



BHARATI VIDYAPEETH

DEEMED TO BE UNIVERSITY, PUNE

‘A’ Grade University Status by Ministry of HRD, Govt. of India

Re-Accredited by NAAC with ‘A⁺’ Grade

SCHOOL OF ONLINE EDUCATION

FACULTY OF MANAGEMENT STUDIES

MASTER OF BUSINESS ADMINISTRATION (Online)

CHOICE BASED CREDIT SYSTEM (CBCS)

Semester I to IV

SYLLABUS

Applicable with effect from academic year 2019-20

BHARATI VIDYAPEETH (DEEMED TO BE UNIVERSITY), PUNE
Faculty of Management Studies
Master of Business Administration (Online)
Revised Course Structure (To be effective from 2019-2020)

I. Title:

- a) Name of the Programme: **Master of Business Administration (Online)**
- b) Nature & duration of the Programme: **FULLTIME Post-Graduate Degree Programme of Two Years duration**

II. Introduction:

The Master of Business Administration (Online) is a full time two-year programme offered by Bharati Vidyapeeth Deemed to be University (BVDU), Pune having experienced faculty members, excellent infrastructure for online programmes, Library, and other facilities to provide proper learning environment to the students.

III. Vision Statement of MBA (Online) Program:

To disseminate management education for development of nation by educating the students, to create expert business professionals, entrepreneurs.

IV Mission of the MBA (Online) Program:

To develop an excellent academic environment to excel the growth of students through adoption of latest technology and industry need based blended learning

V Objectives of Online MBA Program:

- To acquire the prevailing state of art knowledge and skills in the basic discipline and functional areas of management.
- To develop analytical and innovative attitudes and skills among students so as to facilitate change and increase the effectiveness and efficiency of organizational systems
- To prepare students for the Responsibilities and Career Opportunities in industry and as an entrepreneur.

VI. Learning Outcomes FROM THE MBA (Online) Program:

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

- Analyze problems and come up with effective solutions to resolve them.
- Learn new technologies with ease and be productive at all times
- Read, write, and contribute to Business literature
- Be a good citizen in all respects.

VII. Eligibility for Admission to this Course:

Admission to the course 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 applying 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.
3. Subject to the above conditions.

VIII. Structure of the Program:

The MBA (Online) programme 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 Units in the specialization in depth. The course also includes cypton project of 6 credits. The medium of instruction and examination will be only English. A student would be required to complete the course within five academic years from the date of admission.

VX. Credits:

The definition of credits is based on the following parameters;

- i) Learning hours put in by the learner in four quadrants.
- ii) Learning outcomes
- iii) Contents of the syllabus prescribed for the course etc.

In this system each credit can be described as a combination of 03 (**THREE**) components such as Lectures (L) + Tutorials (T) + Practice (P).

These components are further elaborated for an effective teaching learning process;

- Lectures (L): Online lectures delivered by Faculty member.
- Tutorials (T): Sessions that includes participatory discussions forum , presentations by the students, case study discussions etc.
- Practice (P): It includes sessions practice sessions for courses like Accounts, Mathematics, Statistics and field assignments etc.

X. A) Scheme of Examination:

Courses having **Internal Assessment (IA) / Internal Evaluation (IE)** 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.

Courses having **only Internal Assessment (IA)** will evaluate the students in various ways such as **Assignment, online Presentations, Field Assignments and MiniProjects** 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 50 marks only (fifty marks only).

B) Components of continuous evaluation system:

Following are the suggested components of CES,

- a) Case Study/Caselet/Situation Analysis- (Group Activity or Individual Activity)
- b) Class Test
- c) Assignment
- d) Industry Analysis
- e) Business plan
- f) Quiz

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

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

XII. 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 has to reappear only at IA as backlog candidate and clear the Head of Passing. to secure the GPA required for passing.

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

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

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 70% and 30% respectively.

GPA is calculated by adding the UE marks out of 70 and IA marks out of 30. 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
$5.5x \leq \text{Marks} < 8x$	$\text{Truncate}(M/x) + 2$
$4x \leq \text{Marks} < 5.5x$	$\text{Truncate}(M/x) + 1$

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 programme is the final result of the learner.

The SGPA is calculated by the formula

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

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

XIII. 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 honours are given below.

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

XIV. ATKT Rules:

A student is allowed to carry any number of backlog papers of Semester I and Semester II while going into Semester III. However, a student must clear all papers of Semester I and Semester II so as to become eligible for appearing in Examinations at Semester IV.

XV. Capstone Project:

At the end of Semester III, each student shall undertake Capstone Project in an Industry for 50 (**Fifty Days**). It is mandatory for the students to seek approval from the Faculty Guide about the Topic & the Organization before commencing the Project.

During the Project students are expected to take necessary guidance from the faculty guide allotted by the Institute. To do it effectively they should be in touch with their guide through e-mail or telecom.

Project should be a research project or it may be an operational assignment that involves working by the students in an organization.

In case of an operational assignment

- 1) Students are expected to do a project work in an organization wherein they are doing Summer Internship.
- 2) The students should identify specific problems faced by the organization in a functional area in which the assignment is given.
e.g.
 - a) Sales - sales targets are not achieved for a particular product or service in a given period of time.
 - b) Finance – mobilization & allocation of financial resources.
 - c) HR – Increase in employee turnover ratio.
- 3) In this study students should focus on
 - Identifying the reasons / factors responsible for the problems faced by the organization
 - Collection of data(Primary & Secondary) related to reasons /factors responsible for these problems
 - Data Analysis tools & interpretation
 - Findings & observations.
 - Suggestions (based on findings & observations) for improving the functioning of the organization.

The ***learning outcomes and the utility to the organization*** must be highlighted in Project Report.

- 4) General chapterization of the report shall be as under;
 - 1) Introduction and Literature Review: - This chapter will give a reader the background of problem area, specific problem & how you come across it?
 - 2) Company profile: -
 - 3) Objectives of the study:-
 - 4) Data collection: -
 - 5) Data analysis & interpretation: -
 - 6) Findings & observations: -
 - 7) Suggestions:-
- Annexure: -
- Questionnaire
 - References.

5. Technical details :

1. 12 pt. Times New Roman font shall be used with 1.5 line spacing for typing the report.
2. 1" margin shall be left from all the sides.
3. The report should include a scanned Certificate (on company's letter head) from the company duly signed by the competent authority with the stamp.

The report shall be approved by the respective guide(s) 10 (Ten) days before the viva-voce examinations.

The Project shall be assessed out of 100 Marks. The breakup of these marks is as under;

Viva- voce examination	=	70 (Seventy) Marks
Summer Internship	= +	30 (Thirty) Marks
Report	----	
		100 (Hundred) Marks

There shall be a online viva-voce of Project Report for 70 marks. The examiner's panel shall be decided as per the guidelines received from the University.

The viva –voce shall evaluate the project based on

- i. Actual work done by the student in the organization
- ii. Student's knowledge about the company & Business Environment
- iii. Learning outcomes for the student
- iv. Utility of the study to the organization

Course Structure

MBA Sem I

Course Code	Semester – I	Credits	UE	IA	Total Marks	Examination Pattern
101	Management Concepts & Applications	4	70	30	100	UE & IA
102	Managerial Economics	4	70	30	100	UE & IA
103	Financial & Management Accounting	4	70	30	100	UE & IA
104	Organizational Behaviour	4	70	30	100	UE & IA
105	Statistical Techniques	4	70	30	100	UE & IA
106	Legal Aspects of Business	4	70	30	100	UE & IA
Open Course	Soft Skills / Waste Management/ Life Management Skills	2	-	50	50	IA
Total No of Credits		26			650	

MBA SEM II

Course Code	Semester – II	Credits	UE	IA	Total Marks	Examination Pattern
201	Marketing Management	4	70	30	100	UE & IA
202	Financial Management	4	70	30	100	UE & IA
203	Human Resource Management	4	70	30	100	UE & IA
204	International Business	4	70	30	100	UE & IA
205	Production & Operations Management	4	70	30	100	UE & IA
206	Research Methodology	4	70	30	100	UE & IA
Open Course	Event Management / Social Media Management / Current Affairs	2	-	50	50	IA
Total No of Credits		26			650	

MBA SEM III

Course Code	Semester – III	Credits	UE	IA	Total Marks	Examination Pattern
301	Strategic Management	4	70	30	100	UE & IA
303	Entrepreneurship Development	4	70	30	100	UE & IA
See groups	Specialization - E-(i)	4	70	30	100	UE & IA
See groups	Specialization - E-(ii)	4	70	30	100	UE & IA
See groups	Specialization - E-(iii)	4	70	30	100	UE & IA
See groups	Specialization - E-(iv)	4	70	30	100	UE & IA
Open Course	SWAYAM Course*	2	- -	100	100	IA
Total No of Credits		26			700	

*For open course from SWAYAM, student has to select any course of his choice from SWAYAM, complete it and submit the certificate to School of Online Education. The syllabus of this course is available on SWAYAM.

MBA SEM IV

Course Code	Semester IV	Credits	UE	IA	Total Marks	Examination Pattern
See groups	Specialization - E-(v)	4	70	30	100	UE & IA
See groups	Specialization - E-(vi)	4	70	30	100	UE & IA
See groups	Specialization - E-(vii)	4	70	30	100	UE & IA
See groups	Capstone Project	6	100	-	100	UE & IA
Open Course	Data Analysis Using Software Tools (SPSS) / E-commerce Applications / ERP	3	-	-	50	IA
Open Course	Data Analysis Using Software Tools (MS Excel) / Supply Chain Management / Introduction to Business Analytics	3	-	-	50	IA
	Total No of Credits	24			500	

MBA Programme Specializations	
Marketing Management Specialization	
Specialization - E - (i)	Consumer Behaviour
Specialization - E - (ii)	Services Marketing
Specialization - E - (iii)	Sales and Distribution Management
Specialization - E - (iv)	Integrated Marketing Communications
Specialization - E - (v)	Retail Marketing
Specialization - E - (vi)	Digital Marketing
Specialization - E - (vii)	Product and Brand Management
Financial Management Specialization	
Specialization - E - (i)	Investment Analysis & Portfolio Management
Specialization - E - (ii)	Corporate Taxation
Specialization - E - (iii)	Management of Financial Services
Specialization - E - (iv)	Financial Statement Analysis
Specialization - E - (v)	International Financial Management
Specialization - E - (vi)	Financial Risk Management
Specialization - E - (vii)	Corporate Finance
Human Resources Management Specialization	
Specialization - E - (i)	HRP - Recruitment and Selection
Specialization - E - (ii)	Training & Development
Specialization - E - (iii)	Employee Relationship Management
Specialization - E - (iv)	Managerial Competencies & Career Development
Specialization - E - (v)	Personnel Cost & Compensation Management
Specialization - E - (vi)	Performance Management System
Specialization - E - (vii)	Labour Laws
Operations Management Specialization	
Specialization - E - (i)	Quality Management
Specialization - E - (ii)	Production Planning & Control
Specialization - E - (iii)	Logistics & Supply Chain Management
Specialization - E - (iv)	Industrial Management
Specialization - E - (v)	World Class Manufacturing
Specialization - E - (vi)	Business Process Re-engineering
Specialization - E - (vii)	Environment , Health & Safety

Project Management Specialization	
Specialization - E - (i)	Managing IT Projects
Specialization - E - (ii)	Scheduling & Tracking of Projects
Specialization - E - (iii)	Managing Project Teams & Resources
Specialization - E - (iv)	Estimating Software Projects & Managing Costs
Specialization - E - (v)	Business Analysis
Specialization - E - (vi)	Software Engineering & Quality Management
Specialization - E - (vii)	Using System & Tools in Projects

Semester I

MBA Semester I
MANAGEMENT CONCEPTS AND APPLICATIONS

Course Objectives:

- 1 To impart the understanding of basic management concepts.
- 2 To familiarize the learner about application of Management concepts.
- 3 To expose learner with basic concepts of functional management.

Syllabus:

Unit	Contents
1	INTRODUCTION TO MANAGEMENT: A. Introduction to Management- Definitions & Characteristics of Management-Scope of Management- Management – Science or Art?-Functions of Management. Administration and Organization B. The Evolution Of Management Thoughts- Fredrick Taylor & Scientific Management, Henry Fayol- General Principles Of Management,.
2	Management Functions – concept of "POSDCORB", Staffing,
3	PLANNING & ORGANIZING: A. Planning-Introduction to Planning & its Importance-Definitions-Benefits / Importance of Planning- Nature of Planning-Planning Process-Types of Planning- Repeated Use Plan-Single Use Plan. B. Organization-Introduction & Definition-Why study Organization?-Principles of Organization-Creating an Organization Structure- Informal Organization- Departmentalization, line and staff relationship
4	DIRECTING , COORDINATING A. Span of Management-The Concept of Authority & Responsibility Definitions-Different views on Authority, Power & Authority, Limits of Authority, Centralization & Decentralization, Responsibility, B. Delegation of Authority, Advantages of Effective Delegation, What to delegate & What not to delegate?-Barriers to effective delegation-Guidelines for effective delegation-Distinctions between Delegation & Decentralization-
5	CONTROL A. Controlling- Basic Concept, Relationship between Planning & Controlling. The Basic Control Process, Requirement for Effective Control, Control Techniques, Use of IT for Controlling. B. 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)

Suggested Readings

Koontz & O'Donnel	Principles Principles and Practice of Management of Management (McGraw Hill) -
L.M. Prasad	Principles and Practice of Management
Tripathi & Reddy	Principles and Practice of Management
Websites	1. https://india.gov.in/ 2. http://pmindia.gov.in/en/ 3. http://www.makeinindia.com/policy/new-initiatives 4. https://mygov.in/group/digital-india 5. www.skilldevelopment.gov.in/World%20Youth%20Skills

MBA Semester I
MANAGERIAL ECONOMICS

Course Objectives:

To impart knowledge about the theories of Economics required in Business scenarios
to train the students to apply this theoretical knowledge to practical business situations

Unit	Contents
1	<p>Introduction to Economics For Business</p> <p>Introduction to Economics, Nature and Scope of Managerial Economics, Significance of managerial economics in decision making. Firm and its Objectives, Theories of Firm, Relevance of Profit Maximization in Modern Context, Role of a managerial economist</p>
2	<p>Demand Analysis: Theory of Demand, Law of demand, Determinants of Demand,</p> <p>Elasticity of Demand – Price, Income, Cross and Advertising elasticity, Uses of Elasticity of Demand for managerial decision making,</p> <p>Market Demand and Company Demand, Demand Estimation, Demand Forecasting - meaning, significance and methods, Demand forecasting of a new product.</p>
3	<p>Supply Theory: The Theory of Supply, Law of supply, supply elasticity – use in managerial decision making,</p>
4	<p>Costs</p> <p>Cost concepts and analysis, Classification of Costs - Short Run and Long Term Costs, Cost Function - short run and long run cost curves and its managerial uses.</p> <p>Least Cost Combination of Inputs, Producer's equilibrium, Law of Variable Proportions, Returns to Scale, Scale Economies, Scope Economies,</p> <p>Estimation of Cost Function - Problem of Estimation of Cost and Production Function, Dual Relationship Between Cost and Production Function, L-Shaped Cost Function</p>
5	<p>Market Structures</p> <p>Market equilibrium and Average Revenue concept,</p> <p>Market Structure: Perfect Competition: meaning, features and determination of price under perfect competition.</p> <p>Monopoly: Features, pricing under monopoly, Price and Output, Discriminating Monopoly, Relationship under different market structures,</p> <p>Pure and Perfect Competition: Monopolistic Competition – features, pricing under monopolistic competition, product differentiation</p> <p>Oligopoly – features, Oligopoly and barrier to entry, price leadership</p> <p>Pricing Strategies: Price Determination, full cost pricing, product line pricing, price skimming, penetration pricing. Prisoner's Dilemma and Game Theory approach to oligopoly decision making</p>
6	<p>National Income: Concepts and Various methods of measurement of National Income, Inflation – Meaning, types and Causes, Business cycle, Profit concept and major theories of profit.</p> <p>Fiscal policy and impact on Managerial decision making</p>

Teaching Methodology

Case Study Method and Mathematical Applications along with theoretic explanations.

