



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 Mode)
CHOICE BASED CREDIT SYSTEM (CBCS)
Semester I to IV
SYLLABUS
(Revised)
Applicable from Academic year (2020-2021)

BHARATI VIDYAPEETH (DEEMED TO BE UNIVERSITY), PUNE

Faculty of Management Studies

Master of Business Administration (Online Mode)

Revised Course Structure (To be effective from 2020-2021)

I. Title:

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

II. Introduction:

The Master of Business Administration (Online Mode) **is an Online** 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 capstone project of 4 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.

IX. 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 02 (TWO) components such as Lectures (L) + Tutorials (T)

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.

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, Mini Projects** for a total of 100 marks during the term. Then the marks will be converted to grade points and grades.

Open Courses shall be evaluated for 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) 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
$5.5x \leq \text{Marks} < 8x$	Truncate (M/x) + 2
$4x \leq \text{Marks} < 5.5x$	Truncate (M/x) + 1

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

The SGPA is calculated by the formula

$$\text{SGPA} = \frac{\sum C_k * G_{pk}}{\sum C_k}$$

where, C_k is the Credit value assigned to a course and G_{pk} 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

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

where, C_k is the Credit value assigned to a course and G_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 Vertical of their Choice. It is mandatory for the students to seek approval from the Faculty Guide about the Topic 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 thereport.
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 theviva-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 an online viva-voce of Project Report for 70 marks. The examiner’s panel shall be decided as per the guidelines received from the University. 30 Marks are allotted for internal evaluation.

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

XVI. Dual Specialization:

M.B.A – Online Mode Programme 2020-21 offers Dual Specialization to the students in second year. Under dual specialization students are required to select any **Two Specialization Groups** from the list given below:

Two Specializations may be chosen from the following:

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

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 Behavior	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 (Select any one)	Soft skills	2	-	50	50	IA
	Waste management					
	Life management Skills					
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 (Select any one)	Event Management	2	-	50	50	IA
	Social Media Management					
	Current Affairs					
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
302	Entrepreneurship Development & Innovation Management	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-(i)	4	70	30	100	UE & IA
See groups	Specialization - E-(ii)	4	70	30	100	UE & IA
303 Open course (Select any one)	Digital Marketing	2	-	100	100	IA
	Corporate Taxation					
	Negotiation Management					
Total No of Credits		26			700	

MBA SEM IV

Course Code	Semester – IV	Credits	UE	IA	Total Marks	Examination Pattern
401	Project Management	2	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
See groups	Specialization - E-(iii)	4	70	30	100	UE & IA
See groups	Specialization - E-(iv)	4	70	30	100	UE & IA
See groups	Capstone Project	4	100	-	100	UE & IA
402 Open Course (Select any one)	Introduction to Data Science	2	-	-	50	IA
	Artificial Intelligence for Managers					
	Rural Entrepreneurship					
	Total No of Credits	24			650	

LIST OF SPECIALIZATION - ELECTVES

Elective: Marketing Management :

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

Elective: Financial Management

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

Elective: Human Resource Management

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

Elective: International Business Management

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

Elective: Production & Operations Management**Sem III**

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

Elective: Information Technology Management**Sem III**

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

Elective: Agribusiness Management**Sem III**

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

Elective: Retail Management**Sem III**

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

Elective: Project Management

Sem III	
Code.	Name of the Course
PR01	Project Risk Management
PR02	Microsoft Project 2010
Sem IV	
PR03	Advance Project Management
PR04	Scanning Business Environment for Project

