ineffective BPR teams, A framework for barrier management. Success factors of BPR: Reengineering success factors, Critical success factors of BPR,

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Publisher Company
1 – National	- Radhakrishnan, Balasubramanian	Business Process Reengineering	, PHI, Eastern Economy Edition, 2008
2 – National	- Jayaraman, Ganesh Natrajan and Rangaramanujan	Business Process Reengineering	MGH.
3 – National	- Dey,	Business Process Reengineering and Change Management	Biztantra.
4 – International	Harmon, P , Elsevier/Morgan	Business Process Change : A Guide for Business Managers and BPM and Six Sigma Professionals,	Kaufmann Publishers.
5 – International	Walford, R.B.,	Business Process Implementation for IT Professionals and Managers,	Artech House.

6 – International	Hammer, M. and Champy, J,	Re-engineering the Corporation: A Manifesto for Business Revolution,	Harper Business
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Online Resources No	Web site address
1	https://en.wikipedia.org/wiki/Business_process_re-engineering
2	https://searchcio.techtarget.com/definition/business-process-reengineering
3	https://www.minit.io/blog/business-process-reengineering-examples#accept
4	https://www.cleverism.com/business-competitive-business-process-reengineering-bpr/
5	https://www.sweetprocess.com/business-process-reengineering/#chapter-8

MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	IT01	System Analysis and Design	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	IE:UE:70:30

Course Objectives:

Subject / Course Objectives :

- Explain what systems are and how they are developed.
- Identify and describe the phases of the systems development life cycle.
- Follow the analysis portion of the Systems Development Life Cycle in a disciplined manner.
- Develop and evaluate system requirements.
- Work effectively in a team environment.
- Describe the role and responsibilities of the systems analyst in the development and management of systems.

Learning Outcomes :

- IExplain the need for and value of a formalized step-by-step approach to the analysis, design, and implementation of computer information systems.
- Use tools and techniques for process and data modeling.
- Describe the role and responsibilities of the participants in information systems^o development.
- Develop a feasibility analysis of a proposed system.
- Develop and deliver a Requirements Definition Proposal for a new system in a well-structured business proposal.
- Explain the common ways projects fail and how to avoid these failures.
- Implement various project management tools.

Units: -	Syllabus – <i>System Analysis and Design</i>
Unit No : 1	Introduction to system concepts: Introduction to System, characteristic, elements of system, types of system, categories of information system
Unit No : 2	General phases of system development life cycle: SDLC, waterfall model, prototyping model, spiral model and 4GT, system analysis
Unit No : 3	3 Requirement and Structured Analysis: Feasibility Study, Fact-finding techniques, Decision Tree and Decision Table Pseudocode, Structured English, DFD
Unit No : 4	Database Design and Documentation Techniques: ERD, System Flow Charts; Functional Decomposition Diagram; Structured Flow-Charts.
Unit No : 5	User Interface Design: Interface Design Dialogue, Strategies, Screen Management
Unit No : 6	Practical and case studies

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book
1 – National	Awad	System Analysis and Design
2 – National	Senn	System Analysis and Design:
3 – National	Roger S. Pressman	. Software Engineering a Practioner's Approach
4 – International		
5 – International		
6 – International		

Online Resources:

Online Resources No	Web site address
1	https://www.tutorialspoint.com/system_analysis_and_design/system_analysis_and_design_quick_guide.htm
2	https://www.yourarticlelibrary.com/management/mis-management/system-analysis-objectives-reasons-and-tools-mis/70388

MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	IT02	Information System Security & Audit	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 70:30

Course Objectives:

Subject / Course Objectives :

- i) Describe the general framework for IT risks and control.
- ii) Identify the unique elements of computer environment and discuss how they affect the audit process.
- iii) Describe the security aspect and audit issues related to computer security.
- iv) To enable the students to grasp knowledge of Auditing along with exposure to modern business information systems.
- v) Understand the audit objectives and procedures used to test data management controls.
- vi) Discuss the stages in the SDLC

Learning Outcomes :

- I) Understand the difference between Security Metrics and Audits.
- II) Knowledge on Vulnerability Management
- III) Know the Information Security Audit Tasks, Reports and Post Auditing Actions
- IV) Understand Information Security Assessments
- V) Examine the multiple layers of IS security in organizations.
- VI) Analyze the risk management approach to information assets' security with respect to operational and organizational goals.
- VII) Evaluate physical and logical security controls, and the automated approaches in IS security.

Units: -	Syllabus – Information System Security & Audit
Unit No : 1	What is Information Systems (IS) Auditing? ,Need for control and audit of computers, Effects of computers on internal controls, Effects of computers on auditing, Foundations of Information Systems Auditing, Organizational Responsibilities(Executive management, Auditors, IT and Information security and General users) Information system control techniques, categories of internal control, organizational controls, data processing environmental control, Business continuity planning control, user control, boundary control, input control, control over data integrity and security, logical access controls and issues , preventative, detective, deterrent, corrective, recovery, Administrative, Technical, Physical Types of audit procedures, Overview of steps in an audit, Auditing around or through the computer
Unit No : 2	Meaning of Risk, Business risk, audit risk, security risk, and continuity risk. SEI risk statement (two things needed to express risk clearly) Components of risk:

	threat, vulnerability, exposure, impact, consequence Risk response options: manage, reduce, transfer, ignore, monitor Threat classes: natural, accidental and unintentional, intentional, political unrest, Threat agents, threat agent motives, Four basic steps to a risk assessment.
Unit No : 3	Information security programs- Relative importance of people, policy, and technology, Legal, Ethical and Professional Issues in Information Security Program foundation: policy, education, ownership, defined responsibilities Role of risk management in information security programs Information Security Management- Supporting role and purpose of: policy, training, culture, baselines, system acquisition and development, change management, configuration management, monitoring, personnel policies, assessments, metrics, and evaluation Incident response and basic steps: identification, containment, collection, recovery, analysis Cyber frauds, cyber attacks, impact of cyber frauds on enterprise, techniques to commit cyber frauds
Unit No : 4	Software / System Development Life Cycle- Four basic steps in SDLC: analysis, development, testing, implementation General sense for SDLC risks , Differences between pre- and postimplementation audits Pre-implementation and Post-implementation: approaches, role of auditor, advantages, disadvantages (in both phases)
Unit No : 5	5 Evidence Collection- Audit software, Code review, test data, and code comparison, Concurrent auditing techniques, Interview, questionnaires, and control flowcharts, Performance measurement tools. Evaluating Asset Safeguarding and Data IntegrityIntroduction, measures of asset safeguarding and data integrity, Nature of the global evaluation decision, Determinants of judgment performance, Audit technology to assist the evaluation decision, Cost-effectiveness considerations, Overview of the efficiency evaluation process, Performance indices, Workload models, System models, combining workload and system models, Overview of the effectiveness evaluation process, A model of Information System effectiveness, Evaluating system quality, Evaluating information quality, Evaluating perceived usefulness, Evaluating perceived ease of use, Evaluating computer self-efficacy, Evaluating Information System use, Evaluating individual impact, Evaluating Information System satisfaction, Evaluating organizational impact
Unit No : 6	6 Audit planning - Scope, objectives, Audits vs. assessments Need for business continuity management, Business Continuity policy and Planning, objectives Goals, plan, implementation, testing, Types of Back up, Disaster recovery plan, Audit of BCP and DRP New trends- cloud computing, security issues, mobile computing, BYOD(bring your own device) threats of BYOD, web 2.0, social media and network – social network threats , Green IT security service and challenges

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Doug Dayton, Daug Dayton	“Information Technology Audit Handbook”,	(1997)	Prentice Hall, ISBN: 0136143148
2 – National	Ron Weber	Information Systems Control and Audit”,		Pearson Education Inc., Ninth Impression, 2013, ISBN 978-81-317- 0472-1
3 – National	Richard E. Cascarino	Auditor's Guide to Information Systems Auditing		- 978-0-470-00989-5 Willey publication
4 – International	Frederick Gallegos, Sandra Allen-Senft, Daniel P. Manson (1999)	“Information Technology Control and Audit”		Auerbach Pub, ISBN: 0849399947
5 – International	James A. Hall	. “Information Systems Auditing and Assurance,”		South Western College Publishing, 1999.
6 – International	Michael E. Whitman and Herbert J. Mattord	Principles of Information Security,”		“Thomson Course Technology, 3rd Ed., 2008.

Online Resources No	Web site address
1	https://core.ac.uk/download/pdf/6673169.pdf
2	https://www.tutorialspoint.com/system_analysis_and_design/system_analysis_and_design_security_audit.htm
3	https://www.isaca.org/resources/isaca-journal/issues/2016/volume-5/information-systems-security-audit-an-ontological-framework
4	https://en.wikipedia.org/wiki/Information_security_audit
5	https://www2.deloitte.com/me/en/pages/technology/solutions/it_audit_and_information_system_security_deloitte_montenegro_technology_services_solutions.html

MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	IB01	<i>Regulatory Aspects of International Business</i>	
Type	Credits	Evaluation	Marks
Core elective	3	CES	UE:IE = 70:30

Course Objectives:

Subject / Course Objectives : i) To enable the student to understand the international business transactions and legal compliances related to the smooth conduct of business. ii) To give background of legal framework of Cross border trade. iii) To make students aware of Regulatory framework and also keep abreast with latest cross border trade regulations	
Learning Outcomes : i) The course will help students to understand the scenario of world trade and how regulations help the smooth conduct of trade processes. ii) The course will help students to know the various legal compliances and documentations in the cross border trade.	
Units: -	Syllabus – <i>Regulatory Aspects of International Business</i>
Unit No : 1	International Business transactions – Nature of cross border trade, Need to govern the cross border trade, International Law, choice of Law, conflict of Laws, Legal & Regulatory aspects
Unit No : 2	Framework of Statutes that govern cross border trade, Statutes framed by country of origin of transaction & International Guidelines
Unit No : 3	Regulation of International Banking, High Financial gearing, BCCI International affair, Bank for International Settlement
Unit No : 4	Regulation of Monetary System, Period between wars, Breton Woods, Euro, Smithsonian Agreement, Snake in Tunnel, Plaza & Louvre Accord, Regulatory Arbitrage, Labuan Model, Currency Board
Unit No : 5	Indian scenario – Process of Regulation & Deregulation ,Exchange Control Manual, An Introduction to FEMA, FEDAI Role & Rules , UCPDC – ICC Publication URC – ICC Publication Important clauses & interpretation ,Customs & Baggage Rules – Sale of Goods Act, INCOTERMS
Unit No : 6	International Debt Crises, Herstst Bank Crisis, Asian & other crises, Sovereign Risk – State Immunity Act, International Accounting Standards, Trade related Intellectual Property Rights, World Transfer Pricing

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books	Name of the Author	Publishers
International	ICC Publication UCPDC -Uniform Customs and Practice for Documentary Credits	International Chamber of Commerce
International	Global Business Regulation by John Braithwaite	Cambridge University Press (February 13, 2000)
International	Legal & Ethical Aspects of International Business (Aspen College) by Eric L. Richards	Wolters Kluwer Law & Business (February 27, 2014)
International	International Banking Legal and Regulatory Aspects(Diploma in International Banking and Finance) by Indian Institute of Banking and Finance, Mumbai 2007-2008	Publisher-Rajiv Beri from Macmillan India Ltd.
National	Regulatory requirements under FEMA 1999 Vol I FEDAI Publication	FEDAI Publications,Govt.of India
National	Foreign Trade Policy – R- Return XOS & BEF, FEDAI Publication	

Online Resources:

Online Resources	Web site address
1	http://www.ipindia.nic.in/
2	https://udyamregistration.gov.in/docs/nic_2008_17apr09.pdf
3	https://dgft.gov.in/CP/
4	https://www.fieo.org/
5	https://www.trademapp.org/
6	https://msme.gov.in/know-about-msme
7.	https://www.google.co.in/books/edition/International Banking Legal Regulatory A/IhYsJqiKj8EC?hl=en&gbpv=1&dq=regulatory+aspects+of+international++business+books+indian+author&printsec=frontcover

MOOCs:

Resources No	Web site address
1	https://www.edx.org/learn/international-trade
2	https://www.openlearning.com/courses/GFML3073/

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	IB02	<i>Export Import Policies Procedures and Documentation</i>	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 70:30

Course Objectives:

Subject / Course Objectives :	
<ul style="list-style-type: none"> • To make students aware about the cross border trade procedures and practices in International Logistics 	
Learning Outcomes : <ul style="list-style-type: none"> ▪ The course will provide a clarity on the Import-Export cycle. ▪ The course will help students to know the various compliances and documentations in the Import Export Process ▪ The course will help students to know the logistic process and various agencies involved the export –import process. 	
Units: -	Syllabus – <i>Export Import Policies Procedures and Documentation</i>
Unit No : 1	International Business – Nature & Scope, Framework of International Business, Meaning of Export/ Deemed Export/ Import
Unit No : 2	World’s Foreign Trade Scenario and Trade Composition, India’s Foreign Trade, Important Statutes/Acts/Policies for International Trade, Export Procedure step by step from registration to final shipment and post shipment.
Unit No : 3	Documentation in Export/ Import required for Sales Contract, Shipment, Custom Clearance, Banks, Insurance and Transport etc.
Unit No : 4	Cross Border Payment Settlement Procedure with Advanced Payment Method, Open Account Method, Documentary Credit, Documentary Collection and Consignment Trading
Unit No : 5	International Trade Logistics – Meaning, Objective, International Logistic Agencies in India and outside India, their functions.
Unit No : 6	Warehousing, Ports in India, Port Efficiency and Productivity, Freight Forwarder, Custom House Agent, Multimodal Transport Operator, Containerization – Types and Dimensions, Linear Shipping Services <u>Project</u> – Students are supposed to select a product for export with the help of Product and Market selection techniques and need to explain each step involved in the export process from the registration stage to post shipment stage.