Suggested Readings

Adhikari , M.	Managerial Economics, Khosla Publication House, New Delhi, 1999
Artis M. J.,	Macro Economics, Oxford University Press, 1985 Reprint
Craig P.H and W Chris Lewis	Managerial Economics, Prentice Hill Ltd, New Delhi
Bayes Michael	Managerial Economics and Business Strategy, Irwin, Chicago, 1997
Dean Joel	Managerial Economics, Prentice Hill Ltd, New Delhi

MBA Semester I
Financial and Management Accounting

Course Objectives:

To acquaint the students with the fundamentals of Financial Accounting.

To orient the students to the Accounting process involved in preparation of Books of Accounts and Financial Statements

To familiarize the students with the concepts of Cost and Management Accounting and applications of Management Accounting techniques

Unit	Contents
1	Introduction to Financial Accounting Meaning, Objectives and Scope of Financial Accounting, Accounting Concepts and Conventions, Accounting Cycle, Role of Accountant in an organization
2	Accounting mechanics Principles of Double Entry Book-Keeping, passing of accounting entries in Journal, Ledger and Preparation of Trial Balance, Preparation of Trading, Profit & Loss Account and Balance Sheet of a Sole Proprietor
3	Introduction to International Accounting Standards: Development of international accounting and financial reporting rules, need for International Financial Reporting Standards (IFRS), Disclosure of Accounting Policies, reporting needs of emerging economies, IFRS for Small and Medium Enterprises(SMEs).
4	Introduction to Cost and Management Accounting Cost Accounting – Meaning, Importance, Classification of Costs, Preparation of Cost sheet. Nature and Scope of Management Accounting, Distinction between Financial and Management Accounting.
5	Techniques of Management Accounting (Budgetary Control) Budgeting and Budgetary Control – Meaning, Objectives, Advantages and Limitations of Budgeting, Types of Budget, Practical Questions on Cash Budget and Flexible Budget
6	Techniques of Management Accounting (Standard Costing and Marginal Costing) Standard Costing – Meaning and Application, Essentials of standard Costing, Variance Analysis- Material and Labour Cost Variances. Marginal Costing – Meaning of Marginal Cost, Characteristics of Marginal Costing, Cost-Volume-Profit Analysis – Profit/Volume ratio, Break-Even Analysis and Margin of Safety

Teaching Pedagogy:

Classroom lectures (two way communication)

Classroom discussions by solving Case Study and Real Life Examples

Audio Video Material (Analysis done by Finance heads of companies, news channels etc.) Self study

Group Project (Application by implementation of concepts in the Financial Statements of the companies)

Suggested Readings

1	R.L.Gupta, M.Radhaswami	Advanced Accountancy
2	S.N. Maheswari, S.K.Maheshwari	An Introduction to Accounting
3	Ashok Seghal, Deepak Seghal	Taxman's Financial Accounting
4	M N Arora	Cost and Management Accounting,Vikas publications Eighth Edition
5	Colin Drury of Huddersfield	Cost and Management Accounting:6 th edition, ISBN 18430349X
6	Pauline Weetman	Financial and Management Accounting – An introduction by 5 th edition

MBA Semester I
ORGANIZATIONAL BEHAVIOUR

Course Objectives:

To introduce the role of individual, group and organizational processes on individual behaviour in a work setting
To give insights on how concepts of organizational behaviour are applied by management practitioners and organizations

Unit	Contents
1	<p>Introduction to Organizational Behaviour and Individuals in Organization -</p> <p>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</p> <p>The nature of organisations: Components of organisations; Organisations as open systems, Managers in organisations, Productivity and managerial performance, Organisational behaviour and the workplace, Managing organisational transitions, Managing new forms of Organisation.</p>
2	<p>Learning, Perception, Attitudes and values</p> <p>Concept of learning, Theories of Learning – Learning curves. Perception – Factors influencing perception, Process, Managerial implications -Perception and attribution: meaning, halo effect, stereotyping, pigeon holing,</p> <p>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</p> <p>Principles of reinforcement – schedules of reinforcement,</p>
3	<p>Motivation Concepts to applications</p> <p>Concept of motivation - Definition - Theories of Motivation - Maslows' need Theory Herzberg, McClelland, Porter and Lawler Model, ERG Theory - Theory X and Theory Y - Two Factor Theory - 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</p> <p>– Work Redesign</p>
4	<p>Foundations of Group Behaviour</p> <p>Group - Formation of Group - Classification - informal and formal groups, Group Properties - Roles, norms, status, size and cohesiveness - Group decision making –</p> <p>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.</p> <p>Conflict - Process - Conflict management</p>
5	<p>Leadership</p> <p>Concept of Leadership - Traits of good Leader - Difference between Leader and Manager - Theories of Leadership - 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</p>
6	<p>Emerging Issues: Stress: meaning and types, burnout, strategies to manage stress, Workforce diversity. Culture - Definition, Culture's function, need and importance of Cross Cultural training - Organizational Change</p>

Suggested Readings

1	Robbins, Timothy Judge, Seema Sanghi	Organizational Behaviour - Prentice Hall, 12 edition	Stephen Pearson
2	Fred Luthans	Organizational Behaviour, McGraw Hill Inc	
3	John Newstrom and Keith Davis	Organizational Behaviour, Tata	McGraw Hill, 11 edn
4	Kavita Singh	Organizational Behaviour , Pearson Publication	

MBA Semester I
Statistical Techniques

Course Objectives:

To familiarize the students with the basic statistical techniques and their applications in business decision-making

To develop the quantitative skills of the students so as to make them skilled at understanding data, comparing two or more data sets and predicting business data etc.

Contents

- 1 Importance of Statistics in Business Management Domain
Business Statistics: Definition, Importance in management domain Organizing data: Frequency distribution, types of frequency distribution Diagrams and Graphs - Diagrammatic presentation of data, Graphs - Frequency polygon and frequency curve, Histograms, Cumulative Frequency Curves (ogives).
- 2 Measures of Central Tendency and Dispersion
Measures of Central Tendency: Arithmetic Mean, Median, mode, partition values – quartiles, deciles and percentiles, Applications in business. Measures of Dispersion: Range, Semi Inter-quartile range, mean deviation, standard deviation, coefficient of variation, methods of calculation and applications.
- 3 Correlation Analysis
Definition, Types of correlation, methods of studying correlation– Scatter
Diagrams, Karl Pearson's coefficient, Rank correlation, coefficient of determination. Application of Correlation to business and management
- 4 Regression Analysis
Definition, significance of regression method, regression lines, regression coefficient, Applications in business
- 5 Probability and Probability Distribution
Sample space, events, basic rules of probability, random variable, conditional probability, Bayes' theorem
Probability Distributions- Binomial distribution, Poisson distribution & Normal distribution. Problems based on Business applications.
- 6 Association of Attributes
Introduction, Notations, Classes and Class frequencies, Order of classes and Class Frequencies, Relation between Class frequencies: two attributes and three attributes, Yule's Coefficient of association and interpretation Decision Making: Process of decision making, types of decision. Risk, uncertainty, etc. Criterion of decision making

Teaching Pedagogy

Suggested Readings

- | | | |
|---|--|--|
| 1 | S.C. Gupta & Indira Gupta | Business Statistics |
| 2 | Richard I. Levin & David S. Rubin | Statistics for Management |
| 3 | Hooda R. P. | Statistics for Business and Economics, (2010, 4e), Macmillan |
| 4 | Terry J K (2007) | Business Statistics 2/e, Pearson Education, New Delhi |
| 5 | David and Lori | (2008) Applied Statistics in Business and Economics, Tata Mc Graw Hill |
| 6 | Q. Zamiruddin & V.K. Khanna, S. K. Bhambri | Business Mathematics |
| | Bhardwaj R. S. | Business Statistics |

MBA Semester I
Legal Aspects of Business

Course Objectives:

To provide students with in-depth understanding of business related laws

Unit	Contents
1	The Indian Contract Act 1872: Essential elements of a contract, performance and discharge of a contract, Offer and Acceptance, Consideration, Legality of
2	The Sale of Goods Act 1930 Formation of a contract of sales and its features, Conditions and warranties, Rights of an unpaid seller, Types of Goods,
3	The companies Act 1956 & Companies Act, 2013 Comparative Study of the Companies Act, 1956 and the Companies Act, 2013 on the basis of the following
4	Kinds of companies, Formation of a company, Memorandum of Association(M/A), Articles of Association(A/A), Prospectus, Meetings, Appointment and Removal of Directors, Shares, types of shares and dividends. The Arbitration and Conciliation Act 1996 <ul style="list-style-type: none"> - Definition - Arbitration Agreement - Composition of Arbitral Tribunal - Jurisdiction of Arbitral Tribunal - Conduct of Arbitral Proceedings
5	Consumer Protection Act, 1986. Introduction, consumer and consumer disputes, Definitions of Consumer, Complainant, Goods, Service - Meaning of Consumer Dispute Complaint - Unfair Trade Practices – Restrictive Trade Practices Rights of Consumers Consumer Disputes Redressal Agencies, consumer protection councils Objectives and Need of the Competition Act , 2002
6	The Information Technology Act, 2000 Introduction, Digital Signatures, Electronic governance, Cyber Laws, Cyber crime – types and remedies, Electronic records, controlling and certifying authority, cyber regulation appellate tribunals, Important Provision of Information Technology Act 2000 Intellectual Property Rights: Introduction, Scope and objective of Patent Act, 1970. Patentable and Non-patentable inventions. Types and overview of IPR, Types of Patents, Trademarks, Copyrights, Industrial designs, Important provisions with respect to – registration, renewal, revocation, remedies in case of infringement etc.

Reference Material

Suggested Readings

- | | | |
|---|--------------------|--|
| 1 | N. D. Kapoor | Mercantile Law, Sultan Chand & Sons |
| 2 | Dr. B. L Wghera | Universal Law Publication, Law relating to Intellectual Property |
| 3 | Dr. Paranjpe | The Arbitration and ADR |
| 4 | Dr. M. Dasgupta | Cyber Crime in India |
| 5 | Akhileshwar Pathak | Legal Aspects of Business, TMH, 3/e, 2009 |
| 6 | K.R. Bulchandani | Business Law for Management, Himalaya Publications, 2008 |

MBA Semester I

Soft Skills

Course Objectives:

To sensitize the students about the current environmental & health related issues that comes from inadequate waste management.

To Understand the problems caused by inadequate waste management and possible solutions for the same and create environmentally responsible citizens

Unit	Contents
1	SWOT Analysis : Basics of PERSONAL SWOT analysis, Identifying Strengths, Weaknesses, Deficiencies ETC. Performing SWOT on yourself
2	The Art of Effective Communication: Presentation skills Group Discussion, Debates
3	Time Management :Importance of setting Tasks Applying basic principles of Time management; identify productivity cycles, and set goals and priorities Create a time management plan and a daily plan Effectively utilize time by using technology and reducing time wastage. Manage interruptions, increase meeting productivity, overcome personal time wasters, and prevent personal work overloads. Screen and organize information to reduce information overload.
4	Public Speaking Skills : Public Speaking skills Emoting: Importance of Eye Contact, Audience engagement Forms of speech, Content Preparation, Debating, Extempore - Do's and Don'ts
5	Body Language: Details about body language for effective communication
6	Verbal communication in practice, Speaking Skills, Assertiveness, Strategies For Assertiveness : Use Of Language, Empathetic Presentation, Paraphrasing, Asking Questions, Visualization And Realization Of Goal, Create A Positive Impression, Indicators Of Assertive Behavior, How To Say No,(Provide reason and logic, Broken Record, Rain Check) Listening Skills : Importance of listening, Techniques of effective listening, practical exercise on improving listening skills

MBA Semester I

Waste Management

Course Objectives:

To sensitize the students about the current environmental & health related issues that comes from inadequate waste management.

To Understand the problems caused by inadequate waste management and possible solutions for the same and create environmentally responsible citizens

Unit	Contents	Sessions
1	Introduction to Ecosystem and Waste Management. Types, Importance and Need of Waste Management - Waste Management practices in Indian Industries – Future challenges in Waste Management. Ecosystem - Meaning, Types, Components, Structure and Functions, Levels of organization in nature- Food chain and Tropic structure, Biogeochemical Cycles, Energy flow - Definition	
2	Collection and Disposal of Waste Site selection and plant layout of an incinerator, Collection of Waste, problems in collection of waste, Waste Disposal methods- Landfill, Incineration/Combustion, Recovery and Recycling, Composting	
3	Electronic Waste Management. E-Waste - Meaning, Sources of E-Waste and their effects on environment and human beings	
4	Students shall undertake desk research on e- waste management systems adopted by commercial organisations.	
5	Students shall visit Waste Management Department of Local Administrative Bodies like Municipal Corporation, Municipal Councils etc. and prepare a report on how waste management is done in their area.	
6	Report Preparation and Presentations on Unit no. 4 and 5	

- A) Class Participation – 10 Marks
- B) Presentation – 10 Marks
- C) Mini Project Report – 10 Marks
- D) Viva – voce Examination on Mini Project Report at end of term – 20 Marks

References:

1. Solid Waste Management : Subhash Anand, Mittal Publications, New Delhi (2010)
2. E- waste: Implications, Regulations and Management in India and Current Global Best Practices – Rakesh Johri, TERI Press New Delhi (2008)

Website:

Ministry of Environment, forest and Climate Change , Government of India
(<http://envfor.nic.in/content/draft-waste-management-rules>)

MBA Semester I
Life Management Skills

Course Objectives:

Provide guidelines to apply life skills into practice.