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	<p>INTRODUCTION TO MANAGEMENT:</p> <p>A. Introduction to Management- Definitions & Characteristics of Management-Scope of Management- Management – Science or Art?-Functions of Management. Administration and Organization</p> <p>B. The Evolution Of Management Thoughts- Fredrick Taylor & Scientific Management, Henry Fayol- General Principles Of Management,.</p>
2	Management Functions – concept of "POSDCORB", Staffing,
3	<p>PLANNING & ORGANIZING:</p> <p>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.</p> <p>B. Organization-Introduction & Definition-Why study Organization?-Principles of Organization-Creating an Organization Structure- Informal Organization- Departmentalization, line and staff relationship</p>
4	<p>DIRECTING , COORDINATING</p> <p>A. Span of Management-The Concept of Authority & Responsibility Definitions-Different views on Authority, Power & Authority, Limits of Authority, Centralization & Decentralization, Responsibility,</p> <p>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-</p>
5	<p>CONTROL</p> <p>A. Controlling- Basic Concept, Relationship between Planning & Controlling. The Basic Control Process, Requirement for Effective Control, Control Techniques, Use of IT for Controlling.</p> <p>B. Zero Base Budgeting and Management audit</p>
6.	<p>FUNCTIONAL DEPARTMENTS AND SECTIONS - HR, Marketing, Production & Operations, Finance, etc.</p> <p>INTRODUCTION TO BUSINESS SECTORS: Manufacturing (Automobile, Pharmaceutical, etc), Service (IT, Telecom, Banking, Insurance, etc)</p>

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	<ol style="list-style-type: none"> 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	<p>Robbins, Timothy Judge, Organizational Behaviour - Stephen Pearson Seema Sanghi Prentice Hall, 12 edition</p>
2	<p>Fred Luthans Organizational Behaviour, McGraw Hill Inc</p>
3	<p>John Newstrom and Keith Organizational Behaviour, Tata McGraw Hill, 11 edn Davis</p>
4	<p>Kavita Singh Organizational Behaviour , Pearson Publication</p>

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.

Semester III

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	301	Strategic Management	
Type	Credits	Evaluation	Marks
Core	4	CES	UE:IE = 70:30

Course Objectives:

Subject / Course 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

Learning Outcomes :

Having successfully completed this module, you will be able to demonstrate knowledge and understanding of:

- I) the key dimensions of strategic management – Analysis, Evaluation, Choice & Implementation
- II) organizations' ability to implement chosen strategies and identify the areas requiring change
- III) develop skills in generating alternative solutions to complex problem areas, underpinning each with a supportive and well researched rationale in order to achieve critical success
- IV) obtain, analyse and apply information from a variety of sources in the public domain

Units	Syllabus – <i>Strategic Management</i>
Unit No : 1	Introduction to Strategic Management: Concept, Definition, nature, scope, significance, Levels at which strategy operates , Process, Strategic Intent: Vision, Mission, Business Purpose, Objectives and Goals
Unit No : 2	External and Internal Resource Analysis External Business Environment –SWOT Analysis. Industry Analysis- Porters Five Force Model. Resource Based View – Resources – Capabilities – Competencies – Competitive Advantage, Value Chain Analysis. Strategic Analysis and Choice :

	BCG Matrix, Ansoff Matrix, GE 9 Cell Matrix, Business portfolio Analysis
Unit No : 3	Strategy Formulation Generic Strategies - Low Cost – Differentiation – Focus. Corporate Level Strategy – Stability –Expansion–Retrenchment – Combination. Functional level Strategy: H.R. Strategies, Marketing Strategies, Financial Strategies, Operational Strategies
Unit No : 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
Unit No : 5	Strategic Control Purpose and components of Strategic Control. Evaluation techniques. Control process and system.
Unit No : 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.