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1-National	Aseem Kumar	Export Import Management	2007	Excel Books
2-National	C. Rama Gopal	Export Import Procedure and Documentation	2019	New age International Publisher's, New Delhi
3-National	W.K. Acharya and Jain K.S	Export Import Procedure and Documentation	2019	Himalaya Publishing House, Mumbai
4-National	CA Shiva Chaudhary	How to start Export Import Business	2018	Educreation Publishing

Online Resources:

Online Resources No	Web site address
1	http://www.ipindia.nic.in/
2	https://udyamregistration.gov.in/docs/nic_2008_17apr09.pdf
3	https://dgft.gov.in/CP/
4	https://www.fieo.org/
5	https://www.trademap.org/
6	https://msme.gov.in/know-about-msme

MOOCs:

Resources No	Web site address
1	http://niryatbandhu.iift.ac.in/exim/
2	https://www.edx.org/learn/international-trade
3	https://www.openlearning.com/courses/GFML3073/

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	AM01	Rural Marketing	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 70:30

Course Objectives:

Subject / Course Objectives :	
i) To sensitize the students towards the Agriculture and Rural Marketing environment so as to help them in understanding the emerging challenges in the Global Economic Environment ii) To familiarize the students with the basic concepts of Rural Marketing, iii) To make the students aware of nature of the Rural Consumer iv) To give insights of marketing of agricultural inputs and produce.	
Learning Outcomes :	
I) Understand the importance of Rural Markets II) Sensitize to the needs and behavior of consumers and channels III) Utilize the understanding on peculiarities of rural markets, channels and competition in marketing decision making IV) Understand the Rural Market Segmentation and Rural Products V) Expose the students to Rural Market Distribution and services	
Units: -	Syllabus – <i>Rural Marketing</i>
Unit No : 1	Rural marketing management perspectives, challenges to Indian marketer. Rural – urban disparities, policy interventions required rural face to reforms, towards cyber India
Unit No : 2	Rural marketing – concept, scope, nature, taxonomy attractiveness. Urban vs. rural marketing. Rural consumer behavior – buyer characteristics, decision process, and behavior patterns, evaluation procedure, brand loyalty, innovation adoption.
Unit No : 3	3 Information system for rural marketing – concepts, significance, internal reporting system, marketing research system, decision support system. Selecting and attracting markets – concepts and process, segmentation, degrees, bases, and guides to effective segmentation, targeting and positioning
Unit No : 4	Product strategy for rural markets. Concept and significance. Product mix and product item decisions. Competitive product strategies. Pricing strategy in rural marketing: Concept, Significance, Objectives, Policy and strategy.
Unit No : 5	Promotion towards rural audience, exploring media, profiling target audience, designing right promotion strategy and campaigns. Rural distribution – channels, old setup, new players, new approaches, coverage strategy
Unit No : 6	Cases related to the topics covered under earlier units.

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Publisher Company
1 – National	C.S.G. Krishnamacharyulu&LalithaRamak rishnan,	“Rural Marketing” – Text and Cases	, Pearson education.
2 – National	C.S.G. Krishnamacharyulu&LalithaRamak rishnan	, “Cases in rural marketing an integrated approach”.	Pearson education.
3 – National	Robert Chambers	“Rural Development: Putting the last first	Pearson education.

MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	AM02	<i>Supply Chain Management in Agribusiness</i>	
Type	Credits	Evaluation	Marks
Core elective	3	CES	UE:IE = 70:30

Course Objectives:

Subject / Course Objectives :	
<p>I) Understand the principles of supply chain management and its importance in business management.</p> <p>II) Know the emerging practices, challenges and trends in supply chains.</p> <p>III) Understand the Supply Chain Strategy</p> <p>IV) Understand the Logistics Management in Supply Chains</p> <p>V) Understand the Information Technology for Supply Chain Management</p>	
Learning Outcomes :	
<p>I) Understand the principles of supply chain management and its importance in business management.</p> <p>II) Know the emerging practices, challenges and trends in supply chains.</p> <p>III) Understand the Supply Chain Strategy</p> <p>IV) Understand the Logistics Management in Supply Chains</p> <p>V) Understand the Information Technology for Supply Chain Management</p>	
Units: -	Syllabus <i>Supply Chain Management in Agribusiness</i>
Unit No : 1	Supply Chain: Changing Business Environment; SCM: Present Need; Conceptual Model of Supply Chain Management; Evolution of SCM; SCM Approach; Traditional Agri. Supply Chain Management Approach; Modern Supply Chain Management Approach; Elements in SCM.
Unit No : 2	Demand Management in Supply Chain: Types of Demand, Demand Planning and Forecasting; Operations Management in Supply Chain, Basic Principles of Manufacturing Management.
Unit No : 3	Procurement Management in Agri. Supply chain: Purchasing Cycle, Types of Purchases, Contract/Corporate Farming, Classification of Purchases Goods or Services, Traditional Inventory Management, Material Requirements Planning, Just in Time (JIT), Vendor Managed Inventory.
Unit No : 4	Logistics Management: History and Evolution of Logistics; Elements of Logistics; Management; Distribution Management, Distribution Strategies; Pool

	Distribution; 28 Transportation Management; Fleet Management; Service Innovation; Warehousing; Packaging for Logistics, Third-Party Logistics (TPL/3PL); GPS Technology.
Unit No : 5	Concept of Information Technology: IT Application in SCM; Advanced Planning and Scheduling; SCM in Electronic Business; Role of Knowledge in SCM; Performance Measurement and Controls in Agri. Supply Chain Management- Benchmarking: introduction, concept and forms of Benchmarking.
Unit No : 6	Food supply chain Networks, The advantages for supply chain members, Components of an Agri supply chain, Agri marketing and emergence of coordinated supply chains in India, Coordinated supply chains, Supply Chain Management in Horticulture, Value chain – Some Horticulture crops,

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Publisher Company
1 – National	Altekar RV. 2006.	Supply Chain Management: Concepts and Cases	. Prentice Hall of India.
2 – National	Monczka R, Trent R.&Handfield R.	. Purchasing and Supply Chain Management.	2002 Thomson Asia
3 – National	. vanWeele AJ. 2000.	Purchasing and Supply Chain Management Analysis ,Planning and• Practice	Vikas Publ. House
4 – International	Fawcett, S., Ellram, L. and Ogden, J. (2007):	Supply Chain Management – From Vision to Implementation.	Pearson Prentice Hall, Upper Saddle River, NJ, USA.
5 – International	Fischer, C. and Hartmann, M. (2010):	Agri-food Chain Relationships..	CAB International, UK and US.

. Online Resources:

Online Resources No	Web site address
1	https://www.academia.edu/40734182/Principles_of_Agribusiness_Management
2	https://en.wikipedia.org/wiki/Agribusiness
3	https://zalamsyah.files.wordpress.com/2018/02/6-agribusiness-management.pdf
4	http://eagri.org/eagri50/AECO341/index.html

MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	R01	Introduction to Retailing	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 70:30

Course Objectives:

Subject / Course Objectives :	
i) To familiarize the students with evolution and growth of Retailing, expectations of customers and ii) To study the importance of retailing in the current business scenario.	
Learning Outcomes :	
I) Enable the students to gain knowledge on concepts, formats and managerial practices of retailing II) Enable the students to gain skills on analysis and decision making in retailing management III) Understand to the Product Categories, Types and Formats IV) Understand to the Retail Strategy V) Understand to the Store Operation and Services	
Units: -	Syllabus – <i>Introduction to Retailing</i>
Unit No : 1	Retailing- Meaning, Nature, Classification, Growing Importance of Retailing, Factors Influencing Retailing, Functions of Retailing, Retail as a career.
Unit No : 2	Developing and applying Retail Strategy, Strategic Retail Planning Process, Retail Organization,
Unit No : 3	The changing Structure of retail, Classification of Retail Units, Retail Formats: Corporate chains, Retailer Corporate and Voluntary system, Departmental Stores, Discount Stores, Super Markets, Warehouse Clubs.
Unit No : 4	4 Variety of Merchandising Mix, Retail Models and Theory of Retail Development, Business Models in Retail, Concept of Life cycle Retail.
Unit No : 5	Emergence of Organized Retailing, Traditional and Modern retail Formats in India, Retailing in rural India, Environment and Legislation For Retailing, FDI in Retailing
Unit No : 6	Case Studies in Retail Management

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book
1 – National	Swapana Pradhan-	Retailing Management
2 – National	Dravid Gilbert	- Retail Marketing
3 – National	George H, Lucas Jr., Robert P. Bush, Larry G Greshan-	Retailing
4 – International	A. J. Lamba	The Art of Retailing
5 – International	. Barry Berman, Joel R Evans	Retail Management; A Strategic Approach

MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	R02	Retail Management and Franchising	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 70:30

Course Objectives:

Subject / Course Objectives : To familiarize the students with evolution and growth of Retailing, expectations of customers and to study the importance of retailing in present business scenario.	
Learning Outcomes : <ol style="list-style-type: none"> Understand the retail sector and the range of retail occupations. Describe the characteristics of the local retail environment Identify different retail occupations and the related skills, attributes and behaviours. State factors that influence customer expectations. Explain how a Point of Sale is used in retail. 	
Units: -	Syllabus Retail Management and Franchising
Unit No : 1	Introduction: Definition, Relationship between retailing & marketing, Customer Relationship Management for retail store, Features of retailing, retailing structure. Retailing & channels of distribution, place of retailing in channels of distribution, Structural dynamics, alternative ways of classifying, retail structure, essentials of successful retailing, non store retailing.
Unit No : 2	Retail Strategic Planning: Meaning, importance, steps involved in retail strategic planning.
Unit No : 3	Franchising: Introduction, meaning, Advantages & disadvantages of becoming a franchisee, Legal restrictions in franchising, types of franchises, elements of an ideal franchise programme, forms of franchise arrangement, Evaluating the franchise company, trends in franchising.
Unit No : 4	Location: Introduction, Geographic location decision, location site and types of retail development, location techniques, catchment area analysis, leasing of a retail outlet.
Unit No : 5	Store Design & Layout: Introduction, Store & its image, The External Store, Internal Store, Display, visual merchandising & atmospherics, types of layout.
Unit No : 6	Consumerism & Ethics in Retailing: Introduction, Pressures for a company to be socially responsible, criticism of marketing activity, product misuse and safety issues, acceptability of social responsibility.

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – International	David Gilbert	Retail Marketing Management		Pearson Education
2 –International	Andrew J. Newman & Peter Cullen	Retailing Environment & operations		Change learning
3 –International	Barry Berman & Jeol R. Evans	Retail Management – A Strategic Approach		Pearson Education
4 –National	Agarwal, Bansal, Yadav & Kumar	Retail Management, PragatiPrakashan		W.K. Road, Merut.
5-International	Barbara E.Kahn	The Shopping Revolution		Wharton School Press
6-International	John Stanley	Just About Everything a Retail Manager Needs to Know		Gray & Nash
7-National	Swapna Pradhan	Retailing Management	2011	Tata McGraw-Hill Education

Online Resources:

Online Resources No	Web site address
1	https://www.vectorconsulting.in/research-publications/consumer-industry-insights/leveraging-franchisees-for-profitable-growth-in-retail/
2	https://courses.lumenlearning.com/clinton-marketing/chapter/reading-types-of-retailers/
3	https://www.primaseller.com/knowledge-base/retail-store-management/

MOOCs:

Resources No	Web site address
1	https://www.shortcoursesportal.com/disciplines/244/retail-management.html
2	https://onlinecourses.swayam2.ac.in/cec19_mg40/preview

Elective - Project Management: Course - Project Risk Management.

Course: MBA (General) CBCS 2020 – w.e.f. - Year 2021– 2022			
Semester	Course Code	Course Title	
III	PR01	Project Risk Management	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE =70:30

Course Objectives:

Subject / Course Objectives:	
i) To understand how to apply customizable, industry-robust Templates to create a Risk Management Plan and Risk Register ii) To understand how to Use Qualitative Risk analysis process to Identify Risk Exposure iii) To understand how to Translate Risk into actual Time and Cost impact using proven Quantitative Risk Analysis Tools iv) To understand how to Utilize Technique to Design your Risk Response Strategies v) To understand how to Monitor Risk Triggers to control uncertainties and maximize project payoff	
Learning Outcomes:	
vii) Develop skills to help you enhance your skills on project risk management. viii) Help in identifying and measuring risks in project development and implementation, ix) Learn to quantify risks and create risk response strategies to deliver projects that meet stakeholder expectations..	
Name: -	Syllabus – Project Risk Management
Unit No: 1	Introduction to Risk Management Difference between Risk and Issue Management, Definitions of Risk and Key Terms, Risk vs. Opportunities, Impact of Risk on Organizations, Internal Control and Risk Management, Maturity in Risk Culture, Risk Management Strategy, Perspectives – Strategic, Programme, Project, Operations, Risk Management Policy and Processes, Risk Management Responsibilities, Risk Management Templates for Risk Management, Strategy and Risk Register
Unit No: 2	Risk Management Planning Risk Management Planning Process, Inputs to Risk Planning, Techniques for Risk Planning, Tailoring the Risk Register, Tailoring the Probability Impact Matrix, Define Roles and Responsibilities, Develop Project Risk Management Plan
Unit No: 3	Identify Risks Risk Identification Process, Inputs to Risk Identification, Techniques in Risk Identification, Determine Project Risk and Opportunities, Using Expert Judgment and historical Data Analysis, Discuss SWOT, Taxonomy, Checklist, Delphi, Cause and Effect, Pareto analysis, Where to look for Project Risks, Risk Breakdown Structure, Common risks in Software Project
Unit No: 4	Risk Analysis Risk Analysis Process, Qualitative vs. Quantitative Risk Analysis, When to use

	Quantitative Risk Analysis, Inputs for Qualitative Risks Analysis, Determine Risk Probability and Impact, Risk Urgency Assessment, Categorize Risks, Update Risk Register, Quantifying with Expected Monetary Value, Decision Tree Analysis
Unit No: 5	Planning Risk Responses Risk Response planning process, Inputs for Risk response planning, Strategies for Negative Risks, Strategies for Positive Risks, Secondary Risks and Residual Risks, Assigning Risk Ownership and Responsibilities, Contingency Planning
Unit No: 6	Monitoring and Controlling Risks Risk Monitoring and Controlling Process, Inputs to Risk Monitoring and Controlling Process, Techniques in Risk Monitoring and Controlling Risk Reassessment, Risk Audits, Variance and Trend Analysis Documenting Risk Data for future projects, Managing Issues

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – International	Tom Kendrick	Identifying and Managing Project Risk	3rd edition (16 April 2015)	AMACOM, United Kingdom
2 – International	Michel Crouhy	The Essentials of Risk Management	2nd Edition 2015	McGraw-Hill Education; 2nd edition, USA
3 – National	Yadav Manoj	101 Secrets of Project Risk Management	1st Edition 2016	Vitasta Publishing Pvt.Ltd
4 – National	P Gopalakrishnan & V E Ramamoorthy	Textbook of Project Management	1st Edition 2017	Laxmi Publications
5 – National	IIBF	Risk Management	2nd edition	Macmillan Publishers India Pvt. Ltd.;