Unit	Contents	Sessions
1	Introduction: Definition of life skills concept: Definition, concept of skill in Life Skills, primary goal of life skills programme. Definition of Personality, Determinants of Personality- biological, psychological and socio- cultural factors., Misconceptions and clarifications , Need for personality development	
2	Coping: meaning, types of coping strategies – 1) appraisal focused (Adaptive Cognitive), 2) problem focused (adaptive behaviour) & 3) Emotion Focused	
3	Empathy: Meaning, difference between empathy and sympathy, Anger and stress: meaning and strategies to overcoming the same.	
4	Study Skills: Meaning, types of study skills, methods based on memorization – rehearsal and role learning, Exam Strategies- time management, organisation and life style changes.	
5	Moral Development: Meaning, interpersonal influences on moral development, moral development and social exclusion. ABC of moral life. Morality: Morality and culture, morality and intergroup attitudes, moral emotions	
6	Self Awareness : Self Management Self Evaluation, Identifying one's strength and weakness, Planning & Goal setting, Managing self –emotions, ego, pride. , Self discipline, Self criticism , Recognition of one's own limits and deficiencies Independency etc , Thoughtful & Responsible behaviour Community and Community Development: Individual's role and responsibility in society.	

References:

1. Critical Thinking Skills: Developing Effective Analysis and Argument, Stella Cottrell
2. Academic Writing: A handbook for International Students, Stephen Bailey
3. Effective Study Skills: Step by Step System to Achieve Student Success , Semones
4. Critical Thinking and Analysis : Mary Deane
5. Developing and Applying Study Skills : Writing Assignments, Dissertations and Management Reports, Donald Currie
6. Assignment and Thesis Writing , Jonathan Anderson

Magazine: Human Capital

Semester II

MBA Semester II
MARKETING MANAGEMENT

Course Objectives:

To enhance management students' knowledge as regards to basics of marketing and know the applications of marketing skills required

Unit	Contents
1	<p>Introduction to Marketing:</p> <p>Core concepts of marketing: Need, want, demand, value, exchange, customer satisfaction & customer delight. Marketing Vs Selling. Approaches to Marketing: Production, Product, Sales, Marketing, Societal, Relational. Marketing Environment: Analyzing Macro Environment - Political, Economic, Socio-cultural and Technical Environment (PEST analysis)</p>
2	<p>Segmentation, Targeting and Positioning:</p> <p>Meaning, need and importance, bases for consumer market segmentation and industrial market segmentation, evaluation of identified segments and selection and evaluation of target market. targeting strategies. Levels of market segmentation: segment marketing, niche marketing, local marketing, individual marketing. Positioning and Differentiation: meaning, concept, product, service, people and image differentiation, ways to position the product.</p>
3	<p>Marketing Mix:</p> <p>Concept, Seven P's of marketing mix:</p> <p>Product – meaning, levels of product, product mix- product line, width, length, depth. Product life cycle – Concept, stages in PLC, characteristics and strategies for each stage of PLC. 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, sales promotion, personal selling, public relations, publicity, direct marketing and event marketing and sponsorship.</p>
4	<p>Consumer Behaviour: Concept of Marketing Myopia.</p> <p>Meaning of Consumer, customer, consumer behaviour and buying motives.</p>
5	<p>Marketing Planning and Control:</p> <p>Process, nature and contents of a marketing plan. Need of marketing control, Annual plan control, productivity control, efficiency control and strategic control- marketing audit and marketing ratios.</p>
6	<p>Marketing Research:</p> <p>Need and Importance of Marketing Research, Marketing Research Process, Types of Marketing Research. Marketing Information System- overview.</p>
	<p><input type="checkbox"/> Classroom Discussions</p> <p><input type="checkbox"/> Case Study Discussions and Real Life Examples</p> <p><input type="checkbox"/> Audio Video Material</p> <p><input type="checkbox"/> Field Assignments</p>

1. Principles of Marketing 12th Edition - Philip Kotler and Gary Armstrong
2. Marketing Management – Rajan Saxena, Tata McGraw Hill Publications
4. Marketing Management - V.S.Ramaswamy and S.Namakumari ,

5. Services Marketing – Christopher Lovelock
6. Fundamentals of Marketing - Stanton
7. Marketing Research – G.C. Beri.

Marketing White book – The Essential Handbook for Marketers: Business World Publications.

Website: www.trendswatching.com

MBA Semester II
Financial Management

Course Objectives:

- To introduce the fundamentals of Financial Management
- To orient on the financial decision making techniques and Financial Statement Analysis

Unit	Contents
1	Introduction Nature, Scope and Functions of Financial Management, Objectives of Financial Management Profit Vs Wealth Maximization, Finance Functions: Investment Decision, Liquidity Decision, Dividend Decision and Financing Decision
2	Investment Decision Importance and process of Capital Budgeting, Capital Budgeting Techniques - Problems & case studies- Accounting Rate of Return, Payback Period, Net Present Value, Profitability Index, Discounted payback period, Internal Rate of Return
3	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
4	Sources of Long Term Domestic Finance Shares, Debentures, Retained Earnings, Financing through Financial Institutions, International Financing, Venture Capital financing: concept and Venture capital scenario in India, Recent Case Studies and examples on above topics
5	Capital Structure and Cost of Capital Meaning and Principles of Capital Structure Management, Factors affecting Capital Structure, Problems and Case Studies on Capital Structure- EBIT- EPS Analysis, Concept and Types of Leverage, 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.
6	Financial Statement Analysis Meaning and Types, Techniques of Financial Statement Analysis: Common Size Statement, Comparative Statement, Trend Analysis and Ratio Analysis. Problems on Ratio analysis Funds Flow Statement and Cash Flow Statement. (Theory only)

Reference Material

Books

1. Financial Management – Theory and Practice – Prasanna Chandra
2. Financial Management – I.M. Pandey
3. Financial Management – Khan and Jain
4. Financial Management – R.P. Rustogi
5. Financial Management – Theory and Practice Eugene F. Brigham, Michael C. Ehrhardt 11th edition.

Journals

1. Journal of Financial Statement analysis
2. Asia Pacific Journal of Accounting and Economics
3. Research Journal of Finance and Accounting

Human Resource Management

Course Objectives:

- To explain the significance of HRM and changing role of HRM
- To bring out the role of HR in organizations effectiveness and employee performance

Unit	Contents
1	Introduction to HRM : Definition, Nature and Scope of HRM, Evolution of HRM, HR Profession and HR Department, Global perspective of HRM
2	Human Resource Planning: HR, Demand and Supply forecasting, factors Affecting HRP, Job analysis and Job Design, Recruitment and Selection – Recruitment Process, Sources and Methods of Recruitment, Evaluation of 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, Types of training, Training evaluation, Executive Development, Concept of Career Development
4	Wages and salary Management Job Evaluation, Wage Determination, Types of Wages, Salary Structure, Fringe benefits, Executive Compensation,
5	Performance Appraisal: Need and Importance of Performance Appraisal Performance Appraisal Process, Methods of Performance Appraisal
6	Employee Relations Management: Overview of Employee Relations Management, Importance of Relations Management, Employee Relation Management Tool, Issues in Employee Relation Management.

Reference Material :

1. Gary Dessler, Biju Varkey - Human Resource Management, Pearson Publication, 12th Edition
2. Seema Sanghi, Human Resource Management, Macmillan Publication, 2011
3. Decenzo, Robbins, Human Resource Management, John Wiley & Sons Inc, Sixth Edition
4. V.S.P. Rao, Human Resource Management
5. K. Ashwathappa, Human Resource Management
6. Edwin Flippo, Personal Management

MBA Semester II
International Business

Course Objectives:

- To give an overview of Global Business Environment.
- To acquaint students with intricacies of Cross Border Trade Transactions

Unit	Contents
1	Introduction of international Business Definition of International Business, Nature and Scope of International Business, Exporting, Importing and Countertrade Settlement through NOSTRO and VOSTRO Accounts, Statutory Basis of International Business Introduction to India's Foreign Trade Policy,
2	Globalization Definition of Globalization, Globalization of Market, Globalization of Production, Drivers of Globalization International Trade Theories Mercantilism, Absolute Cost Advantage, Comparative Advantage, Huckscher Ohlin Theory, Product Life cycle Theory, Porter's Diamond Theory
3	Development in Monetary Scenario Breeton Woods System to EURO and its Implications, SAARC,G7 ,G20 and BRIC countries, Country Risk Analysis
4	International Financial Organizations and Environmental framework Role of GATT, WTO,IMF and World Bank, EPRG Framework. Comparative Environmental framework, Cultural, Political, Legal and Economic framework,
5	Balance of Payment Classification, Basic Balance and Overall Balance, Credit and Debit Entries in BOP, Convertibility – Current and Capital Account, Purchasing Power Parity
6	Foreign Exchange Rate and Market Types of Exchange Rate –Real and Nominal exchange Rate, Fixed vs. Flexible Exchange Rate, Managing Float, Factors affecting Foreign Exchange Rate , Offshore Currency and Market, Export and Import Strategies, Collaborative and Control Strategies
1.	International Business, P.Subba Rao
2.	International Business Environment, Francis Cherunilam
3.	International Financial Management, Justin Paul
4.	International Business, V.K.Bhalla, S.Shiva Ramu

MBA Semester II
Production and Operations Management

Course Objectives:

To equip students with fundamentals of Manufacturing business for related aspects.

To acquaint the students with concepts of all the functions under the Manufacturing activities by introducing the Units Materials Management, SCM ,QA, EHS and Quality System Certification, JIT etc.

Unit	Contents
1	Concepts & scope of POM Nature, Scope, Importance and Functions of POM, Production Process, Difference between Production and Service operations, Functions & internal relations of various Departments in manufacturing Unit; Production administrations & responsibilities. Production process selection decisions, Types of Production (Jobs, Batch, Mass etc.)
2	Production Planning Control Objectives of PPC & it's various functions of common and optional nature, Job sequencing, Assembly Line Balancing.
3	Facility Planning & Layout
4	Maintenance Management Concepts, Need of maintenance, Objectives & types of maintenance.
5	Inventory management Concept, Importance, Classification of Inventory System, EOQ Model with numericals, Waste disposal/ reduction. 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, EHS: Culture, employee involvement Concept. Quality Circles.

References

1. Production and Operations Management- L.C.Jhamb
2. Production & Operation Management- Chunawala & Patel
3. Production & Operations Mgt. – Everett Adams & Ronald Ebert.
4. Production & Operations Mgt. – Dr. N.G. Nair – Tata McGraw Hill Ltd.
5. Production & Operations Mgt. – S.N. Chary – Tata McGraw Hill Ltd.
6. Production & Operations Mgt. – E.S. Buffa – Tata McGraw Hill Ltd.
7. Supply Chain Management- Sunil Chopra

Journals:

International Journal of Operations & Production Management, IEEE Journals, Journal of Operations Management
Internet Resources: www.poms.org, www.iimm.org , www.sae.org , www.iso.org

MBA Semester II
Research Methodology

Course Objectives:

To equip the students with an understanding of the research process, tools and techniques.

To introduce the students to the scientific research process and its applications to business and management To enable the students understand the know-how of conducting surveys and reporting the research.

Unit	Contents
1	Introduction to Research Methodology Meaning, Definitions, Characteristics and Objectives of research, Motivations in research, Types of Research, Importance of research in managerial decision making, 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 of Research Problem – 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 Sampling Designs Census and sample survey, Need and Importance of Sampling, Probability and non-probability Sampling techniques. Data collection – Primary and secondary sources of data, methods of collecting primary data – interview, observation, questionnaires, survey methods etc, Library and Documentary Sources etc. Use of secondary data, precautions while using secondary data, Limitations of different data collection methods.
4	Processing and Analysis of Data Meaning, importance and steps involved in processing of data, Use of Statistical tools and techniques for research data analysis. Testing of Hypothesis – Procedure, terms, Chi Square test. Analysis and Interpretation of Data - Interpretation of results, techniques of Interpretation.
5	Reporting of research work Types of Reports, Report Writing: Importance of written and oral reports presentation, format of a good research report, Presentation of Reports.
6	Role of Computer in Research The Computer and Computer Technology, Important characteristics, Computer Applications, Computers and Researcher, Use of Statistical Software Packages.

Teaching Methodology

- ☐ Case Study Method
- ☐ Project work: (Mini project: Students to select a Unit and conduct a study or survey on any managerial application and carry out the project under the guidance of the faculty in groups of four-five. Prepare report and present the results.)

Reference Material

1. Donald Cooper and PS Schindler (2009) Business Research Methods, 9th edition, Tata McGraw Hill.
2. Kothari C. R.: Research Methodology
3. Uma Sekaran (2010) Research Methods for Business, 4th edition, Wiley.
4. Ranjit Kumar (2009) Research Methodology, 2nd edition, Pearson Education.
5. Naresh Malhotra and S Dash (2009) Marketing Research, 5th edition, Pearson Prentice Hall.
6. Michael V. P.: Research Methodology.
7. Fred N. Kerlinger : Foundations of Behavioral Research.
8. Research Journals.

MBA Semester II
Event Management

Course Objectives:

To groom the students with a view to hone their Event Management Skills by giving them the required exposure

Unit	Contents	Sessions
1	The concept of event, its different managerial dimension from the various functions point of view. e.g. planning to close activities of any event	
2	Types of events Different types of event in Corporates, Social Programmemes and Private Programmemes: The expected outcome is preparation of a list consisting at least 10 Programmemes in Education, Health Care etc. with their distinctive features of audience, beneficiaries and deliverables.	
3.	Event Marketing and Advertising Nature of Marketing, Process of marketing, Marketing mix, Sponsorship	
4.	Hands on Event Management 1. The total number of students shall be divided into a group of 06 students each. They should organize /conduct/ manage the events of the institute. They are expected to prepare budget of the event, plan the event in its minutest details, organize, and execute the event, take feedback of all stakeholders and prepare a report to be given for publication in the media, follow up with media through proper channel etc. (The above assignment shall be for 20 marks) 2. Post event assessment of any 03 programmemes organized during the term. A student or a group of 02 students shall be assigned the event which has taken place recently at institute and they shall make an inquiry into its success and effectiveness by rating them on the basis of appropriate parameters and shall submit the assignment to the respective teacher . This exercise shall be for 20 marks.	
5.	Report on Learning outcomes of this course A student shall prepare a report on what he learnt from the events and submit it to the concerned teacher. The report shall include mainly the description of occasion, the person involved and what guiding principles they have received from them	
6.	This report shall be assessed for 10 marks for its preparation and 10 marks for oral examination	

Recommended Books :

1. Successful Event Management; Anton Shone Beyn Parry; CengageLrng Business Press.
2. Event Management (Paperback); AshutoshChaturvedi; Global India Publication Pvt. Ltd.
3. Event Planning and Management; Sharma D.; Deep & Deep Publications Pvt. Ltd.
4. Event Marketing and Management; S.S. Gaur; Vikas Publication House Pvt.Ltd (2010)
5. Event Management; Sita Ram Singh; Ash Publishing Corporation.