Student has to upgrade Knowledge by using below inputs:

Reference Books:

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

Online Resources:

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

MOOCs:

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

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	302	Entrepreneurship Development and Innovation Management	
Type	Credits	Evaluation	Marks
CORE	4	CES	UE:IE=70:30

Course Objectives:

- i) To introduce students to the role of an entrepreneur, innovation and technology in the entrepreneurial process.
- ii) To provide background knowledge for understanding of innovation management.
- iii) To focus on the interconnection between entrepreneurial thinking and innovation.
- iv) To inspire the entrepreneurial and ambitious participants to innovate in business and prompt rapid growth;
- v) To acquire the knowledge and skills needed to manage the development of innovations,
- vi) To enable the students to effectively and efficiently evaluate the potential of new business opportunities.
- vii) To Integrate entrepreneurial thinking and problem-solving into their academic and professional aspirations

Learning Outcomes:

- i) Think critically and creatively about the nature of business opportunities, resources and industries
- ii) Systematically integrate knowledge and understanding of different aspects of innovation and its role in business and society.
- iii) Discuss what is meant by entrepreneurship and innovation from both a theoretical and practical perspective, and the role of the entrepreneur in the new enterprise creation process.

- iv) Evaluate the various sources of raising finance for startup ventures.
- v) Understand the fundamentals of developing and presenting business pitching to potential investors.
- vi) Describe the processes by which innovation is fostered, managed, and commercialized.
- vii) Students will become familiar with the impact of innovation on competitiveness of the industry
- viii) Develop a new way of thinking to capitalize on different opportunities in an organization or business venture
- ix) Understanding how to recognize and drive their OWN creativity in the business setting and apply it to future organizations they will lead

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

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1.National	Mitra, Sramana	Entrepreneur Journeys (Volume 1),	2008	Booksurge Publishing
2.National	R. Gopal, PradipManjrekar.	Entrepreneurship and Innovation Management (an Industry Perspective)	2010	Excel Books
3.National	Shlomo Maital and D V R Seshadri,	Innovation Management: Strategies, Concepts and Tools for Growth and Profit.	2007	Response Books, Sage Publications, New Delhi.
4.International	Davila, Tony , Epstein, Marc J. Boston,	The innovation paradox : why good businesses kill breakthroughs and how they can change.	2014	Massachusetts (2014)
5.International	Govindarajan, Vijay & Trimble, Chris,	10 Rules for Strategic Innovators;	2005.	Boston: Harvard Business School Press,
6.International	David Holt	Entrepreneurship :New Venture Creation	1998	Prentice Hall India.
7.International	Timmons, Jeffry A., Gillin, L. M., Burshtein, S., and Spinelli, Stephen Jr.	New Venture Creation: Entrepreneurship for the 21st Century – A Pacific Rim Perspective, ISBN: 0070277664	2011	1st Edition. McGraw-Hill Irwin.
8.International	Davila, T., Epstein, M J.,Shelton, R.	Making innovation work : how to manage it, measure it, profit from it	2006 0-13-149786-3	Upper Saddle River Wharton School Publishing
9.International	Hisrich,R.D., Peters, M.P., and Shepherd, D.	Entrepreneurship	2013	McGraw-Hill
Journals:				
1	Journal of Business Venturing			
2	Entrepreneurship Theory and Practice			
3	Journal of Small Business Management			
4	Academy of Management Review			
5	Journal of Small Business and Entrepreneurship			
6	Venture Capital			

7	Small Business Economics
8	Family Business review

Online Resources:

Resource No	Website Address
1	www.brikenbulbs.com
2	www.en.wikipedia.org/wiki/business.plan
3	www.brainstorming.co.uk
4	www.mind-mapping.co.uk
5	www.ecic.adelaide.edu.au
6	www.mckinsey.com/
7	www.ideo.com
8	www.business.gov.au
9	www.wdc-econdev.com
10	https://hbr.org/2013/07/innovation-isnt-an-idea-proble

MOOCs

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

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	303	DIGITAL MARKETING	
Type	Credits	Evaluation	Marks
Open	2	CES	IE 100

Subject / Learning Objectives :

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

Learning Outcomes :