Online Resources:

Online Resources No.	Web site address
1	https://www.pmi.org/-/media/pmi/documents/public/pdf/certifications/practice-standard-project-risk-management.pdf?v=1e0b5985-74af-4c57-963c-b91a9af6fecb
2	https://www.edureka.co/blog/project-risk-management/
3	https://www.oreilly.com/library/view/pmp-project-management/9780470479582/9780470479582_monitor_and_control_risks.html
4	https://projectriskcoach.com/identify-project-risks/
5	https://www.greycampus.com/opencampus/project-management-professional/risk-categories

MOOCs:

Resources No.	Web site address
1	https://onlinecourses.swayam2.ac.in/cec21_ge06/preview
2	https://onlinecourses.swayam2.ac.in/nou21_ag10/preview
3	https://onlinecourses.swayam2.ac.in/cec21_ge06/preview

Elective - Project Management: Course – Microsoft Project 2010

Course: MBA (General) CBCS 2020 – w.e.f. - Year 2021– 2022			
Semester	Course Code	<i>Course Title</i>	
III	PR02	Microsoft Project 2010	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE =70:30

Course Objectives:

Subject / Course Objectives: i) To understand best in class templates ii) To schedule tasks effectively. iii) To collaborate with project partners with ease. iv) To understand how to get updates and stay current	
Learning Outcomes: i) Understand the Microsoft Project 2010 Interface ii) Learn Best Practices in Planning and Scheduling using Microsoft Project and Checklists iii) Learn Resource Planning, How to resolve Resource Workload, Re-Assignments and Performance Review	
Name	Syllabus – Microsoft Project 2010
Unit No: 1	Best Practice Guidelines and Checklists on Project Scheduling Scheduling in a Nut Shell, Scheduling Best Practices and Guidelines, Do's and Don'ts, Overview of Microsoft Project 2010
Unit No: 2	Resolving Resource Workload Over Allocation Determine Resource Workloads, Sharing Resources across Multiple Projects, Strategies for resolving Resource Workload over allocation, Level the Workload yourself, Let Microsoft Project level the Workload for you, Best practices on Workload Leveling
Unit No: 3	Optimizing for Scope, Time, Cost and Resource Strategies for Optimizing the Schedule, Managing Critical Path using Microsoft Project, Running What-if Scenarios in Microsoft Project, Determining Critical Resources
Unit No: 4	Managing Multiple Projects Project, Program and Portfolio Management Concepts, Combining Projects for Progress Review, Creating and Managing Sub Projects and Master Projects, Managing Project Task Dependencies, Sharing Resources amongst Projects
Unit No: 5	Customizing and Sharing Objects Customizing Project Objects, Sharing Objects between Projects, Using Project Templates
Unit No: 6	Analyzing Projects Analyzing Project Progress, Measuring Performance using Earned Value Analysis, Responding to Changes in your Project

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – International	Bonnie Biafore	Microsoft Project 2010: The Missing Manual	1 st Edition	O'Reilly Media, Inc.
2 – International	Nancy C. Muir	Project 2010 For Dummies	May 2010	For Dummies
3 – International	Robert Happy	Microsoft Project 2010 Project Management: Real World Skills for Certification and Beyond	1 st Edition	Sybex

Online Resources:

Online Resources No.	Web site address
1	http://cnaiman.com/PM/MIT-LabText/2013/microsoft-project-2013-step-by-step.pdf
2	http://www.asciutto.com/project2010/Project2010_eBook.pdf
3	https://www.uis.edu/informationtechnologyservices/wp-content/uploads/sites/106/2013/04/IntroductiontoProject2010.pdf

MOOCs:

Resources No.	Web site address
1	https://www.my-mooc.com/en/mooc/managing-projects-microsoft-project-microsoft-cld213x/
2	https://www.classcentral.com/course/edx-managing-projects-with-microsoft-project-6718
3	https://www.coursera.org/lecture/uva-darden-project-management/supplemental-tutorial-getting-started-with-microsoft-project-ojHba

Semester IV

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	401	Project Management	
Type	Credits	Evaluation	Marks
Core	3	UE and IE	UE:IE = 70:30

Course Objectives:

Subject / Course Objectives : <ol style="list-style-type: none"> 1. To understand the concepts of project planning and organization, budgeting and control, and project life cycles. 2. To master several basic project scheduling techniques including WBS, CPM, PERT, GANTT CHARTS, and resource constrained scheduling. 3. To understand the related concepts of organizational forms, conflict resolution, and issues related to leadership and task management in a project environment. 4. To become familiar with Microsoft Project in performing simple project management tasks. 	
Learning Outcomes : <ol style="list-style-type: none"> 1. Evaluate project to develop scope of work, provide accurate cost estimation and to plan the various activities. 2. Identify resources required for a project and to produce a work plan and resources schedule. 3. Evaluate project for quality concept. 4. Use of project management tools for project management. 	
Units	Syllabus – Project Management
Unit No : 1	Introduction, Need for Project Management, characteristics of project, Problems with projects, All parties (stakeholders) involved in project. Role of Project Manager. Project management body of knowledge (PMBOK), Project Management Knowledge Areas, Phases of project management life Cycle.
Unit No : 2	Organizational Structure and Organizational Issues: Introduction, Organizational Structures, Team structures, Team development process, team building process, stages in developing a high performance project team, project team pitfalls, Roles and Responsibilities of Project Leader Leadership Styles for Project Managers, Conflict Resolution, Team Management and Diversity Management
Unit No : 3	Project Planning and scheduling: Introduction, Project Planning, Need of Project Planning, Project Planning Process, Work Breakdown Structure (WBS), Gantt

	chart, Network Planning models, formulating network model , Critical path analysis , PERT, Resource Allocation, Scheduling, Project Cost Estimate and Budgets, Cost Forecasts
Unit No : 4	Project Risk Management: Introduction, Risk, Risk Management, Role of Risk Management in Overall Project Management, Steps in Risk Management, Risk Identification, Risk Analysis, Risk prioritization, Risk mitigation.
Unit No : 5	Project Quality management :Introduction, Quality, Quality Concepts, Place of quality in planning, importance of it, quality measures, ISO standards, CMM standards, Quality Assurance document
Unit No : 6	Project Management Software: Introduction, Advantages of Using Project Management Software, Common Features Available In Most of the Project Management Software, Study of MS project or any other project management

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Publisher Company
1 – National	John M Nicholas	Project Management For Business And Technology	Prentice Hall Of India Pvt Ltd
2 – International	Clifford F Gray, Erik W Larson	“Project Management : The Managerial Process	Tata Mcgraw - Hill Publishing Co Ltd .
3 – International	Jack Meredith, Samuel J. Mantel Jr.	Project Management - A Managerial Approach	John Wiley and Sons

Online Resources:

Online Resources No	Web site address
1	https://en.wikipedia.org/wiki/Project_Management_Institute
2	https://www.projectengineer.net/the-10-pmbok-knowledge-areas/
3	https://en.wikipedia.org/wiki/Project_management
4	https://pmstudycircle.com/2012/03/stakeholders-inproject-management-definition-and-types/
5	https://opentextbc.ca/projectmanagement/chapter/chapter-8-overview-of-project-planning-project-management/

MOOCs:

Resources No	Web site address
1	Please refer these websites for MOOCS: NPTEL / Swayam
2	www.edx.com
3	www.coursera.com

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	402	Environment and Disaster Management	
Type	Credits	Evaluation	Marks
Core	2	CES	IE = 100

Course Objectives:

Subject / Course Objectives :

- Understand and realize the multi-disciplinary nature of the environment, its components, and inter-relationship between man and environment.
- Understand the relevance and importance of the natural resources in the sustenance of life on earth and living standard.
- Comprehend the importance of ecosystem, biodiversity and natural bio geo chemical cycle.

Learning Outcomes :

- Understand the natural environment and its relationships with human activities.
- Characterize and examine human affects at the environment.
- Capacity to obtain, analyse, and communicate information on risks, relief needs and lessons learned from earlier disasters in order to formulate strategies for mitigation in future scenarios
- Integrate facts, concepts, and methods from multiple disciplines and apply to environmental problems of disaster events at a local and global levels.
- Capacity to integrate knowledge and to analyse, evaluate and manage the different public health aspects

Units-	Environment and Disaster Management
Unit No : 1	The Environment and Ecosystem: Environment and Environmental studies: Definition, concept, components and importance Ecosystem and Ecology: Structure and Function of ecosystem, Brief concept of Autecology and Synecology. Food chain, food web and ecological pyramids . Biogeochemical cycles in an ecosystems: (Carbon, Nitrogen and Phosphorous cycle) Ecological succession: Definition, types, concept and process (Hydrosere, Xerosere and Lithosere).
Unit No : 2	Environment as Science: Introduction, Types of environment- Physical & Cultural, Environmental Science- meaning and definition, nature and scope, methods and importance of study. Impact of Technology on the environment, Environmental Degradation, Sustainable Development, Environmental Education.
Unit No : 3	Biodiversity and its conservation: Definition, genetic, species and ecosystem diversity.

	<p>Value of biodiversity : consumptive use, productive use, social, ethical, aesthetic and option values</p> <p>Biodiversity at global, National and local levels.</p> <p>India as a mega-diversity nation</p> <p>Threats to biodiversity: habitat loss, poaching of wildlife, man wildlife conflicts.</p> <p>Endangered and endemic species of India</p> <p>Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity.</p>
Unit No : 4	Definition and types of disaster: Hazards and Disasters, Risk and Vulnerability in Disasters, Natural and Man-made disasters, earthquakes, floods drought, landside, land subsidence, cyclones, volcanoes, tsunami, avalanches, global climate extremes. Man-made disasters: Terrorism, gas and radiations leaks, toxic waste disposal, oil spills, forest fires.
Unit No : 5	<p>Natural Disasters: Epidemic, Cyclone, Drought, Food, Landslide, Fire and forest fire, Earthquake and Volcanoes, Tsunami.</p> <p>Man- made Disasters: War, Arson / Sabotage / Internal Disturbances / Riots, Nuclear Explosion /Accidents / Radioactive Leakages. Ecological disasters like Deforestation / Soil Erosion / Air / Water Pollution. CORONA,HIV / AIDS, Life Style Diseases.</p>
Unit No : 6	Disaster Management: Components of Disaster Management, Government's Role in Disaster Management through Control of Information, Actors in Disaster Management, Organizing Relief measures at National and Local Level, psychological Issues, Carrying Out Rehabilitation Work, Government Response in Disaster

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Dr. AlokSatsangi	Environment Management and Disaster Management	2014	Green Leaf Publication
2 – National	Gupta A.K., Niar S.S and Chatterjee S.	Disaster management and Risk Reduction, Role of Environmental Knowledge	2013	Narosa Publishing House, Delhi.
3 – National	Dr. Ponmani S, Mrs. Bharathi VS, Dr. Balusamy A	Environmental Studies & Disaster Management	2019	Agrobios (India)
4 – International	R. Rajagopalan	Environmental Studies	2015	Oxford University Press Publication
5 – International	Majid Husain	Environment And Ecology: Biodiversity,	2016	Access Publishing

		Climate Change And Disaster Management		
6 – International	Thomas H. Tietenberg ,Lynne Lewis	Environmental and Natural Resource Economics	2018	Routledge Publishing

Online Resources:

Online Resources No	Web site address
1	environment-and-ecology-by-anil-kumar-d60361115.html
2	http://nammakpsc.com/wp/wp-content/uploads/2015/08/12.pdf
3	http://ndl.iitkgp.ac.in/document/Qm92bWdMVkJ2U1J3RjNWSDhFMWkwaGplSi9ObFJpd2VZQytMbkIjZGZ3RT0
4	https://www.journals.elsevier.com/international-journal-of-disaster-risk-reduction
5	https://www.omicsonline.org/environmental-journals.php

MOOCs:

Resources No	Web site address
1	https://www.edx.org/course/natural-disasters
2	https://swayam.gov.in/
3	https://www.coursera.org/
4	https://nptel.ac.in/

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	403	E-Business Management	
Type	Credits	Evaluation	Marks
Core	2	CES	IE = 100

Course Objectives:

Subject / Course Objectives : <ul style="list-style-type: none"> i) Understand the E-Commerce and E- business infrastructure and trends ii) Analyze different types of portal technologies and deployment methodologies commonly used in the industry. iii) Analyze the effectiveness of network computing and cloud computing policies in a multi-location organization. iv) Analyze real business cases regarding their e-business strategies and transformation processes and choices. v) Integrate theoretical frameworks with business strategies. 	
Learning Outcomes : <ul style="list-style-type: none"> i) After completion of this course, students will be able to understand the basic concepts and technologies used in the field of management information systems. ii) Understand the processes of developing and implementing information Systems. Be aware of the ethical, social, and security issues of information systems. iii) Understand the role of information systems in organizations, the strategic management processes, and the implications for the management. iv) Develop an understanding of how various information systems work together to accomplish the information objectives of an organization. 	
Units	Syllabus – E-Business Management
Unit No : 1	Introduction to E-Business and E-Commerce:- Define the e-Commerce and e-Business, Define e-Commerce Types of EC transactions. Define e-Business Models. Internet Marketing and e-Tailing. Elements of e-Business Models. Explain the benefits and limitations of e-Commerce.
Unit No : 2	E-Marketplaces: Structures, Mechanisms, Economics, & impacts:- Define e-Marketplace and Describe their Functions. Explain e-Marketplace types and their features. Describe the various types of auctions and list their characteristics. Discuss the benefits, limitations and impacts of auctions. E-Commerce in the wireless environment. Competition in the DE and impact on industry

Unit No : 3	E-Business applications, E-Procurement and E- Payment Systems:- Integration and e-Business suits. ERP, e-SCM, CRM, E-Payment. E-Procurement definition, processes, methods and benefits. Discuss the categories and users of smart cards. Describe payment methods in B2B EC
Unit No : 4	The Impact of E-Business on Different Fields and Industries:- E-Tourism · Employment and Job Market Online Real Estate. Online Publishing and e-Books. Banking and Personal Finance Online. On-Demand Delivery Systems and E-Grocers. Online Delivery of Digital Products.
Unit No : 5	E-Learning and Online Education:- Define electronic learning. Discuss the benefits and drawbacks of e-Learning. The e-Learning Industry. Discuss e-Content development and tools. Describe the major technologies used in e-Learning. Discuss the different approaches for e-Learning delivery. How e-Learning can be evaluated. E-Government:- Definition of e-Governments · Implementation. E-Government Services. Challenges and Opportunities. E-Government Benefits, Case Study
Unit No : 6	Launching Online Business and E-Commerce Projects:- Understand the requirements for starting an online business from different perspectives. Describe the funding options available to startup businesses. Understand the processes associated with managing Web site development. Know the techniques of search engine optimization. Evaluate Web sites on design criteria.