MBA Semester II
Social Media Management

Course Objectives:

To introduce the learners to the different social media

To educate about the strengths and weaknesses of Social Media

Unit	Contents	Sessions
1	INTRODUCTION TO SOCIAL MEDIA Introduction to Social Media, What is Social Media?	
2	GETTING READY FOR SOCIAL MEDIA	
3	LEGAL ASPECTS OF SOCIAL MEDIA	

- The Legal side of Social Media, In-house guidelines, Copyright and Trademark Implications, Blogs, Blogger
- 4 PODCASTING
Podcasting What is it? Where to find How to create a) Hardware b) Software
Facebook
- 5 GOOGLE +
Google+ Set-up and usage, Company profile Hangouts, SEO What is it? How it is determined, How to affect it, Google's role, YouTube- Long-form video platforms, Setting up a channel, Managing content
- 6 VI SOCIAL MEDIA SITES
Twitter, Set-up and usage, Tips Up and Coming Social Media
LinkedIn- LinkedIn Tips and Guides, Review of profiles Pinterest Visual social media and bookmarking
Set-up and management, Collaborative Marketing & Crowdsourcing

Please note that practical session for all the above topics has to be conducted along with theory class.

MBA Semester II
Current Affairs

Course Objectives:

- I To develop in the students the skill to read the latest news related to business and general

Students will be required to read, listen to or watch the news regularly and come back and report in college either through presentations or submissions. Preparing a scrap book of top ten news in the last two months may be thoroughly studies and presented.
Project, quiz, scrap book etc.

MBA

Semester III

MBA Sem III
Strategic Management

Objectives:

- 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

Syllabus

Unit	Contents	
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	
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,	
3	Strategy Formulation Generic Strategies - Low Cost – Differentiation – Focus. Corporate Level Strategy – Stability –Expansion–Retrenchment – Combination. Functional level Strategy: H.R. Strategies, Marketing Strategies,	
4	Implementation of Strategy Issues in implementation of strategy; Strategy Structure relationship; Implementing changes in structure; Restructuring and Re-Engineering; Resource Allocation; Behavioral issues in strategy implementation - organizational culture and change; McKinsey's 7s framework	
5	Strategic Control Purpose and components of Strategic Control. Evaluation techniques. Control process and system.	
6	Contemporary Strategic management Business model innovation - Disruptive Innovation, Blue Ocean Strategy. Global issues in strategic management – the global challenges, strategies for competing in global markets.	

Suggested readings

1. Jay B. Barney and William S. Hesterly : Strategic Management and Competitive Advantage: Concepts (4th Edition) , Publisher: Pearson/Prentice Hall, 2012 .
2. Charles W.L Hill and Gareth R. Jones, *Strategic Management: An Integrated Approach*, Houghton Mifflin.

3. Gerry Johnson and Keven Scholes: Exploring Corporate Strategy, (Prentice Hall of India)
4. AzharKazmi : Business Policy and Strategic Management.
5. William F Glueck : Business Policy and Strategic Management, McGraw Hill International Book Co.
6. A.J. Ansoff : The New Corporate Strategy, John Wiley & Sons
7. John Pearce and Richard Robinson : Strategic Management .
8. A A Thomson and A J Strickland : Strategic Management.
9. Michael E Porter : Competitive Strategy (The free press, New York)
10. Gary Hamel &C.K.Prahalad : Competing for the Future (Harvard Business School Press, Boston)

MBA Sem III Entrepreneurship Development

Objective:

- The objective of this course is to develop and strengthen entrepreneurial quality and motivation amongst the students.

Syllabus

Unit	Content	
1	Entrepreneurship: Definition of Entrepreneur, Internal and External Factors, Functions of an Entrepreneur, Entrepreneurial motivation and Barriers, Classification of Entrepreneurship, Theory of Entrepreneurship, Concept of Entrepreneurship, Development of entrepreneurship; Concept of entrepreneur ,Manager and Intraprenuer (differences in their roles,	
2	Creativity and Entrepreneurial Plan: The business plan as an entrepreneurial tool, Contents of a business plan, Idea Generation, Screening and Project Identification, Creative Performance, Feasibility Analysis: Economic, Marketing, Financial and Technical; Project Planning: Evaluation, Monitoring and Control segmentation. Creative Problem Solving: Heuristics. Brainstorming. Synectics. Value Analysis. Innovation.	
3	Corporate entrepreneurship: Introduction, Flavors of corporate entrepreneurship, Corporate venturing, Intrapreneurship, organizational transformation, Industry rule bending, Need for corporate entrepreneurship, domain of corporate entrepreneurship, conditions favorable for Corporate entrepreneurship, benefits of Corporate	
4	Family and Non Family Entrepreneur & Women entrepreneurs: Role of Professionals, Professionalism vs family entrepreneurs, Role of Woman entrepreneur, , Factors influencing women entrepreneur, Challenges for women entrepreneurs, Growth and development of women entrepreneurs	
5	Project Finance: Need for finance, sources of finance, Venture capital, Nature and Overview, Venture capital process, locating venture capitalists.	
6	International Entrepreneurship Opportunities: The nature of international entrepreneurship, Importance of international business to the firm, International versus domestics' entrepreneurship, Stages of economic development. Institutional support for new ventures: Supporting Organizations; Incentives and facilities; Financial Institutions and Small	

Suggested Readings

1. Vasant Desai, Dynamics of Entrepreneurship Development ,Himalaya Publication house
2. David holt Entrepreneurship , New Venture Creation , Prentice Hall India.
3. S.S. Khanka ,Entrepreneurial Development S.Chand& Company Ltd. New Delhi
4. Peter F. Drucker , Innovation and Entrepreneurship

MBA Semester III

SWAYAM Course (Open course)

For open course from SWAYAM, student has to select any course of his choice from SWAYAM, complete it and submit the certificate to School of Online Education. The syllabus of this course is available on SWAYAM

Semester IV

MBA Programme Specializations	
Marketing Management Specialization	
Specialization - E - (i)	Consumer Behaviour
Specialization - E - (ii)	Services Marketing
Specialization - E - (iii)	Sales and Distribution Management
Specialization - E - (iv)	Integrated Marketing Communications
Specialization - E - (v)	Retail Marketing
Specialization - E - (vi)	Digital Marketing
Specialization - E - (vii)	Product and Brand Management
Financial Management Specialization	
Specialization - E - (i)	Investment Analysis & Portfolio Management
Specialization - E - (ii)	Corporate Taxation
Specialization - E - (iii)	Management of Financial Services
Specialization - E - (iv)	Financial Statement Analysis
Specialization - E - (v)	International Financial Management
Specialization - E - (vi)	Financial Risk Management
Specialization - E - (vii)	Corporate Finance
Human Resources Management Specialization	
Specialization - E - (i)	HRP - Recruitment and Selection
Specialization - E - (ii)	Training & Development
Specialization - E - (iii)	Employee Relationship Management
Specialization - E - (iv)	Managerial Competencies & Career Development
Specialization - E - (v)	Personnel Cost & Compensation Management
Specialization - E - (vi)	Performance Management System
Specialization - E - (vii)	Labour Laws
Operations Management Specialization	
Specialization - E - (i)	Quality Management
Specialization - E - (ii)	Production Planning & Control
Specialization - E - (iii)	Logistics & Supply Chain Management
Specialization - E - (iv)	Industrial Management
Specialization - E - (v)	World Class Manufacturing
Specialization - E - (vi)	Business Process Re-engineering
Specialization - E - (vii)	Environment , Health & Safety

Project Management Specialization	
Specialization - E - (i)	Managing IT Projects
Specialization - E - (ii)	Scheduling & Tracking of Projects
Specialization - E - (iii)	Managing Project Teams & Resources
Specialization - E - (iv)	Estimating Software Projects & Managing Costs
Specialization - E - (v)	Business Analysis
Specialization - E - (vi)	Software Engineering & Quality Management
Specialization - E - (vii)	Managing IT Projects

Marketing Management Specialization	
Specialization - E - (i)	Consumer Behaviour
Specialization - E - (ii)	Services Marketing
Specialization - E - (iii)	Sales and Distribution Management
Specialization - E - (iv)	Integrated Marketing Communications
Specialization - E - (v)	Retail Marketing
Specialization - E - (vi)	Digital Marketing
Specialization - E - (vii)	Product and Brand Management

MBA Sem IV
CONSUMER BEHAVIOUR

Course Objectives:

- To highlight the importance of understanding consumer behavior in Marketing.
- To study the environmental and individual influences on consumers
- Understand the importance of consumer behaviour in designing marketing strategies.
- To understand consumer behavior in Indian context.

Syllabus:

Unit	Contents	
1	Meaning of Customers & Consumers, Importance / relevance of consumer behaviour studies in the field of Marketing.	
2	Individual Determinants of Consumer Behavior Personality & Self Concept: Meaning of Personality, Influence on Purchase Decisions Motivation & Involvement: Types of Buying Motives, Motive Hierarchy, Dimensions of Involvement Learning & Memory: Meaning & Principal Elements of Learning, Characteristics of Memory Systems, Recall Attitudes: Meaning & Characteristics, Strategies for Changing Attitudes	
3	Consumers' Buying Decision Making Process, Post-purchase Evaluation & Behavior: Consumer Satisfaction, Dissatisfaction, Customer Delight, Consumer Complaint Behavior and Post- Purchase Dissonance. Types of Buying Behavior: Complex, Extensive, Dissonance Consumer buying Vs. Organizational buying	
4	Consumer Behavior Models Howard Sheth Model ,Engel, Kollat& Blackwell model & Nicosia model	
5	Diffusion of innovation: meaning and definition, diffusion process. The adoption process.	
6	Consumer Research: Consumer research process – developing research objectives, collecting secondary data, designing primary research	

Suggested Readings:

1. Consumer Behaviour by David L. Loudon & Albert J. Della Bitta, Tata McGraw Hill, 4th Edition
2. Consumer Behavior by Leon Schiffman, Leslie Kanuk, S.Ramesh Kumar, Pearson, 10th Edition
3. Consumer Behavior - In Indian Perspective by Suja R. Nair, Himalaya Publishing House
4. Consumer Behaviour& Marketing Action : Henry Assael , Thompson Learning
5. The Marketing Whitebook , Current year issue

MBA Sem III
Services Marketing

Course Objectives:

- To create awareness among learner about concepts in service marketing.
- To impart knowledge about practical application of concept in service Industry.

Syllabus:

Unit	Contents
1	Introduction to Services: Nature of Services; Characteristics of Services – Intangibility, Inconsistency, Inseparability and Inventory; Search, experience and credence attributes, Classification of Services; Consumer versus Industrial Services. Goods and Service Continuum, Robert Johnston Model of Service segmentation strategy, Global and Indian Scenario in services sector: Service as key differentiator for manufacturing industries.
2	Services Marketing Mix: Introduction to the 7 Ps of Services Marketing Mix; Product -Service Continuum; Standalone service products; Service products bundled with tangible products; Service Life Cycle Place Place – Distribution Strategies for Services; Challenges in distribution of Services Promotion : Promotion objective for Services; Personnel Selling, Advertising and Sales Promotion; Role of Relationship Marketing in promoting services Pricing : Factors involved in pricing a service product; demand variation and capacity constraints; Measures to respond to changes in demand
3	People : role of service employees in a service business; Services marketing triangle; 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 scapes. Process : Service as a process & as a system – Strategies for managing inconsistency – Customers as 'co-producers' of services; Self Service Technologies
4	Customer Satisfaction & Monitoring and Measuring customer satisfaction, Order taking and fulfillment; Service Guarantee – Handling complaints effectively; Defects, Failures and Recovery.
5	Service Quality: Importance of quality in Services; How customers evaluate service performance,
6	Service Quality Models Parsuraman-Zeithaml-Bitner (PZB) Gaps Model, SERVQUAL, Technology & Service Strategy: Applying technology to service settings, e-services.

Suggested readings

1. Zeithaml, Bitner, Gremler & Pandit, TMGH, Services Marketing
2. Christopher Lovelock, Services Marketing
3. Rampal & Gupta, Services Marketing
4. Ardian Payne, Essence of Services Marketing
5. Services Marketing- Shajahan

MBA Sem III
Sales & Distribution Management

Course Objectives:

- Objective The purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy.
- Apart from this understanding of organizing and managing sales force and marketing channels.
- Course also offers insights about Current trends in Sales and distribution management.

Syllabus:

Unit	Contents	Sessions
1	Evolution of Sales management, Nature and Importance of Sales Management. Definition, meaning and objectives of Sales Management. Role and skills of sales manager, recent trends in Sales Management. Sales Organisation: Need for Sales Organizations, their structure, Recruitment and selection of sales persons, developing and conducting sales training programmes for newly appointed as well as experienced salespersons	
2	Sales forecasting: meaning, methods of sales forecasting- quantitative and qualitative methods. Sales quotas: need and importance of sales quotas , types of sales quotas Designing	
3	Sales Territory: meaning , need and importance , methods of designing sales territories- build up and break down. Assigning sales persons to sales territories, managing territorial coverage through routing of salespersons. Sales force performance appraisal : methods	
4	Personal selling: Process, steps involved therein.	
5	Introduction to Distribution: Channels of distribution, role and functions of wholesaler and retailer, Wholesaling, and recent trends,	
6	Channel Management: - Channel Selection Process & criteria – Performance appraisal of Channel Members — Channel Conflicts & Techniques to resolve	

Suggested Readings:

1. Sales And Distribution Management Text And Cases-Krishna K.Havaladar, VasantKavaleTata Mc’Graw Hill Publications
2. Sales Management- S. A. Chunnawalla- Himalaya Publishing House, Mumbai
3. Sales Management – Still R R , Cundiff E W, GovaniPHI
4. Channel Management & Retail Management – MeenalDhotre
5. Physical Distribution & Logistics Management – Dr. SubhashBhave

MBA Sem III
Integrated Marketing Communications

Course Objectives:

- To have a working knowledge of the tactical and strategic aspects of IMC
- Be able to apply specific tools and approaches to common marketing communications challenges
- Be able to assess the progress of IMC efforts over time
- To have an opportunity to analyze IMC programs and build innovative programs

Syllabus:

Unit	Contents	
1	IMC FOUNDATION Overview of Communication and IMC programs - IMC Plan - IMC Components- Above the Line (ATL), Below the line (BTL) and Through The line (TTL) promotion - Promotional Mix, Push and Pull strategy, Significance of IMC, Ethical IMC Practices, AIDA Model, Hierarchy of Effect Model, ELM Model	
2	IMC ADVERTISING TOOLS a) Introduction of Advertising- Functions & Types of Advertising -Institutions of Advertising Management – Objections on Advertising- Structure of Advertising Agency – Role and Services offered by Agency- Criteria for Selection – Ad Traffic Manager- Agency of Record – Client Agency Relationship. b) Media Mix- Media Vehicle- Ad copy –Appeals in advertising- Advertising budget & Appropriation Methods - Design of Advertisement (Print Media) – creativity in message design- Media planning and execution.- TRP Ratings - Role of ASCI & other Professional regulatory bodies .Media Plan and schedule.	
3	IMC PROMOTIONAL TOOLS a) Sales Promotion- Trade promotion -Consumer promotion- coupons, Premiums, contests, Sweepstakes, refund and Rebate, Sampling, Bonus, packs, price off- Sales force promotion -Database Marketing b) Public relation(PR), Types of PR- Publicity -Corporate Reputation, image building, crisis management, Sponsorship, Event Management & Marketing - word of mouth (WOM) Marketing, Direct Marketing	
4	IMC CONTEMPORARY TOOLS Recent Trends - Product placement and Branding in films, Product placement on television, Film Based Merchandising, Sponsorships for Reality Shows & TV	

	serials, Ambush advertising, Surrogate advertising	
5	IMC EVALUATING AND CONTROL a) Need & Significance of IMC evaluation and control b) Message Evaluation- Copy Testing, Pre Testing & Post Testing Techniques. c) Methods for Measurement of Advertising effectiveness d) Behavioural Evaluations e) Evaluating PR activity f) Evaluating overall IMC programme g) Case studies in Indian context only	
6	Cases to be discussed in class on Promotion Mix and PR, Media plan and Research etc.	