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

Units: -	DIGITAL MARKETING
Unit No : 1	Introduction to Digital Marketing : Introduction, Nature, scope and significance of digital marketing. Difference between traditional marketing and digital marketing. Digital marketing platforms. Digital Marketing Era and the way forwards
Unit No : 2	Digital Consumer: Understanding Consumer behavior in digital world. Marketing Funnel. Digital marketing funnel. The digital revolution in India. Understanding the digital business. STP for digital marketing. Concept of Online marketing Mix.
Unit No : 3	Digital marketing Strategy : How to create effective digital marketing strategy, digital marketing planning- Strategy, Goal, Action. Digital marketing channels.
Unit No : 4	Digital marketing Platforms: Search Engine Optimization (SEO) CONCEPT, SIGNIFICANCE, Optimizing website, On Page Optimization, Off Page Optimization. Introduction to SEM, introduction to E mail Marketing , Mobile Marketing, content marketing, affiliate marketing, social media marketing
Unit No : 5	Digital marketing analytics : Introduction to digital marketing analytics, difference between why digital marketing analytics, what is DMA, digital Marketing analyst. Tools for digital marketing analytics.
Unit No : 6	CRM : Concept, significance, e-CRM, difference between CRM and e-CRM., Tools for CRM

Student has to upgrade Knowledge by using below inputs:

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

Online Resources:

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

MOOCs:

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

MBA Sem III
CORPORATE TAXATION

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	303	Corporate Taxation	
Type	Credits	Evaluation	Marks
Open	2	CES	IE=100

Subject / Course Objectives :

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

Learning Outcomes :

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

Units: -	Syllabus – CORPORATE TAXATION
Unit No : 1	Introduction to Income: Definitions: Person, Companies, Association of persons and trust , Minors, Cooperative registered firms, Income , Deemed income , Concept of Assessee , Assessment year, Previous year, Gross total income , Total income , Residential status and scope of total income on the basis of residential status, Agricultural income, Income exempt from tax
Unit No : 2	Calculation of Income under differential head of income: Salaries, perquisites, gratuity and retirement benefits, income from house property, capital gain, income from other sources, income from business and profession, problems arising from aggregation of income and set off and carry forward of losses. Deductions under chapter VIA. Computation of income and Return of Income Tax.
Unit No : 3	Basic concepts for taxation of companies: Company and types of companies, different heads of income, Deduction from gross total income for companies, basic calculation for computation of taxable income of companies, Minimum alternate tax.
Unit No : 4	Tax Considerations for Managerial Decisions: Tax considerations for specific financial and managerial decisions like capital structure decisions, deemed dividend, dividend, own or lease, make or buy, repair or renewed, managerial remuneration, tax planning relating to mergers and demergers of companies.
Unit No : 5	Tax planning: Concepts relating to Tax Avoidance and Tax Evasion and tax planning, Tax planning with reference to: Location of undertaking , Type of

	activity , Ownership pattern, Tax incentives and Tax exemptions.
Unit No : 6	Tax Administration and Management: Filing of Returns and assessments, Penalties and Prosecutions, Appeals and Revisions, Review, Rectification, Advance tax, Tax deducted at source .Basic concept of International Taxation and Transfer pricing, Avoidance of double Taxation Agreements.

Student has to upgrade Knowledge by using below inputs:

Reference Books:

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

Online Resources:

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

MOOCs:

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

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	303	<i>Negotiation Management</i>	
Type	Credits	Evaluation	Marks
Open	2	CES	IE = 100

Course Objectives:

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

Reference Books:

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

Online Resources:

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

MOOCs:

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

Elective - Marketing Management: Course - Consumer Behavior.

Course: MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	MK01	Consumer Behaviour	
Type	Credits	Evaluation	Marks
Core Elective	4	CES	UE:IE =70:30

Course Objectives:

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

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

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Dr. S.L. Gupta & Sumitra Pal	Consumer Behavior: An Indian Perspective Text & Cases	2 nd Edition 2014	Sultan Chand & Sons, New Delhi.
2 – National	Suja R. Nair	Consumer Behavior in Indian Perspective Text with Cases	2 nd Edition 2015	Himalaya Publishing House.
3 – National	Michael D. Hutt & Thomas W. Speh	Business Marketing Management: B2B	12 th Edition 2016	South-Western Publication.
4 – International	Blackwell, Miniard, Engel & Rehman	Consumer Behavior India Edition	10 th Edition 2017	Cengage Learning.
5 – International	Leon G. Schiffman, Joseph Wisenblit & S. Ramesh Kumar	Consumer Behavior	12 th Edition 2018	Pearson.
6 – International	David L. Loudon & Albert J. Della Bitta	Consumer Behavior: Concept and Applications	4 th Edition 2001	McGraw Hill Inc.