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Addition	Publisher Company
1 – National	Ravi Kalakota,	Frontiers of e-commerce		Pearson.
2 – National	Elias. M. Awad,	Electronic Commerce		Prentice-Hall of India Pvt Ltd.
3 – International	Horton and Horton,	e-Learning Tools and Technologies		Wiley Publishing
4 – International	Dave Chaffey	Electronic Business and Electronic Commerce Management	2006	Prentice Hall

5 – International	Turban, E. et al.,	Electronic Commerce: A Managerial Perspective	2008	Prentice Hall
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Online Resources:

Online Resources No	Web site address
1	https://en.wikipedia.org/wiki/Project_Management_Institute
2	https://www.projectengineer.net/the-10-pmbok-knowledge-areas/
3	https://en.wikipedia.org/wiki/Project_management
4	https://pmstudycircle.com/2012/03/stakeholders-inproject-management-definition-and-types/
5	https://www.webcreate.io/ecommerce-website-buildercomparison/?edgetrackerid=100253676826902&utm_medium=cp&utm_campaign=eCommerce&utm_source=google&utm_term=searchpareto&utm_content=text&gclid=EAIaIQobChMIwffjmNX63AIVz73tCh0qGw8LEAMYAyAAEgI_aPD_BwE 2. https://builtwith.com/ecommerce 3. https://www.shopify.com/blog/11863377-30-beautiful-and-creative-ecommercewebsite-designs 4. https://www.awwwards.com/websites/e-commerce/ 5. https://ecommerce-platforms.com/articles/ecommerce-store-design

MOOCs:

Resources No	Web site address
1	Please refer these websites for MOOCS: NPTEL / Swayam
2	www. edx.com
3	www.coursera.com

Programme: MBA (Gen) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	404	<i>Introduction to Data Science</i>	
Type	Credits	Evaluation	Marks
Open	2	CES	IE: 100

Course Objectives :

1. Understanding the Role of Data Science in business.
2. Understanding the basic concept of data management and data mining techniques
3. To understand the basic concept of machine learning
4. To understand the application of business analysis.

Learning Outcomes:

Upon the successful completion of this course, the student will be able to:

CO1. Understand the basics of business analysis and Data Science Knowledge (K2)

CO2. Understand data management and handling and Data Science Project Life Cycle

CO3. Understand the data mining concept and its techniques Applying (K4)

Unit	Contents	Sessions
1	Introduction: What is Data Science? Historical Overview of data analysis, Data Scientist vs. Data Engineer vs. Business Analyst, Career in , What is data science, Why Data Science, Applications for data science, Data Scientists Roles and Responsibility	06
2	Data: Data Collection, Data Management, Big Data Management, Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data.	08
3	Data Classification Data Science Project Life Cycle: Business Requirement, Data Acquisition, Data Preparation, Hypothesis and Modeling, Evaluation and Interpretation, Deployment.	06
4	Introduction to Data Mining, The origins of Data Mining, Data Mining Tasks, OLAP and Multidimensional data analysis, Basic concept of Association	08
5	Introduction to Machine Learning: History and Evolution, AI Evolution, Statistics Vs Data Mining Vs, Data Analytics Vs, Data Science, Supervised Learning, Unsupervised Learning, Reinforcement Learning, Frameworks for building Machine Learning Systems.	06

6	Application of Business Analysis: Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics.	08
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Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year Edition	Publisher
1 – National	Bhimasankaram Pochiraju, SridharSeshadri,	Essentials of Business Analytics: An Introduction to the methodology and		Springer
2 – National	Andreas C. Müller, Sarah Guido, O'Reilly	Introduction to Machine Learning with Python: A	1st Edition,	
3 – National	Laura Igual Santi Seguí,	Introduction to Data Science		Springer
4 – International	Pang-Ning Tan, Michael Steinbach, Vipin Kumar,	Introduction to Data Mining,		Pearson Education India
5 – International	Ger Koole, Lulu.com,	An Introduction to Business Analytics	2019	

MOOC:

Resources No	Web site address
1	www.alison.com
2	Swayam

Course : MBA (G/HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	405	Artificial Intelligence For Managers	
Type	Credits	Evaluation	Marks
Open	2	CES	IE = 100

Course Objectives:

Subject / Course Objectives:

- the fundamental technical terms and concepts around machinelearning necessary to apply these methods to building artificial intelligence systems for business.
- Identify and describe problems that are amenable to solution by AI methods.
- Understand key terms and components involved in machinelearning approaches
- TO understand the use of AI in business

Learning Outcomes:

- Understand various AI concepts
- Solve the problems using neural networks techniques

Units	Syllabus – Artificial Intelligence For Managers
Unit No: 1	Artificial Intelligence: Role of AI in engineering, AI in daily life, Intelligence and Artificial Intelligence, Different task domains of AI, Programming methods, Limitations of AI Intelligent Agent: Agent, Performance Evaluation, task environment of agent, Agent classification, Agent architecture Components of AI, History of AI, Salient Points, Knowledge and Knowledge Based Systems, AI in Future, Applications. [Reference 1]
Unit No: 2	Problems, problem spaces and search: Define the problem as a state space search, Production systems, Problem characteristics, Production system characteristic, Issues in design of search Program Search Techniques: DFS, BFS, Hill Climbing
Unit No: 3	Knowledge Representation: Need to represent knowledge, Knowledge representation with mapping scheme, Properties of good knowledge-based system, Knowledge representation issues, AND-OR graph, Types of knowledge
Unit No: 4	Knowledge-Based Systems: Structure of an Expert System, Expert Systems in different Areas, Expert System Shells, Comparison of Expert Systems, Comparative View, Ingredients of Knowledge-Based Systems, Web-based Expert Systems. [Reference 1]
Unit No: 5	Natural Language Processing- need of NLP, natural Language understanding, Basic NLP techniques, Natural language generation, Applications of NLP [Reference 3]
Unit No: 6	AI for Management an overview, what is the value of firms in AI world, Evolving

	role of general managers in the age of AI, role managers in new economy, AI and leadership development of the future, AI and marketing science and sustainable profit growth, how human- computer super minds develop business strategies. [Reference 6]
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Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 –National	R. B. Mishra	Artificial Intelligence		IEEE PHI
2 – National	Deepak Khemani	First Course in Artificial Intelligence	2013	Mcgraw Hill Publication
3 – National	Anandita Das Bhattacharjee	Artificial Intelligence & Soft Computing for Beginners		SPD Shroff Publication
4 – International	S.Russel, P.Norvig	Artificial Intelligence: A Modern Approach	2002	Pearson Education
5 – International	E.Rich and K.Knight	Artificial Intelligence	2002	TMH
6 – International	Jordi Canals Franz Heukamp	The Future of Management in an AI World: Redefining Purpose and Strategy in the Fourth Industrial Revolution		IESE Business Collection

Online Resources:

Online Resources No	Web site address
1	https://www.sas.com/en_in/insights/analytics/what-is-artificial-intelligence.html
2	https://www.newgenapps.com/blog/why-business-development-needs-artificial-intelligence/

MOOCs:

Resources No	Web site address
1	https://nptel.ac.in/courses/106/106/106106126/
2	https://www.coursera.org/learn/business-implications-ai
3	https://www.edx.org/course/ai-for-leaders
4	https://www.udacity.com/course/ai-for-business-leaders--nd054

Course:MBA(General)CBCS2020–w.e.f.-Year2020–2021			
Semester	CourseCode	CourseTitle	
IV	406	Rural Entrepreneurship	
Type	Credits	Evaluation	Marks
OPEN	2	CES	IE=100
Course Objectives:			
i) To give an overview of the concept of entrepreneurs and entrepreneurship ii) To acquaint the students with the concept of Rural Industrialization iii) To develop an entrepreneurial mindset to generate a sustainable livelihood in rural area. iv) To help students understand the problems of Marketing of Rural Industries. v) To examine the performance of various government schemes, programs and institutional support in fostering rural entrepreneurship			
LearningOutcomes:			
i) Develop understanding about Entrepreneurship in Rural Context ii) Develop entrepreneurial skills in the rural youth iii) Explore and identify rural potential for a business idea iv) Address the challenges identified with rural entrepreneurship v) Engage in the management of the rural entrepreneurship			

Units	Syllabus: Rural Entrepreneurship
1	Concept of Entrepreneurship: <ul style="list-style-type: none"> • Concept, definition, need and role of entrepreneurship. • Types and functions of entrepreneurs, role and importance of entrepreneurs in rural development. • Women Entrepreneurship Development • Indian entrepreneurial cultural.
2	Rural Development: <ul style="list-style-type: none"> • Meaning, definition and concept of Rural Development • Features of rural economy • Role of rural industrialization in uplifting village and national economy. • Causes of rural backwardness • Socio-cultural barriers in rural development and rural entrepreneurship
3	Venturing In Rural Entrepreneurship: <ul style="list-style-type: none"> • Concept of Rural Entrepreneur. • Problems and prospects of rural entrepreneur. • Product selection process, screening and evaluation of ideas, developing a Business Plan • Marketing Strategy And Information System for rural industries
4	Organizations: Khadi and Village Industries Commission (KVIC) National Small scale Industries Corporation (NSIC) District Industries Centre (DIC) Small Industry Development Corporation (SIDCO)

	Small Industries Service Institutes (SISI) Consultancy Organizations, Financial Organizations
5	Government Policy and Programmes for Entrepreneurship Development in Rural India: Types of micro finance and insurance schemes operative in India. Government Schemes for rural development: Trysem, IRDP, ACID (Agriculture credit intensive development scheme), DRI (Differential rate of Interest scheme of banks, Insurance schemes.
6	Globalization and Rural Industrial Promotion: Imports and Exports - Strategies - Policies Implications Visit to any Entrepreneurial supportive organization. Case Studies in Rural Entrepreneurship.

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1.National	A.K. Sood	Evaluation of rural entrepreneurship development programs in Himachal Pradesh, Evaluation study series, no. 4	2009	NABARD HP regional office, Shimla.
2. National	N.Lalitha	Rural Development in India: Emerging Issues and Trends	2004	Dominant Publishers , Delhi,
3.National	Veerashankharappa	Institutional Finance for Rural Development,	1997	Rawat Publications, Jaipur and New Delhi
4.National	Laxmi Devi	Encyclopedia of rural Development	1996	Anmol Publications Pvt. Ltd. New Delhi.
5.National	Katar Singh	Rural Development, principles, policies and Management,	1986	Sage Publication, New Delhi.
6.International	David Holt	Entrepreneurship :New Venture Creation	1998	Prentice Hall India.
7.International	KonecnikRuzzier, Maja, Hisrich, Robert D.	Marketing for Entrepreneurs and SMEs: A Global Perspective	2013	Edward Elgar Publishing Limited
8.International	Alsos, GA, S.	The Handbook of	2011	Edward Elgar

	Carter, E. Ljunggren, and F. Welter (Ed.).	Research on Entrepreneurship in Agriculture & Rural Development.		Publishing Limited
Journals:				
1	R. Ahmad, Wan F. W. Yusoff, H. M. Noor, A. K. Ramin	Preliminary study on Rural entrepreneurship development program in Malaysia”	2012	Journal of Global Entrepreneurs hip, vol. 2(1), pp. 23-26
2	J.S. Saini J. S., Bhatia B. S	Impact of Entrepreneurship Development Programs	1996	journal of Entrepreneurs hip, vol. 5(1), pp. 65-80
3	Anand Bansal	“How is entrepreneurship good for economic development?”	2012	The IUP journal of entrepreneurs hip development, vol. 9(2), June 2012, pp. 7-22

OnlineResources:

Resource No	Website Address
1	https://journal-jger.springeropen.com/articles/10.1186/s40497-019-0162-6
2	https://journals.sagepub.com/home/irm
3	https://rrjournals.com/conference-proceeding/rural-entrepreneurship-in-terms-of-rural-entrepreneurial-motivations/
4	https://www.sciencedirect.com/science/article/abs/pii/S0743016718304509
5	https://www.intechopen.com/books/entrepreneurship-trends-and-challenges/the-digitalisation-of-rural-entrepreneurship

MOOCs

Resources Name	Website Address
IIM,Bangalore	https://www.edx.org/learn/agribusiness
UniversityofFlorida	www.coursera.org
UniversityofLondon	www.cefims.as.uk
Alison	https://alison.com/
Khan Academy - free online courses and lessons	https://www.khanacademy.org/
Swayam	swayam.gov.in

Elective - Marketing Management: Course - Sales and Distribution Management.

Course: MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	MK03	<i>Sales and Distribution Management</i>	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE =70:30

Course Objectives:

Subject / Course Objectives: i) To understand the Importance of Sales Management. ii) To know the Emerging Trends in Sales Management. iii) To learn the Sales Planning and Budgeting. iv) To know Sales Territories and Quotas. v) To study Controlling of Salesforce Performance. vi) To learn Logistics and Supply Chain Management.	
Learning Outcomes: I) To know the Role and Skills of Modern Sales Managers. II) To set Sales Objectives and design the Sales Strategies. III) To learn the various Methods of Sales Forecasting. IV) To know the procedure of preparing Sales Budget. V) To learn the process for designing Sales Territories. VI) To learn the methods of setting Sales Quota.	
Units	Syllabus – <i>Sales and Distribution Management</i>
Unit No: 1	Introduction to Sales Management: Nature and Importance of Sales Management, Role and Skills of Modern Sales Managers, Personal Selling Objectives, Sales Process/ Personal Selling Process, Sales/ Personal Selling Strategies, Emerging Trends in Sales Management.
Unit No: 2	Sales Planning and Budgeting: Sales Planning Process, Developing Sales Forecast, Types of Sales Forecasts. Sales Forecasting Methods, Sales Budget, Purpose of Sales Budget, Methods used for Deciding Sales Expenditure Budget, Sales Budgeting Process.
Unit No: 3	Sales Territories and Quotas: Reasons for Setting or Reviewing Sales Territories, Procedure for Designing Sales Territories, Use of IT in Sales Territory Management, Territorial Coverage, Sales Quotas or Sales Targets, Objectives of Sales Quotas, Types of Sales Quotas, Methods for Setting Sales Quotas.
Unit No: 4	Sales Organization and Salesforce: Sales Organization and its types, Specialization in Sales Organization, Staffing the Salesforce, Sales Training Process, Compensating the Salesforce, Motivating and Leading the Salesforce, Evaluating and Controlling the Performance of the Salesforce, Sales Analysis and Sales Audit, Ethical and Social Responsibilities of

	Sales Personnel.
Unit No: 5	Distribution Management: Need for Distribution Channels, Different Types of Distribution Channels, Factors influencing the Channel selection. Channel Conflict, Ways of Managing the Channel Conflict. Retailing: Meaning of Retailing, Retailer as a Salesman, Types of Retailers, Role of Retailer, Retailing in Rural India, E-Retailing. Wholesaling: Meaning of Wholesaler, Functions of Wholesalers, Types of Wholesalers, Key Tasks of Wholesalers.
Unit No: 6	Logistics and Supply Chain Management: Meaning of Logistics, Activities of Logistics, Meaning of Supply Chain Management, Factors influencing the Supply Chain, Difference between Logistics and Supply Chain Management.