Suggested Readings

1. Advertising and Promotions IMC Perspectives: Belch and Belch Tata McGraw Hill, 6/e, 2003
2. Advertising 'An IMC Perspective' - S. N. Murthy ,U.Bhojanna -Excel Books, 2007.
3. Advertising & Integrated Brand Promotion, O'Guinn, Allen, Semenik, 4/e, Thomson, 2007
4. Integrated Advertising, Promotion, and Marketing Communications, Clow, Baack, 3/e, Pearson Education, 2007
5. Advertising and Promotion: S.A.Chunawalla
6. IMC: The Next Generation, by Don and Heidi Schultz, McGraw-Hill, 2004.
7. Principles of Advertising and IMC, by Tom Duncan, McGraw-Hill, 2005
8. Advertising management Rajeev Batra, John G Myers &Aaker PHI, 5/e, 2007
9. Event marketing and management- Sanjaya Singh – VikasPublication, 2003.
10. Foundations of Advertising, Chunawalla&Sethia, HPH, 2007

MBA Sem IV
Retail Marketing

Course Objectives:

- The course is designed to develop understanding of Indian and global retail industry in the emerging market scenario.
- Course is further aimed to unfurl the practices of retailing and equip students with various tools & techniques.

Syllabus:

Unit	Contents	
1	Introduction to retailing / Overview of retailing Retailing – Definition, function & significance, Retail Marketing mix, Types of retail formats, Rural Retailing, Franchising in retailing, Theories of retail development, Concept of Retail life cycle, Indian Retail Environment , Current trends in global & Indian retail industry,E Retail	
2	Retail Location & store atmospherics: a) Type of retail locations, Factors affecting retail location decisions, Steps involved in choosing retail location, Methods of Trading area analysis, Current trends in retail property development in India b) Store layout, Types of store layouts, Considerations in layout selection, Theories of shopping behaviour, Store Atmospherics, Store image mix, Store Façade, Merchandise presentation techniques	
3	Merchandise Management & Retail Pricing : a) Merchandise Management – introduction & definition, Category Management, Private Labels, Process of merchandise planning, Merchandise Sourcing, Evaluating Merchandise Performance,b) Retail price – Concept & elements, Determining the price, Retail pricing policies / strategies, Retail Price adjustments	
4	Retail Communication Mix : Planning retail Communication mix, Market based & store based promotion mix, Role of point of purchase displays, Methods of display, Visual Merchandising as a retail communication tool	
5	Managing retail store & supply chain Management: a) Store management responsibilities, Retail space management, Managing retail shrinkage / loss, Use of IT in store management, b) Strategic advantage of supply chain management in retail, Retail Logistics, Integrated retail supply chain management	

Suggested Readings

1. Retail management by Levy &Weitz, Tata McGraw Hill
2. Retail Management: A strategic approach by Berman and Evans, Pearson Education
3. Retail marketing management by David Gilbert, Pearson Education
4. Retail Management by SapanaPradhan, Tata McGraw Hill
5. Retail management by Bajaj, Tuli, Srivastava – Oxford Higher Education
6. Retail marketing by Sullivan & Adcock, Thomson Publications
7. Changing gears: Retailing in India, The Economic Times, Retail ET Knowledge Series – ET Intelligence Group

8. Retailing: Environment & Operations by Newman & Cullen – Cenage Learning
9. Retail management edited by V. V. Gopal, ICFAI Books
10. “International Retail Management” – A 8 book series by various authors like Peter Fleming, Elliot & Rider, ISBN 81-7992-626-5, Jaico Publications
11. E – Retailing – Principles & practices by D P Sharma, Himalaya Publishing Houses

Websites: www.indiaretailing.com, www.indiaretailforum.in, www.planetretail.net

MBA Sem IV
Digital Marketing

Syllabus:

Course Objectives:

- Develop an understanding of the basic concepts and issues in digital marketing

Unit Number	Contents	
1	Introduction to Digital Marketing Introduction, Nature, scope and use of digital marketing, Recent trends in	
2	Strategies of Digital Revolution The digital revolution in India, Understanding the digital business, Increasing customer base through digital marketing, Methods for data collection , Emerging B2B business models	
3	Social Media and digital marketing Role of social media in digital marketing, Advantages and disadvantages of social media, Advertising on social networking.	
4	The customer in digital marketing Customer behavior, Customer expectation and perception, Improving trust in digital business, Internet branding	
5	Tools and Techniques in Digital Marketing Digital Marketing tools and techniques, Digital marketing through CRM	
6	Digital Marketing and experiences Making real money in a virtual worlds, Digital Marketing in FMCG	

Suggested Readings

1. Digital Marketing R Prasad
2. Virtual Marketing Sameer Kulkarni

MBA Sem IV
Product and Brand Management

Course Objectives:

- To understand Product Management
- How to develop a product strategy
- How to develop new products successfully using the New Product Development Process
- The Product Life Cycle and its significance
- How to develop International Product Strategy?

Syllabus:

Unit	Contents	
1	Introduction to Product Management What is a product? Classification of products -FMCG, FMCE, consumer durables , Components and levels of Product, changes affecting product management, , Growth strategies. Marketing organization – Product focused, Market Focused organization, Functionally focused organization,	
2	Developing Product Strategy Elements of a product strategy, product Positioning- choice of customer target, competitor's targets, the core strategy, Product Line Decisions Product Line and Product Mix, composition of product line, expanding product line, product line length, , Line modification ,Line stretching-upward, downward stretch, two way stretch, Line modernization.	
3	New Product Development (NPD) A.Classification of New Products -based on level of innovativeness, based on booz. Allen and Hamilton framework B. NPD process a) various methods- The cyclical approach ,New Product process Management model ,Product strategy Model .Five step process. b)Idea Generation:-Brain storming, need assessment, c)Idea Screening:-Approaches, Desirability index, criteria d)Concept Testing-Techniques like Perceptual Mapping, Buying intention score e)Test Marketing:-Pros and cons, Types of Test Marketing f)Product Launch:-Product launch cycle, Types of Launch ,Issues in launch, launch Mix, launch coverage, Launch control Plan g)Adoption process-Time of adoption, Classification of Adopters	
4	Product Life Cycle Types of product Life cycle, Identification of stages in PLC, span of PLC, Market evolution over various stages of PLC, Pseudo-Mature Market, Technology Evolution, Abernathy and Utterback patterns of evolution-Fluid pattern, Transition pattern, Specific pattern, Managerial response to product and market evolution, shortening Product Life Cycle	

5	<u>Introduction to Brands and Brand Management</u> <ol style="list-style-type: none"> 1. What is a Brand, why brands matter, can everything be branded? 2. Branding challenges and opportunities 3. Concepts like Cult brands, Heritage brands ,Power brands, Super Brands, online Brands,Branding Strategy 	
6	<u>Identifying and Establishing Brand Positioning</u> <p>I)Making a strong Brand</p> <ol style="list-style-type: none"> 1. Brand Knowledge ,brand awareness- 2. Building a strong brand, Brand Portfolio- Brand Building Frame work by Kevin Keller, Brand building frame work by RamanujMujumdar, Brand Building Approach by David Jobber 3. Building Global brands-Drivers, process , 4. Brand Value and Brand Value Pyramid <p>II)Brand positioning: Introduction, identify and establish brand positioning, positioning guidelines, - Frame of reference choose point of parity, choose point of difference , Establish points of parity and points of differences ,Positioning formula, 3Cs of Positioning ,Positioning strategy by Youngme Moon, Perceptual Map</p> <ol style="list-style-type: none"> 5. Brand Equity Issues and Measurement. 	

Suggested readings

1. Product Management, Donald Lehman,Russel S winer,TataMcGraw Hill Education private Limited, 4th Edition.
2. Product Management in India, RamanujMujumdar (2009),PHI learning private Limited,
3. Product and Brand Management, Dr Milind A Marathe,DrChetan G Chaudhari(2013), Himalaya Publication house,India
4. Product Management,S A chunawala(2005), Himalaya publication House, ,India
5. Product Management ,Mukherjee, Kaushik (2009), PHI Learning Pvt. Ltd ,India
6. Brand Management, Dr R Ramesh, Himalaya Publication.

Websites:

- a. <http://www.productfocus.com/journal.php>
- b. <http://www.goodproductmanager.com/>
- c. <http://mindtheproduct.com/category/product-management-case-studies/>

Financial Management Specialization	
Specialization - E - (i)	Investment Analysis & Portfolio Management
Specialization - E - (ii)	Corporate Taxation
Specialization - E - (iii)	Management of Financial Services
Specialization - E - (iv)	Financial Statement Analysis
Specialization - E - (v)	International Financial Management
Specialization - E - (vi)	Financial Risk Management
Specialization - E - (vii)	Corporate Finance

MBA Sem III
Investment Analysis and Portfolio Management

Course Objectives:

- To acquaint the students with basic concepts, avenues and underlying techniques and to develop a broad understanding of the portfolio Management and accepted practices.
- To introduce practical aspects of Investment and portfolio Management as an important decision-making process in Investment
- To expose and update the participants to real life situations and current Units/debatable issues involving Investment decisions and to equip them with techniques for taking decisions.

Syllabus:

UNIT	Content	
1	Introduction: Meaning, objectives, Scope, and Constraints Process of Investment, Avenues of Investments and types of Investment, 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	
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	
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	
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	
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	
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, Selection of optimal portfolio with reference to Investor's Utility Curves	

Suggested readings

1. Investment Analysis and Portfolio Management - Chandra. Prasanna.(2009), Tata McGraw Hill, New Delhi, 3rd Edition
2. Security Analysis and Investment Management - Fischer. and Jordon (2009), Pearson Education, 6th Edition
3. Investment Analysis and Portfolio Management - Rustagi. R. P. (2008), Sultan Chand & Sons, 2nd Edition
4. Investment Management: Security Analysis and Portfolio Management - Bhalla, V.K. (2010), S.Chand & Sons, 17th Edition.
5. Investment Analysis and Portfolio Management - Frank K. Reilly, Keith E Brown (2009), Cengage Learning, 8th Edition.
6. Investment Analysis and Portfolio Management, Ranganatham, (2004). Pearson Education, 1st edition.

MBA Sem III
CORPORATE TAXATION

Course Objectives:

- To introduce and orient the students with the definition and underlying provisions of Direct tax law and to develop broad understanding of the tax laws and accepted practices.

Syllabus:

UNIT	Content	
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.	
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.	
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	
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.	
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.	
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.	

Suggested Readings:

- 1.) Dr. V. K. Singhaniya- 'Corporate Tax planning and Business Tax Procedures', Taxman Publications New Delhi.
- 2.) Ahuja Girish, Gupta Ravi, 'Simplified Approach to Corporate Tax planning and Management', Bharat Law House Pvt. Ltd. New Delhi.
- 3.) Nitin Vashisht and B.B. Lal 'Direct Taxes: Income Tax, and Tax planning', Pearson Education.

MBA Sem III
Management of Financial Services

Course Objectives:

- 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.

Syllabus:

UNIT	Content	
1	Introduction to Indian Financial System: Development of Financial System in India, Financial System and Economic Development ,Functions of Financial System , Financial Instrument s, Weakness of Indian Financial Systems . Structure of Financial System-Financial Market, Financial Institutions /Intermediaries and Instruments. Financial Service : Meaning –Features of Financial Service, Classifications-Scope, Assets/Fund Based Services:- Hire purchase finance, Leasing , Factoring , Forfeiting, Loan Syndication , Consumer Credit, Challenges facing the financial services sector .	
2	Financial Market Operations: Recent Development of Indian Capital and Money Market , 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. Money Market Operation: features and objective of money market, Recent Developments, Composition of Money Market.	
3	Investment Banking: Overview of commercial vs. Investment banking, capital raising, debt, equities, initial public offerings (IPO's). 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, 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.	
4	Retail Banking and Rural Banking : Concept of Retail Banking-Distinction between Retail and Corporate/Wholesale Banking; Retail Products Overview: Customer requirements, products development process, Liabilities and Assets Products, Approval process for retail loans, credit scoring. -Financing Rural Development: Functions and policies of RBI and NABARD; Rural Credit Institutions-Role and	
5	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. Securitization: Concept and Meaning, modus Operandi, Securitization in India and new guidelines on Securitization	
6	Venture Capital and Microfinance: Venture capital : Origin, concept, features, Advantages and Limitations , Stages in venture capital financing , Venture capital	

	Guidelines-Methods of venture financing ‘ 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.	
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Suggested readings

1. E-Gordon, K Natarajan, Financial Markets and Services, Himalaya Publishing House ((6th Edition)
2. M.Y.Khan, Financial Services, Tata McGraw Hill.
3. L.M. Bhole, Financial Institutions and markets, Tata McGraw Hill.
4. Shashi K. Gupta and NishaAggarwal, Financial Services, Kalyani Publications.
5. Ramesh Babu ,Indian Financial System,

MBA Sem III
FINANCIAL STATEMENT ANALYSIS

Course Objectives:

The objective of the course is to provide students with hands-on experience in financial statement analysis. Students will be exposed to general tools of financial analysis and theoretical concepts. By the end of the course, students will be comfortable with using firms' financial statements to develop an understanding of their performance and to establish a basis for making reasonable valuation estimates.

Syllabus:

UNIT	Content	
1	Conceptual Basis for Accounts: Meaning ,definition and understanding forms of Business Organizations, Basic framework of Accounting, objectives and purpose of Accounting information, users of Accounting information, Branches of Accounting, Fraud and Ethical Issues in Accounting.	
2	Orientation To Financial Statements of Companies: The role of accounting standards. Accounting concepts and conventions and GAAP. Preparation of Income Statement, Balance Sheet, Terms and Jargons in Financial Statements.	
3	Analyzing And Interpreting Financial Statements : Objectives of Financial Statements analysis, standards of comparison, Techniques of financial statement analysis- Analyzing financial statements using Ratio Analysis, common-size income statements, Cash Flow Statement and Funds Flow Statement.	
4	Contemporary Issues In Accounting: IFRS, Human Resource Accounting, Forensic Accounting, Environmental Reporting, Corporate Social Reporting. Discuss the implications for financial analysis of differing financial reporting systems	
5	Accounting in computerized environment and importance of internal control: Bird eye view of different accounting software and ERP packages e.g. TALLY , SAP etc., importance of effective internal controls. Objective of Audit of Financial Statements. Types of Audit prescribed under Companies Act, 2013	
6	Project Work: A project on Financial Statement analysis of a company, using any of the technique for analysis like ratios, trend analysis, common size statement	

Suggested Readings:

1. Chandra, Prasanna, "Finance Sense – Finance for Non-finance Executives", Tata McGraw Hill
2. Gupta, Ambrish, "Financial Accounting for Management – An Analytical Perspective"; Pearson Publications
3. Kishore, M. Ravi, "Advanced Cost Accounting and Cost systems", Taxmann Publications
4. Narayanaswamy R, Financial Accounting- A managerial perspective, PHI Learning Pvt Ltd 2014.