Online Resources:

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

MOOCs:

Resources No.	Web site address
1	https://onlinecourses.swayam2.ac.in/imb19_mg20/preview
2	https://onlinecourses.nptel.ac.in/noc20_mgl4/preview
3	https://www.mooc-list.com/tags/consumer-behaviour
4	https://alison.com/humanities/psychology courses/consumer behaviour
5	https://www.tandfonline.com/doi/full

Elective - Marketing Management: Course – Services Marketing

Course: MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	MK02	Services Marketing	
Type	Credits	Evaluation	Marks
Core Elective	4	CES	UE:IE =70:30

Course Objectives:

Subject / Course Objectives: <ol style="list-style-type: none"> To provide in-depth insight in managing and delivering of quality services To create awareness about the services sector, the challenges and opportunities therein. To understand the need and importance of people, process and physical evidence in Services Marketing Mix. 	
Learning Outcomes: After studying this course the learner would be able to <ol style="list-style-type: none"> Understand the challenges and opportunities involved in services sector. Understand the aspects of developing new services, promoting the services and making it available in a convenient manner. 	
Name: -	Syllabus – Services Marketing
Unit No: 1	Introduction to Services: Meaning, Goods Vs Services, Characteristics of Services – Intangibility, Inconsistency, Inseparability and Inventory; Classification of Services; Growth of Service Sector in India, Factors responsible for growth of service sector in India.
Unit No: 2	Services Marketing Mix: Introduction to the 7 Ps of Services Marketing Mix;

	<p>Product-Levels of service product, the Flower of Service, Service Blueprint- the concept, components of service blueprint, Steps involved in preparing service blueprint, Stages in new service product development, Service Life Cycle</p> <p>Place : Place – Distribution Strategies for Services, channels of distribution in services, Challenges in distribution of Services</p> <p>Promotion: Promotion objective for Services; Personnel Selling, Advertising and Sales Promotion; Services marketing triangle</p> <p>Pricing: Pricing objectives, Pricing strategies- market skimming , market penetration, synchrony pricing, psychological or odd pricing , market segmentation pricing</p>
Unit No: 3	<p>People: role of service employees in a service business, Service profit chain, Concept of Service encounter – Moment of Truth; Training and development of employees</p> <p>Physical evidence: Nature, Importance of physical evidence in services; Service scope.</p> <p>Process: Service as a process & as a system– Strategies for managing inconsistency –Customers as ‘co-producers’ of services; Self Service Technologies</p>
Unit No: 4	Service Guarantee – Concept, Handling complaints effectively; Defects, Failures and Recovery.
Unit No: 5	Service Quality: Meaning, Determinants /dimensions of service quality; How customers evaluate service performance, Service Quality Models- Gaps Model, SERVQUAL
Unit No: 6	Managing the demand and supply of services: patterns and determinants of demand, strategies for managing the demand, managing the capacity- capacity planning – waiting line strategies, inventorying the demand through reservations.