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	K. Shridhar Bhat	Sales and Distribution Management	1 st Edition 2017	Himalaya Publishing House.
2 – National	Dr. S.L. Gupta	Sales and Distribution Management Text & Cases An Indian Perspective	3 rd Edition 2018	Trinity Press
3 – National	Satish S. Uplankar	Sales and Distribution Management	1 st Edition 2019	Book Enclave.
4 – International	Tapan K. Panda & Sunil Sahadev	Sales and Distribution Management	2 nd Edition 2012	Oxford University Press.
5 – International	Krishna Havaladar & Vasant Cavale	Sales and Distribution Management Text & Cases	3 rd Edition 2017	McGraw Hill Education
6 – International	Richard Still, Edward Cundiff,	Sales and Distribution	6 th Edition	Pearson.

	Norman Govoni & Sandeep Puri	Management	2017	
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Online Resources:

Online Resources No.	Web site address
1	www.marketing91.com › sales-management
2	www.researchgate.net › journal › 0885-3134 Journal
3	www.iaset.us › index.php › international-journal-of-sal.
4	https://academic-accelerator.com/Impact-factor-if › Journal
5	www.tandfonline.com › loi › rpss20

MOOCs:

Resources No.	Web site address
1	www.mooc-list.com › tags › sales-management
2	https://alison.com › Business › Sales Courses
3	https://alison.com/course/diploma-in-sales-management
4	https://alison.com/course/introduction-to-sales-management
5	www.edx.org › learn › sales

Course: MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	MK04	Integrated Marketing Communications	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE =70:30

Course Objectives:

Subject / Course Objectives:

- i) To provide an in-depth understanding of integrated marketing communications concepts
- ii) To understand the importance of integrated marketing communication strategies in the contemporary market

Learning Outcomes:

After studying this course the learner would be able to

- i) Apply the key terms, definitions, and concepts used in integrated marketing communications.
- ii) Choose a marketing communications mix to achieve the communications and behavioural objectives of the IMC campaign.
- iii) Structure an integrated marketing communications campaign based on the application of marketing concepts, principles, and practices within an organization.
- iv) Measure and critically evaluate the communications effects and results of an IMC campaign to determine its success.

Units	Syllabus – Integrated Marketing Communications
Unit No: 1	Introduction to Integrated Marketing Communications (IMC): Concept, Components of Integrated Marketing Communications (IMC) - Above the Line (ATL), Below the line (BTL) and Through The line (TTL) promotion - Push and Pull strategy
Unit No: 2	Advertising- Meaning, Functions & Types of Advertising- Commercial advertising, corporate advertising, surrogate advertising, social advertising, Ad appeals – rational, emotional – positive emotional, negative emotional appeal, humor, musical etc. Objections on Advertising. ASCII guidelines for the advertisers and celebrity endorsers
Unit No: 3	Media mix: Types of media- Print, broadcast – Television and Radio, Outdoor, Transit, Social Media- Facebook ,Instagram, Twitter etc. Media mix planning and scheduling

Unit No: 4	Sales Promotion- Objectives of sales promotion, Trade promotion -Consumer promotion- coupons, Premiums, contests, Sweepstakes, refund and Rebate, Sampling
Unit No: 5	Public relation(PR), Types of PR- Publicity -Corporate Reputation, image building, crisis management, Event Sponsorship, word of mouth (WOM) Marketing, Direct Marketing
Unit No: 6	Integrated Marketing Communications (IMC) Promotional Tools: Product placement and Branding in films, Product placement on television, Film Based Merchandising, Sponsorships for Reality Shows & TV serials, Ambush marketing

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Chunawalla&Sethia	Foundations of Advertising	2008	Himalaya Publications
2 – National	George E. Belch, Michael A. Belch and KeyurPurani	Advertising and Promotions	2013 9 th Edition	McGraw Hill Education (India)
4 – International	Lawrence Ang	Principles of Integrated Marketing Communications	2014	Cambridge University Press

Online Resources:

Online Resources No.	Web site address
1	https://onlinelibrary.wiley.com/journal/14791838
2	https://www.tandfonline.com/doi/ful
3	www.mheducation.com/hoghered/category.10366

MOOCs:

Resources No.	Web site address
1	www. Swayam.org
2	www. Coursera.com

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	FM03	Corporate Finance	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 70:30

Course Objectives:

Subject / Course Objectives :

- I. To orient the students regarding application of Corporate Finance
- II. To orient the students to understand basic concepts of Financial Planning and Liquidity Management
- III. To orient the students to understand the concept of Corporate Restructuring & forms of Business combination
- IV. To orient the concept of International Business Combination Forms and structure.

Learning Outcomes :

- I. To acquire the concept of Corporate Finance and Financial decision in terms of Planning and Liquidity Management
- II. To gain the knowledge of Business combination structure and various forms of corporate restructuring in Indian and International Context
- III. Students can able to apply common frameworks and tools related to mergers and acquisitions.
- IV. To acquire the knowledge of Restructuring decision while working for M&A process in organization with the help on various interaction of Cases in the Indian and International contexts.

UNITS	Syllabus – Corporate Finance
1	Corporate Finance Meaning, Nature and Scope of Corporate Finance, Changing role of Corporate Finance in global economic environment, Corporate Governance.
2	Financial Planning Meaning, Objectives, Characteristics of sound Financial Planning , Steps /Process involved preparation of sound Financial Plan, Factors affecting financial planning, Capitalization: Meaning, Over-Capitalization and Under capitalization- Meaning, Causes and Remedial Measures.
3	Liquidity Management: Inventory Control Management-inventory control system , Factors determining level of Inventory, Techniques of Inventory control. Receivable Management
4	Corporate Restructuring Meaning , different forms , Motives and applications of corporate restructuring, forms of restructuring

	<p>Joint venture – sell off and spin off , divestitures, meaning of LBO, MBO, governance and mode of Purchased in LBO, Key motives behind MBO, Structure of MBO.</p> <p>Demerger- Meaning of Demerger, Characteristics of demerger, Structure of Demerger, and Tax implication of demergers.</p>
5	<p>Mergers and Acquisition: Meaning ,Types of Mergers, motives behind the M & A, advantages and disadvantages of M & A, Process of merger integration,</p> <p>Methods of financing mergers, calculation and Significance of P/E Ratios and EPS Analysis , Market Capitalization, Analysis of Mergers & Acquisitions. The Legal and Regulatory framework of Mergers and Acquisition Company Act 1956 & 2013.</p> <p>Accounting for Mergers & Acquisitions Accounting methods for Mergers & Acquisition - Purchase Method and Pooling of Interest Method, Tax aspects on Mergers and Acquisitions.</p> <p>Prominent Cases of Mergers and Acquisitions - examples of M & A in the Indian and International contexts.</p>
6	<p>International M & A –Introduction of international M & A activity, the opportunities and threats, role of M & A in international trade growth.</p> <p>Impact of government policies and political and economic stability on international M&A decisions, recommendation for effective cross-border M & A.</p>

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	I.M. Pandey	Financial Management	2015	Vikas Publishing House Pvt Limited
2 – National	R.P. Rustagi, Galgotia	Financial Management - Theory, Concepts and Problems	January 2018	Taxmann's
3 – National	<u>Richard A. Brealey</u>	Principles of Corporate Finance	2007	Tata McGraw-Hill Education
4- National	Kamal Ghose Ray	Mergers, Acquisitions, Strategy and Integration	2010	Kindle Edition
5- National	Prasad Godbole	Mergers, Acquisitions and Corporate Restructuring	January 2013	Vikas Publication
6-International	A.P.Dash	Mergers & Acquisitions	Feb-2020	Dreamtech press-Wiley
7-International	William R Snow	Mergers & Acquisitions for Dummies –A willey brand	2008	John Willey&sonsInc

Online Resources:

Online Resources No	Web site address
1	https://onlinelibrary.wiley.com/ -Mergers and Acquisitions: A Step-by-Step Legal and Practical Guide, Second Edition
2	https://www.ebooks.com/ Mergers, Acquisitions and Corporate Restructuring
3	https://www.questia.com/library/economics-and-business/business/corporations/corporate-mergers-acquisitions

MOOCs:

Resources No	Web site address
1	http://ugcmoocs.inflibnet.ac.in
2	https://nptel.ac.in
3	https://swayam.gov.in
4	https://coursera

Experts for framing Syllabus (Corporate and other University)

Sr.No	Name of the Experts & Designation	Contact No
1	Mr.GauravKothawale Financial Analyst – BNY Mellon ,Pune	91+9225857077
2	Dr. SuyogAmrutrao Professor – Dr.BabasahebAmbedkarMarthwada University ,Sub Campus (Osmanabad)	91+ 9766350127
3.	Dr.NandaBhattad (Director -DishaAcadamay –FCA)	91+8805127099

Faculty from BV DU (Centers)

Sr.No	Name of the Experts & Designation
1	Dr.SonaliDharmadhikar (Associate Professor-IMED,Pune)
2	Dr.Rodrigues (YMIM, Karad Centre)
3	Dr.AnuradhaYesgunde (IMED,Pune)
4.	Prof.CA. S.R.Hiremath (BVAKIMSS),Solapur

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	FM04	International Financial Management	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 70:30

Course Objectives:

Subject / Course Objectives :

- i) To understand the core concepts of International Finance and Domestic Finance.
- ii) To study the International Flow of Funds and International Monetary System.
- iii) To analyze the nature and functioning of foreign exchange markets, determination of exchange rates and study the techniques of Foreign Exchange Risk Management.
- iv) The course also aims to provide students with a thorough understanding of international investment, taxation and financing decisions.
- v) To gain the conceptual clarity of the theoretical aspects of international trade and finance.
- vi) To identify the processes, risks and instruments used in the financing of international trade.

Learning Outcomes :

- i) Gain understanding of core concepts of International Finance and Domestic Finance.
- ii) Knowledge of International Flow of Funds and International Monetary System.
- iii) Analyze and understand the nature and functioning of foreign exchange markets and develop the ability to manage the foreign exchange risk.
- iv) Understanding of International Capital Budgeting and International Taxation.
- v) Knowledge of details of International Trade Settlement.
- vi) Familiarize with the mechanism of International Trade Finance.

Units	Syllabus – International Financial Management
Unit No : 1	Introduction: Overview, Scope and Objective of International Finance. Distinction between Domestic Finance and International Finance. Importance and Challenges of International Financial Management. Foreign Direct Investment: Concept, Cost and Benefits of Foreign Direct Investment, Concept of International Portfolio Management.
Unit No : 2	International Flow of Funds and International Monetary System: Concept, principles and components of Balance of Payments. International Monetary System: Evolution, Gold Standard, Bretton Woods System, The Flexible Exchange Rate regime, The Current Exchange Rate arrangement.
Unit No : 3	Foreign Exchange Market and Foreign Exchange Risk Management: Functions and structure of Foreign Exchange Market. Major participants. Types of transactions. Foreign Exchange Exposure. Various tools and techniques of Foreign Exchange Risk Management. Foreign Exchange Rate Determination:

	An overview, Factors influencing Exchange Rates, Foreign Exchange Quotations, International Arbitrage, Interest Rates Parity, Purchasing Power Parity, Relationship between Inflation, Interest Rates and Exchange Rates.
Unit No : 4	International Capital Budgeting and International Taxation: Introduction of international capital budgeting, adjusted present value model, capital budgeting from parent firm's perspective and expecting the future expected exchange rate analysis. International tax system, double taxation, double taxation avoidance agreement (DTAA), tax havens and transfer pricing.
Unit No : 5	International Trade Settlement: Concept, objectives and importance of International Trade, Risks involved in International Trade, Factors influencing International Trade, Settlement methods of International Trade viz. Open Account, Advance Payment, Documentary Credit, Documentary Collection, Consignment Trading.
Unit No : 6	International Trade Finance: Pre shipment finance, Post shipment finance, Supplier's credit, Buyer's credit, Factoring, Forfeiting, Offshore banking documentary credit mechanism, Steps involved in Letter of Credit (L.C.) mechanism along with role played by the parties to L.C.

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	P.G.Apte.	International Financial Management	2014	Tata Mcgraw Hill
2 – National	VyuptakeshShar an	International Financial Management	2012	Prentice Hall of India Pvt Ltd
3 – National	MadhuVij	International Financial Management	2006	Excel Books
4 – International	Eiteman David, I. Stonehill Arthur, et al.	Multinational Business Finance	2017	Pearson
5 – International	Alan C. Shaprio	International Financial Management	2016	Wiley
6 – International	Cheol S. Eun, Bruce G. Resnick	International Financial Management	2017	Tata McGraw-Hill

Online Resources:

Online Resources No	Web site address
1	https://www.investopedia.com/
2	www.icmai.in
3	https://www.yourarticlelibrary.com
4	www.youtube.com
5	https://www.freebookcentre.net/

MOOCs:

Resources No	Web site address
1	https://www.coursera.org/learn/global-financial-markets-instruments
2	https://www.coursera.org/specializations/global-challenges-business
3	https://nptel.ac.in/courses/110/105/110105057/
4	https://nptel.ac.in/courses/110/105/110105031/

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	HR03	Compensation and benefits management	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 70:30

Course Objectives:

Subject / Course Objectives :	
i) To understand the concept of compensation ii) To explain the components of labour cost. iii) To define executive compensation with various plans. iv) To discuss wage policies and concepts related to labour market v) To elaborate issues related to reward management and global compensation vi) To understand the rules for taxation and concept of tax friendly package.	
Learning Outcomes : After completion of course, student will able to	
i) Explain concepts related to compensation ii) Explain components of labour cost. iii) Contribute in designing executive compensation iv) Describe issues related to wage policies and labour market. v) Handle the issues related to reward management and global compensation Explain rules of taxation and design tax friendly package	
Units	Syllabus – Compensation and benefits management
Unit No : 1	Introduction: Concept, scope and importance of Compensation and Benefits Management; Factors affecting Compensation and Benefits decisions; Roles and responsibilities of Compensation and Benefit Managers
Unit No : 2	Labour Cost: Components of Compensation package; Bonus: Method of Determining Bonus; Fringe Benefits: concept and types; Wage Incentives: Concept, different kinds of wage incentives plans and their application; Labour Turnover: causes, implications and costs.
Unit No : 3	Executive Compensation: Compensation and organization Structure; Aligning compensation to organization culture; Stock Options and Stock Purchase plans; Economic value added (EVA) as an alternative to Stock based compensation; Pay for performance; Competency based pay.
Unit No : 4	Company Wage Policy: National Wage Policy: Objectives, Concepts; Labour Market: Concept, broad types; Wage Determination; Pay Grades, Economic Principles; External Equity: Wage Surveys.