5. Palat, Raghu, "How to Read Annual Reports and Balance Sheets", JAICO Publishing House
6. Ramachandran, and Kakani, "How to Analyze Financial Statements", Tata McGraw Hill
7. Tulsian and Tulsian, " Financial Reporting", S.Chand
8. Vijaykumar M P., "First Lessons in Financial Reporting", Snow White Publications

MBA Sem IV
International Financial Management

Course Objectives:

- The objective of this course is to acquaint students with various sources of availing finance in cross border dealings

Syllabus:

UNIT	Content	
1	Introduction: An overview, Scope and objective of International Finance, Distinction between Domestic and International Finance, Importance and Challenges of International Financial Management, India's financial sector reforms after globalization.	
2	International Flow of Funds and Monetary System: Concept, Principles and various components of Balance of Payment, International Monetary System- Evolution, Gold standard, Bretton woods system, The Flexible Exchange Rate Regime, The current Exchange Rate Arrangements.	
3	Foreign Exchange Market: Functions and structure of the Forex market, major participants, Types of transactions, Foreign Exchange Exposure, various tools and techniques of Foreign Risk Management and Risk Management Products	
4	Foreign Exchange Rate Determination: An overview, Factors influencing Exchange Rates, Foreign Exchange rate quotations, International Arbitrage and Interest Rate Parity, Relationship between Inflation, Interest Rates and Exchange Rates - Purchasing Power Parity	
5	International Trade Settlement: Concept, objective and importance of International Trade, risks involved in International Trade, factors influencing International Trade and its settlement Methods of International Trade Settlement: Open account, Advance Payment, Documentary Credit, Documentary Collection, and Consignment Trading	
6	International Trade Finance: Pre and Post Shipment Finance, Suppliers credit, Buyer's credit, Factoring, Forfeiting and Offshore Banking Documentary Credit Mechanism Steps involved in LC mechanism and role played by parties.	

Suggested Readings:

1. Jain, Peyrard and Yadav: International Financial Management, Macmillan India Ltd. New Delhi 02
2. P.G.Apte: International Financial Management, Tata McGRAW, Hill.
3. V.Sharan : International Financial Management, Prentice Hall of India Pvt. Ltd. New Delhi-01
4. MadhuVij: International Financial Management Anurag Jain, Excel Books, Daryaganj, New Delhi 02
5. C Jeevanandam: Foreign Exchange, (Practice, Concepts & Control) Sultan Chand & Sons, Daryaganj, New Delhi 02
6. V.A. Avadhani : Global Business Finance, Himalaya Publishing House Mumbai 04

MBA Sem IV
Financial Risk Management

Course Objectives:

- To know the techniques of Financial Risk management

Syllabus:

UNIT	Content	
1	'Financial Risk' Definition, Risk Process, Risk Organization, Risk vs Time, Risk vs Return, Key Risks- Interest Rate, Market Risk, Currency Risk, Credit Risk, Liquidity, Legal and Operational	
2	Risk Measurement & Control, Risk Exposure Analysis, Risk Management & Mitigation Policy – Strategy of Timing limit – Stop loss limits, Position limit, Exposure and Risk, Interest Arbitrage	
3	Asset Liability Management, Cost Centre/ Profit Centre, Integrated Treasury Planning & Control, Risk Analysis, Liquidity Management, Mark to Market concept, Value of Risk, Accounting valuation & Exposure elimination	
4	Risk Adjusted Return on Capital, Capital Adequacy Norms, Risk in Derivative Trading	
5	Risk Hedging – Instruments & Mechanisms, Forward/ Future/ Options, Arbitrage Opportunities	
6	Challenges of BASEL norms & its implications to hedge positions, System Audit significance	

Suggested Readings:

1. International Finance and Risk Management – P.G.Apte
2. International Finance and Risk Management-Rajwade
3. Option/Future/Derivatives-Hull
4. How to manage Foreign Exchange Risk by Raghu Palak
5. Corporate Finance – 6th Edition McGraw – Hill Companies by Stephen, Westerfield, Jaffe & Jaffery (Feb – 2002)
6. Financial Theory and Corporate Policy by Copeland, Weston, Shastri (2004) 4th edition – Addison & Wesley
7. Treasury Management in India by A. A. Avadhani

Publication:

1. Exchange Cover & Risk Management FEDAI Publication
2. AP/ DIR Series Circular of RBI

MBA Sem IV
Corporate Finance

Course Objectives:

- To orient the students regarding application of Corporate Finance
- To orient the students to understand basic concepts of Financial Planning and Liquidity Management
- To Orient the students to understand the concept of business combinations and Accounting for Mergers and Acquisitions

Syllabus:

UNIT	Content	
1	Corporate Finance: Nature and Scope of Corporate Finance, Changing role of Corporate Finance in global economic environment, sources of long term and short term finance, Corporate Governance	
2	Financial Planning : Financial Planning, Long range planning and Short range planning, Steps in the preparation of Financial Plan, Factors affecting financial planning, Capitalisation: Meaning, Over-Capitalisation and Under capitalisation- Meaning, Causes and Remedial Measures.	
3	Cash flow Management/Liquidity Management:Inventory Control Management- inventory control system, Factors determining level of Inventory, Techniques of Inventory control. Management of Receivables:- Determinants of Size of investment in Receivable.	
4	Corporate Restructuringand Business Combination;- Meaning , objectives and Motives behind Business Combination, Tools of corporate Restructuring – Amalgamation, Strategic Alliance, Mergers, Demerger, Joint Venture, Acquisition, Slump sale, Divestment, Franchise. Restructuring Techniques; Mergers and Acquisition-portfolio restructuring –financial restructuring,	
5	Mergers and Acquisition: Meaning , Types of Mergers , Merger negotiations, calculation and Significance of P/E Ratios and EPS Analysis , Market Capitalisation, Analysis of Mergers & Acquisitions, The Legal and Regulatory framework of Mergers and Acquisition(Law and Statutes in India)-The Indian Companies Act-2013. IRDA Act-1951. Cases – Discussion on Mergers &	
6	Accounting for Mergers & Acquisitions: Accounting methods for Mergers & Acquisition - Purchase Method and Pooling of Interest Method, Tax aspects on Mergers and Acquisitions	

Suggested readings

1. Introduction to Corporate Finance – Terry S. Maness, McGraw – Hill International Editions, Finance Series
2. Financial Management – I.M. Pandey, Vikas Publishing House Pvt. Ltd.
3. Financial Management - Theory, Concepts and Problems – R.P. Rustagi, Galgotia Publishing House
4. Modern Corporate Finance – Alan Shapiro & Sheldon Balbirer
5. Financial Management – Dr. P.C. Tulsian, S Chand Publishing
6. Financial Management – Dr. N.M. Vechalekar, NiraliPrakashan

7. Mergers and Acquisitions – The Art of Science: Practitioner's Perspective- Ashish Patil
, SAAA Capital Pte. Ltd

Human Resources Management Specialization	
Specialization - E - (i)	HRP - Recruitment and Selection
Specialization - E - (ii)	Training & Development
Specialization - E - (iii)	Employee Relationship Management
Specialization - E - (iv)	Managerial Competencies & Career Development
Specialization - E - (v)	Personnel Cost & Compensation Management
Specialization - E - (vi)	Performance Management System
Specialization - E - (vii)	Labour Laws

MBA Sem III
HRP – Recruitment and Selection

Objectives

To develop analytical skill and abilities for understanding the impact of change in the manpower situation in a company to help the organizations in their manpower planning activities.

To help students in acquiring necessary skill for manpower planning of a business enterprise.

Unit	Content
1	Human Resource Planning: Objectives, Benefits, Advantages, Limitations and Problems. Linkage of HR Planning with Other HR Functions Influencing Factors in Manpower Planning.
2	HR Planning Tools, Methods and Techniques: Job Analysis, Job Description, Job Specification Skills Analysis/Skill Inventory, Performance Appraisal
3	HR Inventory: Quantitative Aspects, Qualitative Aspects, Methodology, Computerized Manpower Planning Information System
4	Use and Applicability of Statistical and Mathematical Models in Manpower Planning: Cohort Analysis, Census Analysis, Markov Models
5	HR Planning Techniques and Formulation of Manpower for · Running Enterprises with No Major Expansion Plans · A Running Enterprise with Major Plans for Expansion, Modernisation, Diversification etc. · A New Enterprise about to be set up NOTE: Recent Trends in HR Planning to be taught.
6	Recruitment and Selection – Recruitment Process, Sources and Methods of Recruitment, Evaluation of methods of recruitment. Steps in selection

Recommended Reading

1. John Bramham, Human Resource Planning, Universities Press.
 2. Paul Turner, HR Forecasting and Planning, CIPD.
 3. Edward, Leek, et al.: Manpower Planning, Strategy and Techniques in Organizational Context, Wiley
 4. J.W. Walker: Human Resource Planning, McGraw Hill.
 5. T. V. Rao, Readings in Human Resource Development, Oxford & IBH.
- ** Students will tap into a variety of resources to meet class assignments including outside reading, textbook materials, magazines, newspapers, the Internet, and possibly guest speakers. The learning in this class will not be limited to the class textbook.**

MBA Sem III
Training and Development

Objectives

- To understand the significance of Training and Development and its role
- To understand the various methods and applications of Training and Development

Unit	Content	
1	Introduction: Concepts and Rationale of Training and Development; overview of training and development systems; organizing training department; training and development policies; linking training and development to company's strategy; Requisites of Effective Training ; Role of External agencies in Training and Development.	
2	Training Needs Assessment (TNA): Meaning and purpose of TNA, TNA at different levels, Approaches for TNA, output of TNA, methods used in TNA.	
3	Training and Development Methodologies : Overview of Training Methodologies- Logic and Process of Learning; Principles of Learning; Individual differences in learning, learning process, learning curve, learning management system; Criteria for Method Selection; Skills of an Effective Trainer; Use of Audio-Visual Aids in training; Computer Aided Instructions- Distance Learning, Open Learning, E- Learning; Technologies Convergence and Multimedia Environment. Development Techniques for enhancing decision-making and interpersonal skills, Case-study, in-basket exercise, special projects, multiple management Programme Learning, Action learning, Syndicate Work, Games, Action Maze, Role Play; Demonstration and Practice Monitoring; Coaching; Self Diagnostic Skills, Experience Learning, Discovery Learning, Brain Storming, Counselling, Position Rotation, Team Building, and Sensitivity Training .	
4	Designing Training and Development Programs: Organisation of Training and Development programs, Training design, kinds of training and development programs- competence based and role based training; orientation and socialization; diversity training, choice of training and development methods, Preparation of trainers; developing training materials; E-learning environment; Flexible learning modules; Self development; Training process outsourcing.	
5	Evaluation of Training and Development: Reasons for evaluating Training and development programs, Problems in evaluation; Evaluation planning and data collection, different evaluation frameworks, Problems of Measurement and Evaluation; Costing of training, measuring costs and benefits of training program, obtaining feedback of trainees; Methods of evaluating effectiveness of Training Efforts ; Kirkpatrick Department of Commerce, University of Delhi 36 Model of Training Effectiveness; Training issues resulting from the external environment and internal needs of the company.	

6	Emerging Trends in Training and Development: Gamification, team training and six sigma training; Training and development initiatives of some selected companies from private and public sectors and MNCs. Some cases of real business world to supplement learning from the course	
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Suggested Reading

1. Prior, John, Handbook of Training and Development, Jaico Publishing House, Bombay.
2. Trvelove, Steve, Handbook of Training and Development, Blackwell Business.
3. Warren, M.W. Training for Results, Massachusetts, Addison-Wesley.
4. Craig, Robert L., Training and Development Handbook, McGraw Hill.
5. Garner, James, Training Interventions in Job Skill Development, Addison-Wesley.
6. Kenney, John; Donnelly, Eugene L. and Margaret A. Reid, Manpower Training and Development, London Institute of Personnel Management.
7. Noe, Raymond A., and Amitabh DeoKodwani, Employee Training and Development, Tata McGraw Hill.
8. Blanchard, P. Nick, James W. Thacker and V. Anand Ram, Effective Training: Systems, Strategies, and Practices, Dorling Kindersley (India) Pvt. Ltd.
9. Rolf, P., and UdaiPareek, Training for Development, Sage Publications Pvt. Ltd.
10. Michalak, Donald, and Edwin G. Yager, Making the Training Process Work, Writers Club Press.
11. Jack J. Phillips, Hand book of Training Evaluation and Measurement Methods, Routledge.
12. Dayal, Ishwar, Management Training in Organisations, Prentice Hall.

MBA Sem III

Employee Relationship Management

Objective:

- This course is structured to give an insight to the students in the areas of maintaining employee relations and the welfare provisions to be made available to them.

Syllabus

Unit	Content
1	INDUSTRIAL RELATIONS – An Overview Overview of Industrial Relations (IR), Meaning and Scope of IR, Perspectives/Approaches to IR ,Major stake holders of IR , Evolution of IR in India , Changing Dimensions of IR in India, Impact of globalization on IR, ILO
2	THE FACTORIES ACT, 1948. Important definitions, Scope and Objectives of the Act, Health, Safety and Welfare Provisions under the Act.
3	THE INDUSTRIAL DISPUTES ACT, 1947. Important definition,. Scope and objectives of the Act, Machineries and Authorities under the Act-Conciliation, Adjudication and Arbitration, Provisions relating to Lay off, Retrenchment, Closure, Strikes and Lock outs.
4	THE INDUSTRIAL EMPLOYMENT (STANDING ORDERS) ACT, 1946. Important definitions, Scope and Objectives, Matters to be provided in a Standing Order, Draft Standing Order, Procedure for the certification of standing orders, Posting of Standing Orders, Appeal Operation of Standing Orders.
5	TRADE UNION ACT,1926 Concepts, Functions, Objectives , Structure, Kinds of Trade Unions, Problems of Trade Unions, Trade union movement in India, Trade Union Act, 1926,Applicability,Registration, Recognition of Trade unions
6	COLLECTIVE BARGAINING Concept, Essential Pre requisites for collective bargaining, Levels of Collective Bargaining Plant Level, Industry Level and National Level, The collective Bargaining Process- Advantages and disadvantages of collective bargaining, Collective Bargaining in India.

Suggested Reading

1. Labour Welfare ,Trade Unionism and Industrial Relations – Punekar ,Deokar ,Sankaran
2. Managing Human Resources Industrial Relations in India – R.S.Dwivedi

3. Dynamics of Industrial Relations - Mamoria

4. Introduction to Labour and Industrial Law – Dr.Avtar Singh

MBA Sem-III
Managerial Competencies and Career Development

Objectives

- To understand managerial competencies in changing business environment and the resultant challenges
- To establish links between managerial competencies for effective career development

Unit	Content	Session
1	Concept of Competencies: Meaning and significance of Managerial competencies for effective work performance, Theoretical foundations for competency identification and its role in career development, managerial competency and career development in a dynamic business environment and in global workplace, PJ Job fit Theory, PE fit Theory, Holland Theory.	
2	Competency Mapping for Career Development: Competency Mapping - concept and scopes, significance of competency mapping for effective HRM, techniques for competency mapping, career planning, role of competency mapping in career planning and development, Traditional career development vs. Protean career development theory, contribution of effective competency mapping in effective career development system.	
3	Competencies and Career Development Practices : Career Anchors, relevant issues in career development – competency approach to career development, competency building, competencies and career development strategies, mentoring for career development. Succession planning, fast tracking, dual ladder, etc.	
4	Competency Appraisal for Career Development: Need and benefits of effective appraisal for career management by organizations, techniques of appraisal, identifying performance dimensions for competency building.	
5	Training for Competency Management for Effective Career Development: Drawing career paths for self and the employees of the organization; career translation and career plateauing, identifying training needs, develop suitable training programmes for competency management, challenges in training for career development of employees, implementing and managing training programmes consistently.	
6	Management Competencies and Career Development in Organizations: Developing a model for competency mapping and management for effective career development for a chosen firm, Career Development and Business strategy, Special issues in Career Development.	

Suggested readings:

1. Lisa a Manero, Cheryl Tromley, Developing Managerial Skills in OB
2. T.B. Rao, Assessment CenterVasant Naik, Assessment Center
3. Nitin Sarawadekar, Career Development
4. Spencer and Spencer,Competency at Work, Wiley Publication
5. Radha Sharma, 370 degree Feedback, Competency Mapping and Assessment Center

MBA Sem-IV
Personnel Cost and Compensation Management

Objectives

- To increase student knowledge and comprehension about the compensation function. Student will be able to analyze, integrate, and apply the knowledge to solve compensation related problems in organizations.
- To familiarize the students with the basic concepts, techniques, and tools of job evaluation, To impart skills in formulating a compensation policy and planning a suitable package on principles of equity and efficiency.
- To comprehend and analyze the components of executive compensation and to focus on designing a package that pleases all the stakeholders of the organization.
- To facilitate HRM students to design a tax friendly compensation package after learning the basics of taxes.

Syllabus

Unit	Content	Session
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.	
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.	
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.	
4	Job Evaluation: Methods of Job Evaluation: the ranking method, the classification method, factor comparison method, point rating methods, Hay guide chart – profile method.	
5	Company Wage Policy: National Wage Policy: Objectives, Concepts; Labour Market: Concept, broad types; Wage Determination; Pay Grades, Economic Principles; External Equity: Wage Surveys.	
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.	

Suggested Reading

1. Labour Cost Accounting and Compensation Management (2000): A.P. Rao, Everest Publishing House.
2. New Compensation Management in changing environment: By S.K.Bhatia
3. Managing Human Resources: W.F. Cascio
4. Compensation & Reward Management; By B.D.Singh, ISBN, Excel Books (2007) New Delhi.
5. Wage and Salary Administration by Michael Armstrong and Helen Marlis
6. Wage and Salary Management: S C Fonseca
7. Labour: Richard Perlman

MBA Sem-IV
Performance Management System

Objectives

- 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

Unit	Content	Session
1	Introduction to Performance Management: Definition of Performance Evaluation, Evolution of Performance Management, Definitions and Differentiation of Terms Related to Performance Management. What a Performance Management System Should Do? Importance of Performance Management, Linkage of Performance Management to Other HR Processes; Aims of Performance Management, Purpose of Performance Management, Principles of Performance Management, Dimensions of Performance Management	
2	Process of Performance Management: Overview of Performance Management Process, Performance Management Process, Performance Management Planning Process, Mid-cycle Review Process, End-cycle Review Process, Performance Management Cycle at a Glance	
3	Performance Management Planning and Development: Introduction, Performance Management Planning, the Planning Process, Performance Agreement, Drawing up the Plan, Evaluating the Performance Planning Process; Mechanics of Performance Management Planning and Documentation: The Need for Structure and Documentation, Manager's Responsibility in Performance Planning Mechanics and Documentation, Employee's Responsibility in Performance Planning Mechanics and Documentation, Mechanics of Performance Management Planning and Creation of PM Document	
4	Performance Appraisal Methods: Performance Appraisal Methods, Traditional Methods, Modern Methods, and Performance Appraisal of Bureaucrats – A New Approach	
5	Issues in Performance Management – I: Team Performance, Performance of Learning Organisations and Virtual Teams: Team Performance Management, Performance Management and Learning Organisations, Performance Management and Virtual Teams Issues in Performance Management – II: Role of Line Managers, Performance Management and Reward: Role of Line Managers in Performance Management, Performance Management and Reward, Concepts related to Performance and Reward, Linking Performance to Pay – A Simple System Using Pay Band, Linking Performance to Total Reward, Challenges of Linking Performance and Reward	
6	Ethics in Performance Appraisal: Ethics – An Overview, Ethics in Organisations, Ethics in Performance Management, Realities of Ethics in Performance	

	Management, Ensuring Ethics in PM	
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Suggested Reading

1. Demartini C. 2014. Performance Management Systems. Springer, Berlin Heidelberg
2. Armstrong Michael and Barren Angola, Performance management
3. Lowe P, Performance management , Kogan Page India Pvt Ltd, Vol 1
4. Fister M, Performance Appraisal, Kogan Page India
5. Rao T.V. , Performance management and Appraisal systems, Sage Publications, 2007

MBA Sem IV
Labor Laws

Objectives

- To understand the laws and rules pertaining to labour
- To understand significance of industrial relations

Unit	Content	Session
1	Industrial Jurisprudence : Jurisprudence concept in brief, an overview of industrial jurisprudence, principles as 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, enforcement of the act	
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	Laws relating to Industrial Relations: The Industrial Disputes Act 1947 – Definitions, the authorities under the Act, Powers and duties of authorities, provisions related to voluntary arbitration, awards and settlement, provision relating to strikes, lockout, closures, lay-off, retrenchments, offenses and penalties, Industrial Employment (standing orders) Act 1946 - Definitions, procedure for certifications of standing orders, provisions for model standing orders, nature of misconducts, domestic enquiry	
5	The Trade Union Act 1926: Definitions, Registration of Trade union, rights of registered trade union, privileges of office bearers of trade unions, outside leadership of trade unions, dissolution, merger & amalgamation of trade unions, enforcement of the 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"	

Suggested Reading

1. J.K.Bareja, Industrial Laws, Galgotia and Sons
2. P.R.N.Sinha, Industrial relations, Trade unions and Labour legislation, Pearson Edu
3. Paul Blyton, Peter Turnbull, Dynamics of employee relations, Macmillan
4. V.P.Micheal, Industrial relations in India and Workers Involvement
5. C.B.Memoria, Dynamics of Industrial Relations

Operations Management Specialization	
Specialization - E - (i)	Quality Management
Specialization - E - (ii)	Production Planning & Control
Specialization - E - (iii)	Logistics & Supply Chain Management
Specialization - E - (iv)	Industrial Management
Specialization - E - (v)	World Class Manufacturing
Specialization - E - (vi)	Business Process Re-engineering
Specialization - E - (vii)	Environment , Health & Safety

MBA SemIII
Quality Management

Course objective:

- To understand the Quality Management concept and principles and the various tools available to achieve Quality Management.
- 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.

Syllabus:

Unit	Contents	Sessions
1	Introduction : Definition, importance, objectives of quality, Types of Quality, Customer driven quality, determinants of quality, cost of quality, dimensions of quality	
2	Quality Control: Quality and Financial performance, quality control objectives, quality control and inspection, quality assurance.	
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.	
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.	
5	Customer Focus: The importance of customer satisfaction, ACSI Model, Kano's model of customer satisfaction, customer – driven quality cycle.	
6	Quality Systems: Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality, Quality Auditing, Six Sigma, Taguchi method, TS 16949, Kiezen – concept , system	

Suggested readings:

1. Quality Control – Dale H Bester field – Pearson Education
2. Total Quality Management – Sundarrajan
3. Quality Control & Total Quality Management – Jain
4. The essence of Total Quality Management – Hunsen&Ghare
5. Managing for Total Quality – Logothetic

Journals

1. International Journal of Productivity and Quality Management
2. Journal of Quality Management
3. POM Journal
4. International Journal of Operations & Production Management

MBA SemIII
Production Planning and Control

Course objective:

- To make conceptual clarity of the students.
- To make use of these concepts in industries for effective production planning and control
- Integrate the all management functions and study the contribution of production

Syllabus:

Unit	Contents	Sessions
1	Introduction to PPC: Meaning, Objectives, Levels of Production Planning, Production interlink with other functions of management, Organizational set up of Production planning department.	
2	Factors influencing PPC system in the organization: Project and Job production, Batch production, mass and flow production, continuous or process production, comparison of manufacturing methods.	
3	Process Planning, Scheduling & Dispatching: Introduction, Inputs to process planning, steps in process planning. Process planning in different situations, cost benefit analysis, just in time, Material Requirement Planning (MRP). <i>Scheduling & Dispatching:</i> Concept, Inputs of Scheduling, Job Sequencing, Project scheduling. Dispatching- Introduction, functions of dispatching, dispatching under different situations.	
4	Forecasting for production: Objectives, forecasting Error, forecasting methods, statistical approach for making forecast, measuring seasonal variations.	
5	Production Control: Meaning, objectives, necessity of production control, level of production control, techniques of production control.	
6	Enterprise Resource Planning: What is ERP? An overview of Production Planning & Control Module in an ERP.	

Suggested readings:

1. L. C. Jhamb, Production Planning & Control, Everest Publishing House, Pune
2. Chase, Aquitlano Jacobs, Production and operations management, TMH,
3. James Dilwarth, Production and operations management, McGraw Hill, International, Delhi.
4. Chunnawala& Patel, Production and operations management, Himalaya Publishing House Pvt. Ltd, Mumbai.
5. Scott T. Young, Essentials of Operations Management, Sage Publications India Pvt.Ltd., New Delhi.

Journals

1. Journal of production research and management

2. POM Journal
3. International Journal of Operations & Production Management

MBA Sem III
Logistics & Supply Chain Management

Course objective:

- To gain the in depth knowledge, and importance of the subject of Supply Chain

Syllabus:

Unit	Contents	Sessions
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	
2	Planning and SCM: Planning Demand & Supply chain, types of distribution network, concept of 5R in achieving Customer satisfaction/ delight. Role of agent, Distributer, Ware house, Retailer ,and various types of distribution level	
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.	
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.	
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 .	
6	Current Trends in Logistics and SCM: Current developments/ practices- MRP meaning BOM, exploding and dynamic MRPII. 3PL,4PL, use of IT.	

Suggested readings:

1. Materials & Logistics Managent-LC Jhamb
2. Logistical Management-Donald J Bowersox, Davis Closs
3. Logistics &SCM- D.K.Agrwal
4. Materials Management-Dutta
5. Handbook of Materials Management-L.C.Jhamb
6. SCM- Sunil Chopra
7. Concepts & Cases, SCM- Rahul Altekar

8. Scott T. Young, Essentials of Operations Management, Sage Publications India Pvt.Ltd., New Delhi.

Journals

SCM Journal, ICFAI University Press

MBA Sem III
Industrial Management

Course objective:

- To acquire the working knowledge of the subject in relation to Production process and managing the business for various Industrial Engineering/ Management Activities.
- To acquire various techniques for increasing the productivity, efficiency and reduce the

Syllabus:

Unit	Contents	Sessions
1	Meaning, concepts, scope, objectives, & importance of Industrial Management. Role of Industrial Manager, functions of Industrial management.	
2	Productivity & utilization :Meaning, definition, objectives, purpose, calculation of productivity, factors affecting it, resources for increasing the productivity and utilization of operations.	
3	Work study/method study : Definition, objectives, concept, scope, steps involved in work study, various types of charts- activity, material flow, process flow, types of motion, ergonomics,. Work measurement, simplify/ modify the activities, operation sequence, use of tools, fixtures, jigs to increase the quality and quantity of production. Time & motion study, fatigue reduction.	
4	Selecting Plant location & layout : Factors affecting the selection. Weighing various factors and selection methods. Types and selection of suitable material handling and storage systems. Types of different layouts & their characteristics.	
5	Value Analysis and Value Engineering : Value Analysis- meaning, steps in Value Analysis, Value engineering, BPR (Business Process re engineering)- need , methods and advantages of BPR.	
6	Industrial Psychology : Definition, concepts, objectives and scope. Morale, Motivation, Working Climate Analysis, factors affecting, industrial fatigue, industrial legislation.	

Suggested readings:

1. Production & Op. Management- Chunawala
2. Industrial Management& Ind. Engg—O.P.khanna
3. Work Study & Economics-I.C.Jhamb

Journals

Productivity Journals for Industries , ICFAI Publication

MBA SemIV
World Class Manufacturing

Course Objectives

- To gain in depth knowledge of World Class Manufacturing(WCM) systems in globally Leading Manufacturers.
- To gain concept of Strategic Decisions for business, JIT, Total Employee involvement.
- To get acquainted with the use of IT, ERP and MRP systems

Syllabus

Unit	Content	Sessions
1	Introduction to World Class Manufacturing (WCM): World Class manufacturing; Concept, Imperatives for success – Technology, systems approach and change in the mindset	
2	Planning for Manufacturing System: Strategic decisions in manufacturing management; choice of technology; capacity; Layout; Aggregate Planning and Master production scheduling.	
3	Materials Planning: Resources planning - Materials Requirement planning (MRP). Manufacturing Resources planning (MRP-II) Enterprise Resources Planning (ERP).	
4	Just in Time (JIT): Just-In-Time (JIT) - Concept, Advantages, Techniques of JIT, JIT Layout, Kanban system, JIT Purchasing.	
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 equipments.	
6	Recent Trends in World Class Manufacturing: Role of IT in World Class Manufacturing, Flexible Manufacturing Systems (FMS), Group Technology, Six Sigma.	

Suggested Readings:

1. 1.HughesChris, production and operations management ,London ,pan books ,1985.
2. 2.BuffaElwoods et al, programmed learning for production and operations Management -Illinois ,learning system Co.,1981.
3. 3.Schonberger ,Richard .J.: Japanese manufacturing Techniques ,NY, Free press ,1982 .
4. Devistsiotis Kostas N, Operations Management, Auckland. McGraw Hill, 1981.
5. B.mahadevan, Operations Management, Pearson Education.
6. L.C.Jhamb, Production and Operations Management, Everest publishing House.

MBA SemIV
BUSINESS PROCESS REENGINEERING

Course Objectives

- To explain how organizational performance in terms of efficiency and effectiveness can be improved through BPR.
- To introduce BPR as a change management tool.
- To explore and master the fundamental principles of BPR.