Unit No : 5	Reward and Global Compensation - Total reward management process- Assessment, Design, Execution and Evaluation, Global compensation -strategies, Best practices in global compensation.
Unit No : 6	Taxation Aspect: Current rules of taxation of salaries; Exemption in income tax-and the rationale; Fringe benefit tax and its implication for the employers and employees; Taxation of stock options; Designing a tax friendly package. Note: Simple problems on Income Tax Calculation to be taught.

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
National	R.C.sharma, Sulabh Sharma	Compensation Management	2019	Sage Publishing
National	A.P. Rao	Labour Cost Accounting and Compensation Management	2000	Everest Publishing House.
National	B.D.Singh	Compensation & Reward Management	2007	Excel Books
International	Michele Dennis and Thomas Roth	Effective executive compensation	2008	American management Association

Online Resources:

Online Resources No	Web site address
1	https://www.iedunote.com/compensation-management
2	https://execcomp.org/Basics/Basic/What-Is-Executive-Compensation
3	https://theinvestorsbook.com/labour-turnover.html
4	https://www.shrm.org/resourcesandtools/tools-and-samples/hr-qa/pages/totalrewardsstrategies.aspx
5	https://www.worldatwork.org/workspan/articles/global-compensation-considerations
6	https://www.incometaxindia.gov.in/pages/tax-laws-rules.aspx

MOOCs:

Resources No	Web site address
1	https://www.coursera.org/learn/compensation-management
2	https://alison.com/courses/diploma-in-modern-human-resource-management/content/scorm/5730/module-6-compensation-and-benefits
3	https://www.classcentral.com/course/managing-employee-compensation-5510

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	HRO4	Competency Mapping and Performance Management	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 70:30

Course Objectives:

- To understand managerial competencies in changing business environment and the resultant challenges.
- To establish links between managerial competencies for effective work performance.
- To introduce the concept of performance management and its importance in organizations.
- To enable students, knowledge of managing performances for greater success.
- To provide information about the latest development and trends in the practices of performance management.

Learning Outcomes :

- Applied skills and knowledge that enable people to successfully perform in professional, educational, and other life contexts.
- Understand the different types of Performance Planning strategies and develop various development plans for the employees.
- Gain a practical understanding as how Performance Management plan is beneficial for the organization and also the employees.
- Recognize how Competency Mapping works and affects at different levels of the organizations.
- Appreciate the Performance Appraisal Process and gain knowledge for avoiding various rating errors.
- Identify job ready competencies and how to detect them in a probable candidate.
- Design and develop Competency Models for a particular job-role.

Units	Syllabus – Competency Mapping and Performance Management
Unit No : 1	Concept of Competencies: Meaning and significance of Managerial competencies for effective work performance, competency identification and its role in performance development, managerial competency in a dynamic business national and global workplace, environment, PJ Job fit Theory, PE fit Theory, Holland Theory.
Unit No : 2	Competency Mapping for effective HRM Development: Concept of Competency Mapping - and its scopes, significance of competency mapping for effective HRM, techniques for competency mapping, career planning, role of competency mapping in career planning and development.
Unit No : 3	Introduction to Performance Management: Definition and Importance of Performance Management, contribution of competency mapping in effective performance development. Linkage of Performance Management to Other HR Processes; Aims, Purposes and Principles of Performance Management.
Unit No : 4	Performance Management Planning and Development: Introduction:

	Performance Management Planning, the Planning Process, Performance Management Documentation, Manager's Responsibility in Performance Planning Mechanics and Documentation, Employee's Responsibility in Performance Planning Mechanics and Documentation, Creation of PM Document
Unit No : 5	Competency Appraisal and Performance Management: Need and benefits of effective appraisal system in Performancemanagement. Traditional and Modern methods of Appraisal. Identifying training needs,develop suitable training programs for competency management.
Unit No : 6	Management Competencies and Performance Development in Organizations: Developing a model for competency mapping and management for effective HR development for a chosen firm. Ethics and Challenges in Performance Management.

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Publisher Company
1 – National	Radha Sharma	360 degree Feedback, Competency Mapping and Assessment Center	
2 – National			
3 – National			
4 – International	Spencer and Spencer	Competency at Work	Wiley Publication
5 – International	David D. Dubois , Deborah Jo King , Stern , Linda K. Kemp	Competency –Based Human Resource Management	
6 – International	Michael Armstrong & Angela Baron	Performance Management	JaicoPublication

Online Resources:

Online Resources No	Web site address
1	aictefreecourses@gmail.com
2	https://www.emerald.com/insight/content/doi/10.1108/09685220610648373/full/html?journalCode=i
3	https://bdigital.ufp.pt/handle/10284/357

MOOCs:

Resources No	Web site address
1	Coursera -Managing Employee Performance, www.coursera.org
2	Alission- Performance Management and strategic planning

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	PM03	Logistics & Supply Chain Management	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 70:30

Course Objectives:

<p>Subject / Course Objectives :</p> <ul style="list-style-type: none"> i) To gain the in depth knowledge, and importance of the subject of Supply Chain Management (SCM). ii) To acquire the working knowledge. iii) To understand the JIT and SCM concepts and applicability to industrial examples. iv) To know the concept of 5R in achieving Customer satisfaction/ delight. 	
<p>Learning Outcomes : After completion of this course, students will</p> <ul style="list-style-type: none"> I) Develop a sound understanding of the important role of supply chain management in today's business environment. II) Become familiar with current supply chain management trends. III) learn logistics concepts and basic activities. IV) Know the types of transportation systems. V) Know the third, fourth party logistics. 	
Units	Syllabus – Logistics & Supply Chain Management
Unit No : 1	Introduction to Logistics and SCM: Meaning, objectives, importance of various terms and concepts of SCM in relation to competitive global business. EOQ models, Customer Relationship Management and Supply Chain
Unit No : 2	Planning and SCM: Planning Demand & Supply chain, types of distribution network, concept of 5R in achieving Customer satisfaction/ delight. Role of agent, Distributor, Ware house, Retailer, and various types of distribution level.
Unit No : 3	Materials Management and Logistics: Meaning of logistics in reference to materials management, broader sense including transport selection, long term contracts for information flow & material flow to reach the supply with 5R. Sourcing and pricing of logistics.
Unit No : 4	Transportation Systems: Types of transportation systems & their merits/ demerits, , selection of suitable type, complexities in trans shipment, and exporting the goods, role of forwarding and clearing agents and documentation requirements
Unit No : 5	Integration of Logistics functions: Developments in outsourcing of Logistics- stores functions-bar coding, layout, material handling, and suitable equipments for

	it, overall integration of various functions of material management, stores, procurement, distribution network tuned to information flow from customers to get the effectiveness .
Unit No : 6	Current Trends in Logistics and SCM: Current developments/ practices-MRP, MRPII, 3PL,4PL, use of IT.

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Satish C. Ailawadi & Rakesh Singh	Logistics Management	2005	Prentice-Hall Of India Pvt. Limited
2 – National	D K Agrawal	Logistics and Supply Chain Management	2003	Macmillan Publishers India Limited,
3 – National	Janat Shah	Supply Chain Management- Text and Cases	2009	Pearson Education
4 – International	<u>Douglas Long</u>	International Logistics: Global Supply Chain Management	2003	<u>Springer US</u>
5 – International	Donald J. Bowersox & David J. Closs	Logistical Management	1996	McGraw-Hill Companies
6 – International	Donald Waters	Logistics- An Introduction to Supply Chain Management	2003	<u>Palgrave Macmillan</u>

Online Resources:

Online Resources No	Web site address
1	www.poms.org
2	www.searchmanufacturingerp.techtarget.com
3	www.inderscience.com
4	www.logisticsmgmt.com
5	www.ionlogistics.eu

MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	PM04	World Class Manufacturing Practices	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 70:30

Course Objectives:

<p>Subject / Course Objectives :</p> <ul style="list-style-type: none"> i) To gain in depth knowledge of World Class Manufacturing(WCM) systems in globally Leading Manufacturers. ii) To gain concept of Strategic Decisions for business, JIT, Total Employee involvement. iii) To get acquainted with the use of IT, ERP and MRP systems 	
<p>Learning Outcomes :</p> <ul style="list-style-type: none"> I) Demonstrate the relevance and basics of World Class Manufacturing. II) Understand the concepts of Business excellence, competitiveness and customization of product for manufacturing. III) Implementation of new technology concepts of world class manufacturing, dynamics of material flow, and Lean manufacturing. IV) Understand recent trends in manufacturing to meet the current and future business challenges. V) Compare the existing industries with WCM industries. 	
Units	Syllabus – World Class Manufacturing Practices
Unit No : 1	Introduction to World Class Manufacturing (WCM): World Class manufacturing; Concept, Imperatives for success – Technology, systems approach and change in the mindset
Unit No : 2	Planning for Manufacturing System: Strategic decisions in manufacturing management; choice of technology; capacity; Layout; Aggregate Planning and Master production scheduling.
Unit No : 3	Materials Planning: Resources planning - Materials Requirement planning (MRP). Manufacturing Resources planning (MRP-II) Enterprise Resources Planning (ERP).
Unit No : 4	Just in Time (JIT): Just-In-Time (JIT) - Concept, Advantages, Techniques of JIT, JIT Layout, Kanban system, JIT Purchasing.
Unit No : 5	World Class Manufacturing development Tools: Total employee Involvement and small group activities 5-S Concept, Total Productive Maintenance, Automation in design and manufacturing, Automated Material Handling equipment's, Product and Process Design Tools, Bar Code Systems.
Unit No : 6	Recent Trends in World Class Manufacturing: Role of IT in World Class Manufacturing, Flexible Manufacturing Systems (FMS), Group Technology, Six Sigma.

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	B S Sahay K B C Saxena, Ashish Kumar	WORLD-CLASS MANUFACTURING- A STRATEGIC PERSPECTIVE	2018	Infinity press
2 – National	L.C. Jhamb	Production Operations Management	2014	Everest publishing House
3 – National	S.A. Chunawalla, D.R. Patel	Production and Operations Management Systems	2018	Himalaya Publishing House
4 – International	Richard J.Schonberger,	World Class Manufacturing	1986	Schonberger& Associates
5 – International	Carlo Baroncelli&NoelaBallerio (eds.)	WCOM (World Class Operations Management) : Why You Need More Than Lean	2016	Springer International Publishing
6 – International	Devistsiotis Kostas N,	Operations Management	1981	McGraw Hill

Online Resources:

Online Resources No	Web site address
1	https://www.wcm.fcagroup.com/
2	www.iso.org

MOOCs:

Resources No	Web site address
1	www.coursera.org
2	www.edx.org
3	www.openlearning.com
4	www.alison.com

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	IT03	RDBMS with Oracle	
Type	Credits	Evaluation	Marks
Core	3	CES	UE:IE = 70:30

Course Objectives :

- vii) To understand and learn how to work with an Oracle database.
- viii) To understand the Structured Query Language and be able to use it in conjunction with Oracle database.
- ix) To understand Procedural Language SQL (PL/SQL) and be able to use it in conjunction with an Oracle database.

Learning Outcomes :

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

- i) Simple Query using sample datasets
- ii) Complex queries using SQL.
- iii) Writing PL/SQL blocks

Units	Syllabus – RDBMS with Oracle
Unit No : 1	Introduction to oracleRDBMS: DBMS VS RDBMS, CODD's Rules, Introduction to Oracle: History, Features, Versions of oracle, introduction to oracleRDBMS, Tools of Oracle: SQL, SQL*Plus, SQLForm, SQLReports.
Unit No : 2	SQL and Components of SQL Defining a database in SQL, Components of SQL: DDL, DML, DCL, DQL, SQL query Rules, Data types, Keywords, Delimiters, Literals. DDL Commands – Defining a database in SQL, Creating table, changing table definition, removing table. Truncating Table. DML Commands- Inserting, updating, deleting data, DQL Commands: Select Statement with all options. Renaming table, Describe Command, Distinct Clause, Sorting Data in a Table, Creating table from a table, Inserting data from other table, Table alias, and Column alias. Data Constraints: Primary key, Foreign Key, NOT NULL, UNIQUE, CHECK constraint
Unit No : 3	Operators, Functions and Joins Arithmetic, Logical, Relational, Range Searching, Pattern Matching, IN & NOT IN Predicate, all, % any, exists, not exists clauses, Set Operations: Union, Union All, Minus, Intersect. Relating data through join concept. Simple join, equi join, non equi join, Self join, Outer join, Sub queries, Aggregate Functions , Numeric Functions, String Functions, Conversion functions, Date conversion functions, Date functions.