Syllabus

Unit	Content
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
2	Introduction to Business Process Reengineering (BPR): History of BPR, Basics of BPR, Definition of BPR, Emergence of BPR, The need for reengineering, Benefits of BPR, Role of leader & manager, Break through reengineering model, BPR guiding principles, Business process reengineering & performance improvement, Key targets of BPR, Difference between BPR and TQM, BPR and Process Simplification, BPR and Continuous improvement
3	BPR in Manufacturing Industry: Introduction, Enablers of BPR in manufacturing –Agile Manufacturing, Lean Manufacturing, JIT, Collaborative Manufacturing, Intelligent Manufacturing, Production Planning, Product design & development.
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
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
6	Success factors of BPR: Reengineering success factors, Critical success factors of BPR, Reasons for BPR project failure & success, Reengineering drives cause many changes. Managing barriers to business process reengineering success: Potential project implementation success, Risks associated with business process reengineering projects, Business process reengineering implementation barriers

Suggested Readings:

1. Business Process Reengineering - Radhakrishnan, Balasubramanian, PHI, Eastern Economy Edition, 2008.
2. Business Process Reengineering - Jayaraman, Ganesh Natrajanand Rangaramanujan, MGH.

Business Process Reengineering and Change Management- Dey, Biztantra.

MBA Sem IV

ENVIRONMENT, HEALTH & SAFETY

Course objective:

- To learn the basic concepts of safety management.
- To study the various provisions of health and safety.
- To know Environmental Pollution and Protection Acts.

Syllabus:

Unit	Contents
1	Health and Safety Organization and Administration: Safety Organization, Safety Planning, Safety policies, Role of Safety officer, Fire hazards, Fire inspection, Safety inspection, Plant inspection list, Record keeping.
2	Occupational and Work Related Health and Safety: Occupational health, Occupational Safety, Occupational Disease, Fire Basic Chemistry/ Mechanism, Reasons, Prevention and Types of Fire, Extinction of Fire, Loss Prevention, Association-Objective Formation, Scope and Significance.
3	Accident compensation statutes: Section I: The Dangerous Machines Act 1983 (Entire Act), The fatal accident Act 1855 (Entire Act), Workmen Compensation Act 1928 (Health and Safety Related Sections), The Mine Act 1952 (Section 19 to 22)
4	Accident compensation statutes: Section II: The Employers liability Act 1938 (Entire Act), Public Liability Insurance Act 1991 (Entire Act), The Employees State Insurance Act 1948 (Health and safety Related Sections), Factories Act 1948 (Section 11 to Section 30), Maharashtra Factories Rule 1963 (Health and Safety Related Sections), Maharashtra Safety Officers Rule 1982 (Health and Safety Related Sections)
5	Environmental Pollution: Air pollution, Water pollution, Soil pollution, Noise pollution, The Air Prevention and Control Act 1981, The Water Prevention and Control Act 1974,
6	Environmental Protection: The Environment Protection Act 1986: Definitions, General powers of the central Government: Power of Central Government to take measures to protect and improve environment, appointment of officers and their powers and functions, rules to regulate environmental pollution.

Suggested readings:

1. Industrial Health and Safety Management - A.M. Sarma
 2. Safety Management: - John V. Grimaldi, Rollin H. Simonds
 3. Industrial Safety Management - L.M. Deshmukh
- Supplementary Reading Material** - BARE Acts APS Labour Digest

Websites - www.lawsinindia.com

Journals

1. Management & Labour Studies
2. International Labour Review

Project Management Specialization	
Specialization - E - (i)	Managing IT Projects
Specialization - E - (ii)	Scheduling & Tracking of Projects
Specialization - E - (iii)	Managing Project Teams & Resources
Specialization - E - (iv)	Estimating Software Projects & Managing Costs
Specialization - E - (v)	Business Analysis
Specialization - E - (vi)	Software Engineering & Quality Management
Specialization - E - (vii)	07 Using System & Tools in Projects

Subject 01: Managing IT Projects

Unit	Description
1	Project, Overview & Basic concepts
2	The PMI Framework
3	Managing Scope & Requirements
4	Software Project Life cycle
5	Project Planning & Scheduling
6	Project Risk Management

Subject 02 Scheduling & Tracking of Projects

Unit	Description
1	Project Management Goals
2	Scheduling & Planning
3	Tracking the Schedule with tools
4	Monitoring & controlling the Projects
5	Tracking Project Cost & Control
6	Scheduling and tracking with Agile Methodology

Subject : 03 Managing Project Teams & Resources

Unit	Description
1	Understanding Team Management & Human Resource Planning
2	Estimation Acquisition and Team Development
3	Team Building collaboration and Communication
4	Team Utilization
5	Conflict Resolution in Project Management
6	Training

Subject : 04 Estimating Software Projects & Managing Costs

Unit	Description
1	Introduction & Understanding Projects
2	Market Dynamics & Resource Availability
3	Project Execution Approach
4	Project Estimation Techniques, Work Breakdown Structure
5	Winning Strategies for successful Projects
6	Review & Validation of Project Plan/Estimation

Subject : 05 Business Analysis

Unit	Description
1	Overview of Business Analysis & The IIBA Framework
2	Business Analysis Planning & Management
3	Requirements Elicitation , Gathering and Analysis

4	Flow Perspective, The Information Perspective
5	The Dynamic Perspective, Business Rules Perspective
6	The Human Factors Perspective, Security and Compliance Perspective, Enterprise perspective.

Subject : 06 Software Engineering & Quality Management

Unit	Description
1	Introduction to Software Engineering and Life cycle Models
2	Requirement Management & Analysis
3	Design Phase
4	User Interface Design
5	Code Constructions Standards & Guidelines
6	Testing Phase

Subject : 07 Using System & Tools in Projects

Unit	Description
1	Project Management Process
2	Roles in Project Management
3	Essential tools for Project Initiation
4	Tools for Project Initiation
5	Systems for successful Project Management
6	Tools for Project Management

MBA Sem IV
Capstone Project

Objective:

- To provide insights into the functioning of various departments in the organization who are working hand in hand in the pursuit of set goals and objectives

At the end of Semester III, each student shall undertake Capstone Project in an Industry for 50 (**Fifty Days**). It is mandatory for the students to seek written approval from the Faculty Guide about the Topic & the Organisation before commencing the Summer Capstone Project.

During Project students are expected to take necessary guidance from the faculty guide allotted by the Institute. To do it effectively they should be in touch with their guide through e-mail or telecon.

Capstone Project should be a research project or it may be an operational assignment that involves working by the students in an organization.

In case of an operational assignment

- 1) Students are expected to do a project work in an organization wherein they are doing Summer Internship.
- 2) The students should identify specific problems faced by the organization in a functional area in which the assignment is given. e.g.
 - a) Sales - sales targets are not achieved for a particular product or service in a given period of time.
 - b) Finance – mobilization & allocation of financial resources.
 - c) HR – Increase in employee turnover ratio.
- 3) In this study students should focus on
 - Identifying the reasons / factors responsible for the problems faced by the organization
 - Collection of data(Primary & Secondary) related to reasons /factors responsible for these problems
 - Data Analysis tools & interpretation
 - Findings & observations.
 - Suggestions (based on findings & observations) for improving the functioning of the organization.

The ***learning outcomes and the utility to the organization*** must be highlighted in Project Report.

MBA Semester IV
Data Analysis Using Software Tools (SPSS) – Open course

Course Objectives

- To familiarize the students with the use of SPSS package for analysis and interpretation of statistical data.
- To use SPSS for effective decision reporting.

Unit	Contents
	Sessions
1	SPSS Windows Processes: Mouse and keyboard processing, frequently used dialog boxes, editing output, printing results, the Options option
2	Creating and editing a Data File Managing data: Listing cases, replacing missing values, computing new variables, recoding variables, exploring data, selecting cases, sorting cases, merging files
3	Graphs Creating and editing graphs and charts
4	Frequencies Frequencies, bar charts, histograms, percentiles
5	Descriptive Statistics Measures of Central Tendency, Variability, Cross Tabulation, Chi square Analysis, means procedure
6	Testing of Hypotheses Bivariate Correlation, The T test procedure, The one way ANOVA procedure.

Teaching Methodology

Case based Lectures, Assignments, Projects, Exercises, Class Discussions and Videos. Suggested Readings

Darren George, Paul Mallery:

Gupta S. L. :

Alan Bryman, Duncan Cramer :

SPSS for Windows – Step by Step : Pearson Education, (LPE).

SPSS 17.0 for Researchers, International Book House Pvt. Ltd.

Quantitative Data Analysis With SPSS : A Guide for Social Scientists , Routledge

MBA Semester IV
E-Commerce Applications

Course Objectives

To enable knowledge about E-commerce, security issues of e-commerce, payment systems of e-commerce and various e-commerce applications.

Unit

Contents

Sessions

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.

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. ISP, Types of ISP, Choosing an ISP, domain name, domain name types, how to register domain name.

3 E-commerce Security

Security issues, privacy issues, basic computer security, secure transaction, security threats, risk, security tools. Hacking, viruses, denial of service attacks, malicious code, Intruders, attacking methods. Cryptography, types of cryptography, symmetric and asymmetric cryptography. Firewall, types of firewall, components of firewall. Digital signature, digital certificate, secure electronic transactions, secure socket layer.

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.

5 E-Commerce Applications

E-Commerce and banking, e-commerce and retailing, e-commerce and online publishing, online marketing, e-advertising, e-branding.

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.

References

E-Commerce, C.S.V. Murthy, Himalaya Publishing House
E-Commerce A Managerial Perspective P.T.Joseph, Prentice Hall of India
Frontiers of Electronic Commerce Kalakota and Whinston, Pearson Education

MBA Semester IV
Enterprise Resource Planning (ERP)

Course Objectives:

- ☐ To understand the business process of an enterprise
- ☐ To grasp the activities of ERP project management cycle
- ☐ To understand the emerging trends in ERP developments

Unit	Contents
1	Introduction Overview of enterprise systems – Risks and benefits - Fundamental technology – key elements to be consider in planning design and implementation of multi functional integrated ERP systems
2	Functional Modules Basics of ERP software - Small medium and large enterprise vendor solutions, BPR, Basics of ERP modules - Accounting and Finance, sales and Marketing, Materials and Production management etc Implementation of ERP
3	Planning for ERP -Implementation life cycle , Methodology and Frame work- Training – Data Migration. People Organization in implementation
4	Post Implementation of ERP Organizational and Industrial impact, Maintenance of ERP, Effect on System
5	Recent Developments in ERP Developments in IT Technology, Considerations for Customer Relationship Management, Supply Chain Management and Business analytics etc.
6	Mini Cases citing the ERP in business scenario

Reference Books

- 1.MahadeoJaiswal and Ganesh Vanapalli, ERP Macmillan India, 2006.
- 2.Summer, ERP, Pearson Education, 2008.
- 3.Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
- 4.Vinod Kumar Grag and N.K. Venkitakrishnan, ERP-
Concepts and Practice, Prentice Hall of India, 2006.
- 5.Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2008.

MBA Semester IV
Data Analysis Using Software Tools (MS EXCEL) – Open course

Course Objectives

- To train the student for using the spreadsheet package MS-Excel for business applications.
- To impart skills of analyzing data and presenting it using MS-Excel.

Unit	Contents	Sessions
1	<p>Introduction to Excel</p> <p>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.</p>	
2	<p>Working with Excel</p> <p>Insert, delete - cells, rows, columns. Sorting (basic, custom), filtering, grouping, ungrouping data, dealing with subtotals and grand totals. Validating data, protecting cells. Pivot Tables.</p>	
3	<p>Conditional Formatting</p> <p>Once defined, it will automatically change the formats as per conditions user puts</p>	
4	<p>Commonly used functions</p> <p>Sum, Max, Min, Average, Count, Today, Now, Datedif, Countif, CountA, CountBlank, Round, Roundup, Round</p>	
5	<p>Data Viewing and Reviewing</p> <p>Inserting comments, spell checks and changes to the worksheet data etc, Viewing data in different ways eg. Page break, normal etc</p>	
6	<p>Creating and managing charts</p> <p>Create and modify graphs / charts like Column, Line, Pie, Bar, Area, Scatter, 3D etc. Working with multiple sheets, hyper linking.</p> <ul style="list-style-type: none"> • Case based Lectures, discussions, practical in labs. 	
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Suggested Readings

1. Albright :	Data Analysis and Decision Making Using MS Excel
2. Stwphen Nelson :	Data Analysis For DuMmIES Data Analysis Using Microsoft Excel 1/e, Excel Bools
3. Narayan Ash Sah:	

MBA Semester IV Supply Chain Management

Course Objectives:

- An understanding of the individual processes of supply chain management and their interrelationships within individual companies and across the supply chain
- An understanding of the management components of supply chain management
- An understanding of the tools and techniques useful in implementing supply chain management
- Knowledge about the professional opportunities in supply chain management.

Unit	Content	Sessions
1	The Basics of Supply Chain Management- Introduction, Definition of Supply Chain Management, Evolution of the Concept of Supply Chain Management, Key Drivers of Supply Chain Management, Typology of Supply Chains, Cycle View of Supply Chain, Problems in SCM and Suggested Solutions	2
3	Logistics Management: Logistics as part of SCM, Logistics costs, logistics sub-system, inbound and outbound logistics	4
5	Planning Demand and Supply-I: Introduction, Three Components of SCM, Demand Management, Demand Forecasting	6
6	Procurement and Inventory Management- Introduction, Supply Chain Operations: Procurement Cycle, Inventory Management, Inventory Costs	
	Supply Chain Benchmarking- Introduction, Understanding the Benchmarking Concept, Benchmarking Process, Benchmarking Procedure	

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tion, New Developments in Supply Chain Management,
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Role of E-Commerce in Supply Chain Management, Green
Supply Chain Management, Distribution Resource Planning,
World Class Supply Chain Management

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Reference Books

1. Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1stEd.)
2. Krishnan Dr. Gopal - Material Management, (Pearson, New Delhi, 5thEd.)
3. Agarwal D.K. - A Text Book of Logistics and Supply chain management (Macmillan, 1stEd.).
4. Sahay B.S. - Supply Chain Management (Macmillan, 1stEd.)
5. Chopra Sunil and Peter Meindl - Supply chain management (Pearson, 3rdEd.)

MBA SEM IV
Introduction to Business Analytics

Objectives:

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

Units	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, Introduction to Data Mining, Data mining process, data mining tools XL MINER.
3	Introduction to decision modeling – optimization, use of excel to solve business problems
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	Loyalty Analytics, Customer Life Time Value, Propensity Analytics, Churn Analytics, Customer Analytics Customer Segmentation, Cross- Sell or Upsell Models
6	Recruitment Analytics, Compensation Analytics, Talent Analytics, Training Analytics, Human Resource Retention Analytics, Workforce Analytics, Project Work

Suggested Readings

1. PurbaHaladyRao, Business Analytics – an application focus, PHI Learning, 2013, ISBN 978-81-203-4819-6