Unit No : 4	Database Objects Index: Creating index, simple index, composite index, unique index, dropping indexes, multiple indexes on table, using rowid to delete duplicate rows from a table, Sequence: Creating sequence, altering sequence, dropping sequence. Views: Defining, modifying, deleting views.
Unit No : 5	Introduction to PL/SQL programming Introduction, Advantages, PL/SQL Block, PL/SQL Execution Environment, PL/SQL Character set, Literals, Data types, Variables, Constants, Displaying User Message on screen, Conditional Control in PL/SQL, Iterative Control Structure: While Loop, For Loop, Goto Statement.
Unit No : 6	Advanced Programming Techniques of PL/SQL Cursors: Introduction, Types of Cursors: Implicit Cursor, Explicit Cursors, Parameterized cursors, Programs on cursors, Triggers: Introduction, Use of triggers, Types of Triggers, Creating triggers, Examples on Triggers

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	P.S.Deshpande	SQL for oracle 9i	3 rd Edition	Dreamtech Press
2 –International	Ivan Bayross	PL/SQL The Programming Language of Oracle 3 rd Revised Edition	3 rd Edition	BPB Publication

Online Resources:

Online Resources No	Web site address
1	https://www.w3schools.com/sql/
2	https://www.tutorialspoint.com/sql/index.htm
3	https://www.javatpoint.com/sql-tutorial

MOOCs:

Resources No	Web site address
1	https://www.coursera.org/learn/intro-sql
2	https://www.coursera.org/projects/introduction-to-relational-database-and-sql
3	https://www.coursera.org/projects/intermediate-rdb-sql

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	IT04	Enterprise Business Applications	
Type	Credits	Evaluation	Marks
Core Elective	03	CES	UE:IE = 70:30

Course Objectives:

Subject / Course Objectives: . <ol style="list-style-type: none"> To make student able to build an understanding of the fundamental concepts of ERP systems, their architecture, and working of different modules in ERP. Students will also able to develop and design the modules used in ERP systems, and can customize the existing modules of ERP systems. Identify the important business functions provided by typical business software such as enterprise resource planning and customer relationship management . Describe basic concepts of erp systems for manufacturing or service companies To study and understand the ERP life cycle. To learn the different tools used in ERP. 	
Learning Outcomes : <ol style="list-style-type: none"> Understand the basic concepts of ERP. Identify different technologies used in ERP. Understand and apply the concepts of ERP Manufacturing Perspective and ERP Modules. Discuss the benefits of ERP Understand and implement the ERP life cycle. Apply different tools used in ERP. 	
Units	Syllabus – Enterprise Business Applications
Unit No : 1	Introduction (Enterprise Resource Planning) : Evolution of ERP-MRP and MRP II. Introduction to ERP. Basic ERP concepts. Benefits of ERP.
Unit No : 2	ERP and Related Technologies : Business Intelligence, E-commerce & e-Business, Business Process Reengineering, Data Warehousing & Data Mining, On Line Analytical Processing(OLAP), Product Life cycle Management, Supply Chain Management, Customer Relationship Management
Unit No : 3	ERP Implementation: ERP Implementation Life Cycle, Pre-implementation tasks, Requirements Definition, Implementation Methodologies, Process Definition, Dealing with Employee Resistance, Training & Education, Data Migration, Project Implementation & Monitoring, Post Implementation Activities, Success & Failure Factors of an ERP Implementation.
Unit No : 4	Business Modules of an ERP Package: Finance, Manufacturing (Production) , Human Resources, Plant Maintenance,
Unit No : 5	Materials Management, Quality Management, Marketing , Sales , Distribution and Service.
Unit No : 6	ERP Market: (Company and Product Features) SAP AG, Oracle Corporation, PeopleSoft, JD Edwards, SSA Global, Lawson Software. Enterprise Application Integration, ERP and Total Quality Management, Future Directions and Trends in ERP.

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Addition	Publisher Company
1 – National	Alexis neon	ERP Demystified		Mcgrawhill
2 – National	V.K. Garg &N.K. Venkita Krishnan 3.	ERP Ware: ERP Implementation Framework		
3 – National	V.K. Garg &N.K. Venkita Krishnan	ERP Concepts & Planning		
4 – International	P.T.Joseph,	E-Commerce A Managerial Perspective		Prentice Hall of India
5 – International	Kalakota and Whinston	Frontiers of Electronic Commerce		Pearson Education
6 – International	https://www.kvimis.co.in/sites/...co.../Gary%20P.Schneider%20Electronic%20Commerce.pdf			

Online Resources:

Online Resources No	Web site address
1	http://index-of.co.uk/IT/Wiley%20-%20Enterprise%20Resource%20Planning.pdf
2	https://mrcet.com/downloads/digital_notes/ME/III%20year/ERP%20Complete%20Digital%20notes.pdf
3	https://www.analyticom.de/docs/erp/Booklet_EN_ERP.pdf
4	http://sim.edu.in/wp-content/uploads/2018/11/B.Com-CA-II-Semester.pdf

MOOCs:

Resources No	Web site address
1	https://onlinecourses.swayam2.ac.in/cec20_mg25/preview
2	https://www.coursera.org/courses?query=e-commerce
3	https://www.udemy.com/courses/business/e-commerce
4	https://www.edx.org/learn/ecommerce
5	https://www.classcentral.com/subject/ecommerce

Course : MBA (G) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	IB03	<i>International Marketing</i>	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 70:30

Course Objectives:

Subject / Course Objectives :	
<ul style="list-style-type: none"> i. Apply the key terms, definitions, and concepts used in marketing with an international perspective. ii. Compare the value of developing global awareness vs. a local perspective in marketing. iii. Evaluate different cultural, political, and legal environments influencing international trade. iv. Distinguish the advantages and disadvantages Canadian products and services possess in international marketing in both emerging markets and mature markets. 	
Learning Outcomes :	
<ul style="list-style-type: none"> i. Explain the impact of global and regional influences on products and services for consumers and businesses. ii. Apply basic internationally oriented marketing strategies (total product concept, pricing, place, and promotion). iii. Develop creative international market entry strategies. iv. Understand the importance of the Internet for global business. v. Explain the differences in negotiating with marketing partners from different countries and the implications for the marketing strategies (4Ps). 	
Units	<i>Syllabus: International Marketing</i>
Unit No :	International Marketing- Concept, Importance, International Marketing Research

1	and Information System,
Unit No : 2	Market Analysis and Foreign Market Entry Strategies, Future of International Marketing, India's Presence in International Marketing
Unit No : 3	Internationalization of Retailing and Evolution of International Retailing, Motives of International Retailing, International Retail Environment – Socio-Cultural, Economic, Political, Legal, Technological
Unit No : 4	Selection of Retail Market, Study and Analysis of Retailing in Global Setting, Methods of International Retailing, Forms of Entry-Joint Ventures, Franchising, Acquisition
Unit No : 5	Competing in Foreign Market, Multi-country competition and Global Competition, Competitive Advantages in Foreign Market, Cross Market subsidization, Retail Structure, Global Structure.
Unit No : 6	Case Studies in International Retailing Management

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Swapana Pradhan- Retailing Management 2. Dravid Gilbert- Retail Marketing 3. George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing 4. A. J. Lamba- The Art of Retailing 5. Barry Berman, Joel R Evans- Retail Management; A Strategic Approach

Reference Books (Publisher)	Name of the Author	Title of the Book
1 – National	Swapana Pradhan-	- Retailing Management
2 – National	A. J. Lamba-	The Art of Retailing
4 – International	Dravid Gilbert	- Retail Marketing
5 – International	George H, Lucas Jr., Robert P. Bush, Larry G	Retailing
6 – International	Barry Berman, Joel R Evans- Retail Management	A Strategic Approach

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	IB04	Global Business Strategies	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 70:30

Course Objectives:

Subject / Course Objectives :	
i) Knowledge: Basic and broad knowledge in international business environment, strategies and management. Ability to apply concepts, principles and theories to simple business situations. ii) Global Perspective: Awareness of the different thinking and viewpoints of diverse cultures. iii) Awareness of the global business environment and its impacts on businesses. iv) . Practical Application: Use of excel tools in real world scenarios.	
Learning Outcomes :	
i) Explain the concepts in international business with respect to foreign trade/international business ii) Apply the current business phenomenon and to evaluate the global business environment in terms of economic, social and legal aspects iii) Analyse the principle of international business and strategies adopted by firms to expand globally iv) . Integrate concept in international business concepts with functioning of global trade	
Units	Syllabus – Global Business Strategies
Unit No : 1	Export – Import – Strategies, Third Party Intermediaries, Cause of Ethical dilemma 'Is demand always Export' Technology impact on Export Strategy
Unit No : 2	Global Manufacturing Strategies, Global Supply Chain Management, Ethical Dilemma –supplier relations approach that yields best result
Unit No : 3	Control Strategies – Introduction, Planning, Organizational Structure, Location of Decision making, Control in process of Internationalization, Control Strategy Mechanisms Corporate Culture & Co-ordinating Methods, Control in special situations Acquisitions, Shared ownership
Unit No : 4	Role of legal structure in Control Strategies – Control or No control Constant Balancing Act
Unit No : 5	Collaborative Strategies – Motives for collaborative arrangements, Considerations in collaborative arrangements, Licensing/ Franchising / Contracts/ Joint Ventures/ Equity Alliances
Unit No : 6	Problems of Collaborative Arrangements, Collaborative Importance, Differing Objectives, Control Problems, Cultural Difference, Compatible Partners, Steps to know how Innovation breeds collaboration

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Publisher Company
1 – National	T.K Das & Bing- Sheng Teng	A resource Based theory of Strategic Alliance	Journal of management 26, no.1 [2000:31- 61]
2 – National	Jeffery Reur	Collaborative Strategy J	The logic of Alliances – Financial Times Oct- 4 1999- Page 12-13 3.
3 – National	Chakrawarthy B and Permuter H (1995)	Strategic Planning for Global Business	
4 – International	M Porter (1990)	Competitive Advantage of Nation)New York Free Press
5 – International	Engelwood Cliffs,	. The Strategy Process	M J Prentice Hall
6 – International		The Dynamics of International Strategy	Strategy London – International Thompson Press

Online Resources:

Online Resources No	Web site address
1	https://www.global-strategy.net/what-is-global-strategy/
2	https://www.researchgate.net/publication/322789850_International_Business_Strategy

MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	AM03	<i>Use of Information Technology in Agribusiness Management</i>	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 70:30

Course Objectives:

Subject / Course Objectives : <ul style="list-style-type: none"> i) Gain a solid understanding of core concepts of ICT in agriculture, with a focus on used cases and potential impact. ii) Learn about digital tools enhancing on-farm productivity. iii) Understand how to empower smallholder farmers through ICT/Digital Tools in market access and financial services. iv) Gain awareness of the forward-looking technologies and their scope in agriculture – artificial intelligence, remote sensing, crowdsourcing, and big data analytics. 	
Learning Outcomes : <ul style="list-style-type: none"> i) Data analysis in Agribusiness ii) ICT in Agriculture iii) GIS and Remote Sensing application in Agriculture iv) Monitoring and Evaluation in Agriculture 	
Units	<i>Syllabus: Use of Information Technology in Agribusiness Management</i>
Unit No : 1	Introduction to Computers: Types of Computer systems, Basic Computer operations, Networks: Internet, Intranet and Extranet Applications, Functional units of Computers, Practical data processing application in business, and Computer applications in various areas of business.
Unit No : 2	The Software: Software types, Systems Software, Classification of Operating System, Application Software, Introduction to Programming Language, Types of Programming Languages. Introduction to Microsoft Office, working with MS Word, MS Excel, MS Power point, Data Base, Data Base Management System
Unit No : 3	Internet, Security and E-Commerce: Introduction, History and Core features of the Internet, Internet Applications, Internet and World Wide Web, Extranet and E-mail, Mobile Computing, Electronic Commerce, Types of E-Commerce and their utilities
Unit No : 4	Management Information Systems: Introduction to MIS, Principles of MIS, Characteristics, functions, structure & Classification of MIS, information for decisions; strategic importance of MIS, MIS in Manufacturing, Marketing, Finance Human Resource Management, Materials & Project Management; ERP:

	CRM
Unit No : 5	Managing Knowledge: Introduction to Knowledge Management, Organizational Learning and Memory, knowledge management activities, Approaches to Knowledge management, Information Technology in Knowledge Management, knowledge Management Systems implementation, Roles of people in knowledge management, Managerial Issues in Knowledge Management.
Unit No : 6	Corporate Performance Management and Business Intelligence: A framework of Business Intelligence: Concepts and Benefits, Business Analytics: Online analytical processing reporting and querying, Data Text Web mining and Predictive Analytics, Data Visualization, Geographical Information Systems and virtual reality, Real time business intelligence and competitive Intelligence, Business Performance Management Scorecards and Dashboards.

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Publisher Company
1 – National	Turban, McLean, Wetherbe 2003	Information technology for Management,	John Wiley & Son
2 – National	S. Sudalaimuthu, S. Anthony Raj. 2008, — II,	Computer Application in Business	Himalaya Publishing House
3 – National	Jaiswal& Mittal, (2010),	. Management Information Systems,	5Oxford University Press
4 – International	. O'Brien, J.A. (2004	Management Information Systems: Managing IT in the Business Enterprise).. (6th edition) Prentice Hall
5 – International	. Lucas, H. C. Jr. (2004).	4Information Technology For Management. (7th ed	New Delhi: TMH
6 – International			

Online Resources:

Online Resources No	Web site address
1	http://ecoursesonline.iasri.res.in/mod/page/view.php?id=123663
2	https://knowledge4food.net/event/training-course-on-agribusiness-development-and-management/
3	https://cgspace.cgiar.org/bitstream/handle/10568/90119/1931_PDF.pdf
4	https://en.wikipedia.org/wiki/Information_and_communications_technology_in_agriculture

MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	AM04	Cooperatives Management	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 70:30

Course Objectives:

Subject / Course Objectives :	
<ol style="list-style-type: none"> The objective of the course is to provide the conceptual and practical understanding of cooperative management. The course will be helpful to provide the knowledge of functions, rules & regulations and the benefits of the cooperative management 	
Learning Outcomes :	
<ol style="list-style-type: none"> Communicate Concept and Characteristics of Cooperatives, • Explain Functional and Management aspects of Cooperatives • Organize a cooperative institution based upon grassroots level after analyzing market condition 	
Units : -	Syllabus – <i>Cooperatives Management</i>
Unit No : 1	Cooperation ideology-origin growth and development Principles of Agriculture Cooperation. Raifeisen and schulze concept of Agricultural Cooperatives Cooperation and other forms of Enterprise Cooperative Management- Nature and Function. Professionalized Management for Cooperatives.
Unit No : 2	Theory and practice of Agricultural Cooperative credit system critical study of organization and financial structure, operation and Management of selected cooperative credit institutions-Central Cooperative Banks. State Cooperative Banks. Land Dev. Banks and NABARD
Unit No : 3	Formation and Management in Agriculture Cooperative Societies; Re-organization of Agricultural Credit Societies, Multipurpose cooperative Societies; Large-Sized Cooperative Societies, Service Cooperatives. Cooperative farming in India
Unit No : 4	Cooperative Processing; Management of Cooperative Sugar Factories; Cooperative Agricultural marketing; Growth and Development Problems and challenges. Cooperative Education and Training Management in India; Role of State in the progress Indian Cooperative Movement.
Unit No : 5	Dairy Cooperatives, Growth and Development, Problems, Measures to overcome these problems
Unit No : 6	Indian Cooperatives in this era of Globalisation

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Publisher Company
1 – National	B.S. Mathur	Cooperation in India	SahityaBhawan, Agra
2 – National	Kamat	, G.S. Cooperative Management,	HPH
3 – National	. Bedi R.D.	Theory, History and Practical of Cooperation	
4 – International	. Fay, C.R.	Cooperation in India and Abroad	
5 – International	Raj Krutia	Cooperative Farming some Critical Reflection	
6 – International	Rais Ahmad	Cooperative Development and Management Text and Cases,	Mittal Pub. House

Online Resources:

Online Resources No	Web site address
1	http://unaab.edu.ng/wp-content/uploads/2009/12/451_AEM%20511.pdf
2	https://en.wikipedia.org/wiki/Cooperative_learning
3	
4	
5	

MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	R03	Merchandising , Display & Advertising	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 70:30

Course Objectives:

Subject / Course Objectives :

- i) To familiarize the students with evolution and growth of Retailing, expectations of customers and to study the importance of retailing in present business scenario.
- ii) Present and coordinate merchandise so that related goods are shown in a unique, desirable, and saleable manner.
- iii) Use both written and oral English that emphasizes good organization, clarity, correct grammar which is appropriate for communication purposes in the business environment.
- iv) Understand the fundamentals of basic financial problems, and use good reason in financial decision making.

Learning Outcomes :

- I. Understand the basic functions of retail store operations including store location and layout, shopping centre analysis, retail market segmentation and strategies, and the merchandising mix.
- II. Prepare and execute displays for exhibitions and promotional events using the visual dynamics of light as a design element.
- III. Prepare illustrative matter and layout for posters and advertising using graphic design principles including perspective, lettering, and logo design.
- IV. Understand basic personnel functions such as interviewing techniques, basic supervisory skills, motivation, and written and non verbal communication.

Units	Syllabus: Merchandising , Display & Advertising
Unit No : 1	Introduction: stages of merchandise, management process, Developing merchandise plan (a) Decision related to buying organization and its process, (b) Factors to be considered in the process of devising merchandise plan
Unit No : 2	Elements of Merchandise Management: Introduction, issues of merchandise management (a) Sales forecasting, (b) Inventory planning, (c) Logistic.
Unit No : 3	Implementing Merchandise Plan: Steps involved in implementing the plan, (a) Logistic – performance goal, order processing & fulfillment, transportation & warehousing, customer transaction and customer service. (b) Inventory Management – Meaning, Retailer task, inventory levels, Merchandise security, Reverse logistic, Inventory analysis.
Unit No : 4	Fundamentals of Merchandising: (a) Product - Merchandise strategy, Planning, Sourcing, Arranging & display, space management. (b) Pricing – objectives, pricing for markets, pricing calculations, pricing policies, pricing strategies.

Unit No : 5	Promoting the Store: Elements of promotion, communicating the image, selection of promotion mix, advertising and sales promotion, publicity, personal selling and relationship marketing.
Unit No : 6	Display Advertisement: Types of promotion, promotion in the channel, promotional objectives, steps in planning and retail advertising campaign, Management of sales promotion & publicity.

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Publisher Company
1 – National	David Gilbert	Retail Marketing Management	, Pearson Education
2 – National	Agarwal, Bansal, Yadav & Kumar	Retail Management,	PragatiPrakashan, W.K. Road, Merut.
3 – National	MeenalDhotre	, Channel management & Retail Marketing,	Himalaya Publishing House, Mumbai.
4 – International	Andrew J. Newman & Peter Cullen,	Retailing Environment & operations	Change learning
5 – International	Barry Berman & Joel R. Evans	Retail Management – A Strategic Approach	Pearson Education
6 – International	Barry Barman & Joel R. Evans	Retail management,	Prentice Hall of India Pvt. Ltd.

Online Resources:

Online Resources No	Web site address
1	https://reflektion.com/resource/merchandising-types-and-examples
2	https://www.yotpo.com/blog/online-merchandising/
3	https://www.smartinsights.com/ecommerce/merchandising/online-merchandising/
4	https://www.tickto.com/digital-displays-retail-store-tomorrow/

MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	R04	Supply Chain Management in Retailing	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 70:30

Course Objectives:

Subject / Course Objectives :	
i) Familiarize the students with organized retail and, the value it creates. ii) The strategic and operational decision-making processes in the organized retail. iii) Relate the supply chain activities which create the value in the organized retail industry	
Learning Outcomes :	
i) Understand the functions of retail business and various retail formats and retail channels. ii) Understand the difference between Retail and Manufacturing Supply Chain iii) Understand, key drivers of retail supply chain and how to select a retail store location? iv) Analyze Retail Market and Financial Strategy including product pricing. v) Integrate the various Supply Chain partners and how to collaborate with them?	
Units	Syllabus : <i>Supply Chain Management in Retailing</i>
Unit No : 1	Introduction to Supply Chain Management: Meaning, Objectives and Importance, Decision phases, Process View, Competitive and supply chain strategies, Achieving strategic fit, Supply chain drivers.
Unit No : 2	Planning Demand and Supply in Supply Chain: Supply Chain integration, Demand Forecasting in a supply chain, Managing Demand and supply in supply chain, Role of IT in forecasting.
Unit No : 3	Designing the Supply Chain Network: Designing the Distribution Network, Role of Distribution, Factors influencing distribution, Design options, Modeling for supply chain, Network design in Supply Chain.
Unit No : 4	Logistics in Supply Chain Management: Introduction, Elements, Logistics interfaces with other areas, Approach to analyze Logistics System, Logistics System Analysis-Techniques, Factors affecting the cost and Importance of logistics.
Unit No : 5	Sourcing and Pricing in Logistics: I. Sourcing- In-house or outsource, Supplier scoring and assessment, Procurement process, Sourcing-Planning and Analysis II. Pricing- Pricing and Revenue management for multiple customers, Perishable products, Seasonal demand, Bulk and spot contracts.
Unit No : 6	Information Technology in supply Chain Management: Role of IT in Supply Chain management, Customer Relationship Management, Internal Supply Chain management, EBusiness and Supply Chain Management, Building strategic partnerships and trust within a supply chain

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Publisher Company
1 – National	Sunil Chopra, Peter Meindal, D.V.Kalra,	Supply Chain Management- Strategy, Planning and Operation,	Pearson Education.
2 – National	Braj Mohan Chaturvedi,	Supply Chain Management,	ICFAI University Press
3 – National	Rahul V.Altekar,	Supply Chain Management, Concepts and Cases,	Prentice Hall India, New Delhi.
4 – International	John Mentzer,	Supply Chain Management, Response Books,	Sage Publication, New Delhi

Online Resources:

Online Resources No	Web site address
1	https://www.vinculumgroup.com/the-role-of-scm-in-retail-scenario-of-today/
2	https://www.vendhq.com/blog/supply-chain-management/
3	https://www.slideshare.net/RahulJha6/retail-supply-chain-management

MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Elective - Project Management: Course – Advance Project Management

Course: MBA (General) CBCS 2020 – w.e.f. - Year 2021– 2022			
Semester	Course Code	Course Title	
IV	PR03	Advance Project Management	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE =70:30

Course Objectives:

Subject / Course Objectives: <ul style="list-style-type: none"> i) To understand the overall aspects of project management ii) To view at the project from a holistic view iii) To identify costs and control them while implementing project iv) To understand quality aspects in project 	
Learning Outcomes: <ul style="list-style-type: none"> i) To know the details of project budgeting and costing ii) To learn various aspects of project monitoring and implementation iii) To understand how to manage project quality and project audit iv) To understand the aspects related to Human resource in Project Management 	
Name	Syllabus – Advance Project Management
Unit No: 1	Baseline Cost Structure Introduction to cost structure, Inputs for project costing, Project cost estimation, categories of costs such as Labor cost, Equipment cost, Cost of supplies, Travel cost, Training cost, Overhead cost, etc. Project Procurement process: Plan procurement , Conduct procurement, Control procurement and Close.
Unit No: 2	Project budgeting & activity costing Techniques to estimate project costs - Analogous Estimating, Parametric estimating, Bottom-up estimating, Project Budget planning, Identifying activities and Activity cost estimates, generation of Cost performance baseline, Project funding requirements, Project documents
Unit No: 3	Project Monitoring General aspects of project monitoring, Importance of project monitoring and control, Monitoring and control method, Project monitoring activities, Project monitoring process, Project Monitoring Steps, Monitoring and control techniques, control with Gantt Chart, Earned Value Analysis
Unit No: 4	Project Quality Management Project Quality Management Plan , identifying quality metrics and standard measures for project processes, regulatory compliance requirements, product functionality, documentation, etc., Development of Quality management plan, Process improvement plan, Quality metrics, Quality checklists, Project documents
Unit No: 5	Project Audit Quality Assurance - analyzing project quality, improve project quality, checking

	whether the quality standards are met, Quality control measurements, Work performance information, checking Project management plan, Project documents updates, Organizational process assets updates
Unit No: 6	Project Human Resource Management Develop human resource plan with the help of Activity resource requirements, Enterprise environmental factors, Organizational processes Acquire project team - Project staff assignments, Resource calendars, Develop project team - improving the team efficiency, team member interaction and enhancing overall team and project performance Manage project team - tracking team member performance, resolving issues, providing feedback and managing a team to optimize project performance. Communication Management: Organizing for Communication, Feedback communication. Reporting system.

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – International	Kenneth Rose	Project Quality Management Why, What and How	2nd Edition	J. Ross Publishing
2 – International	Kim H. Pries, Jon M. Quigley	Total Quality Management for Project Management	1st Edition	Taylor & Francis
3 – International	Sunil Luthra, Dixit Garg, Ashish Agarwal, Sachin K. Mangla	Total Quality Management (TQM) Principles, Methods, and Applications	1st Edition, 2021	CRC Press
4 – International	Martina Huemann	Human Resource Management in the Project-Oriented Organization	1st Edition, 2016	Taylor & Francis

		Towards a Viable System for Project Personnel		
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Online Resources:

Online Resources No.	Web site address
1	https://www.guru99.com/learn-financial-planning-project-management.html
2	https://www.ispatguru.com/project-monitoring/
3	https://memory.ai/timely-blog/project-monitoring-what-it-is-and-how-to-do-it-well
4	https://www.greycampus.com/blog/project-management/top-4-project-monitoring-steps
5	https://www.projectmanagementqualification.com/blog/2019/10/21/project-monitoring-control/
6	https://www.projectmanager.com/project-management
7	https://www.pmi.org/learning/library/earned-value-management-systems-analysis-8026

MOOCs:

Resources No.	Web site address
1	https://www.mooc-list.com/course/preparing-manage-human-resources-coursera#.YC84K56SNGg.whatsapp
2	https://www.my-mooc.com/en/categorie/project-management
3	https://www.coursera.org/learn/uva-darden-project-management

Elective - Project Management: Course – Scanning Business Environment for Project

Course: MBA (General) CBCS 2020 – w.e.f. - Year 2021– 2022			
Semester	Course Code	Course Title	
IV	PR04	Scanning Business Environment for Project	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE =70:30

Course Objectives:

Subject / Course Objectives: <ul style="list-style-type: none"> i) To understand the business environment impacts project management ii) To understand how to scan internal business environment and to work on strengths and weaknesses iii) To understand how to scan external business environment to identify opportunities and threats iv) To understand the intricacies for preparing for unforeseen events. 	
Learning Outcomes: <ul style="list-style-type: none"> i) To know how to scan business environment ii) To understand the impact of changes in business environment iii) To identify, evaluate and deliver project benefits and value in the complex business environment iv) To understand the impact of project on Organization culture through organizational change. 	
Name	Syllabus – Scanning Business Environment for Project
Unit No: 1	Environmental Scanning for Implementing project Importance of environmental scanning for project management, internal and external environment, global environment, SWOT analysis for readiness for project, preparation for unforeseen changes
Unit No: 2	Evaluating Internal Business Environment Corporate mission, corporate culture, and leadership style, Organizational structure and suitability to project, Financial condition of organization, Skill sets of employees
Unit No: 3	Evaluating External business environment Monitoring external business environmental changes ((e.g., regulations, technology, geopolitical, market), Assessing and prioritizing impact on project scope/backlog based on changes in external business environment, Identify options for scope/backlog changes
Unit No: 4	Plan and manage project compliance Project compliance requirements (e.g., security, health and safety, regulatory compliance), Analysing potential threats to compliance, Use methods to support compliance, Conditions of non-compliance, consequences of noncompliance, Approach and Action to address compliance needs (e.g., risk, legal), Measure the extent to which the project is in compliance

Unit No: 5	Evaluate and deliver project benefits and value Identifying Project Benefits, Creating agreement on ownership for ongoing benefit realization, Establishing measurement system to track benefits, Evaluation of delivery options to demonstrate value, Appraise stakeholders of value gain progress
Unit No: 6	Support organizational change Assess organizational culture, Evaluating impact of organizational change to project, Impact of project on the organization culture

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – International	Worthington, Ian, Britton, Chris, Thompson, Edward	The Business Environment: A Global Perspective	2018	Pearson Education Limited
2 – International	Avraham Shtub and Shlomo Globerson and Jonathan F Bard	Project Management: Processes, Methodologies, And Economics	2nd Edition	Pearson
3 – International	Robert J. Graham	Creating an Environment for Successful Projects: The Quest to Manage Project Management	1st Edition	Jossey-Bass

Online Resources:

Online Resources No.	Web site address
1	https://twproject.com/blog/internal-external-corporate-environmental-factors-project-environment/
2	https://www.itmplatform.com/en/blog/corporate-environmental-factors-that-affect-project-management/

3	https://www.tefen.com/insights/services/operation_Organization/project_management_global_projects
4	https://www.knowledgehut.com/blog/project-management/projects-in-business-environments
5	http://www.opentextbooks.org.hk/system/files/export/15/15694/pdf/Project_Management_15694.pdf

MOOCs:

Resources No.	Web site address
1	https://www.mooc-list.com/course/global-business-environment-evolution-and-dynamics-futurelearn
2	https://www.udemy.com/course/project-management-course-udemy/
3	https://www.coursera.org/learn/global-business-environment