Reference Books:

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

Online Resources:

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

MOOCs:

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

Elective – Financial Management: Course: Investment Analysis and Portfolio Management

<i>Investment Analysis and Portfolio Management</i>			
Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
I	FM01	<i>Investment Analysis and Portfolio Management</i>	
Type	Credits	Evaluation	Marks
Core Elective	4	CES	UE:IE = 70:30

Course Objectives:

Subject / Course Objectives :

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

Learning Outcomes :

At the end of the programme students will able to-

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

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

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

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Prasanna Chandra	Investment Analysis and Portfolio Management	2012, 4 th Edition	Tata McGraw Hill, New Delhi
2 – National	I M Pandey	Financial Management	2010, , 10 th revised Edition	Vikas Publishing House
3 – National	Bhalla, V.K.	Investment Management: Security Analysis and Portfolio Management	2010, 17 th Edition.	S.Chand& Sons,
4 – International	Frank K. Reilly, Keith C Brown	Investment Analysis and Portfolio Management	2012, 10 th Edition	Cengage Learning
5 – International	E. Fischer Donald , J. Jordan Ronald , K. Pradhan Ashwini	Security Analysis	2018, 7 th edition.	Pearson Education,

		Portfolio Management		
6 – International	Eugene F. Brigham, Michael C. Ehrhardt	Financial Management :Theory and Practice	2017	Cengage Learning

Student has to upgrade Knowledge by using below inputs:

Online Resources:

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

MOOCs:

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

Elective – Financial Management: Course: Management of Financial Services

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	FM02	Management of Financial Services	
Type	Credits	Evaluation	Marks
Core Elective	4	CES	UE:IE = 70:30

Course Objectives:

Subject / Course Objectives :	
i) To give the students an insight into the principles, practices of the prominent Financial services and their functioning in the changing economic scenario. ii) To make critical appraisal of the working of the specific financial Services in India. iii) To brief the students about developments in financial services. iv) To provide a judicious mixture of theory and business practices of the contemporary Indian financial services.	
Units: -	Syllabus – Management of Financial Services
Unit No : 1	Introduction to Indian Financial System: Meaning and Functions of IFS, Development of Financial System in India, Weakness of Indian Financial Systems. Structure of Financial System-Financial Market, Financial Institutions /Intermediaries and Instruments.

	Financial Service : Meaning, Features of Financial Service, Classifications, Importance and Scope of Assets/Fund Based Services:- Hire purchase finance, Leasing , Factoring , Forfeiting, Loan Syndication, Consumer Credit, Challenges facing the financial services sector .
Unit No : 2	<p>Financial Market Operations: Recent Development of Indian Capital and Money Market ,</p> <p>Capital Market Operation: New Issue Market- Functions of New issue market, players of New issue market, Primary and Secondary market Operation, Procedure of (IPO), Book Building. Role of Capital market Intermediaries Recent cases of IPO's in India.</p> <p>Money Market Operation: features and objective of money market, Recent Developments, Composition of Money Market.</p> <p>Stock Market Operations: Stock Exchange functions in India, Listing of securities-Stock Indices in India- SENSEX and NIFTY - BSE&NSE</p>
Unit No : 3	<p>Investment Banking Overview of commercial vs. Investment banking, capital raising, debt, equities,</p> <p>Merchant Banking: Origin, Nature and scope of merchant banking , Role of Merchant Banker, types of Merchant banking services, Project Counseling , Pre-issue and Post –Issue Management ,Progress of Merchant banking in India, guidelines for merchant bankers issued by SEBI.</p> <p>Mutual Fund: Concept, Structure of Mutual fund Operations in India, Types of Mutual Fund, Advantages and Limitations of Mutual Fund, Problems for Slow growth of Mutual fund concept in India, Guidelines for Mutual fund service, Rights & facilities for Investors, Future of Mutual fund industry. Recent cases on Mutual Fund Industries in India</p>
Unit No : 4	Venture Capital: Venture capital: Origin, concept, features, Advantages and Limitations, Stages in venture capital financing, Venture capital Guidelines- Methods of venture financing. Case studies of Venture capitalist companies
Unit No : 5	<p>Credit Rating and Securitization: Credit Rating: Introduction, Meaning, functions of credit rating agencies, Major Players in credit rating agencies in India, Debt Rating System of CRISIL, ICRA and CARE.</p> <p>Securitization: Concept and Meaning, modus Operandi, Securitization in India and new guidelines on Securitization</p>
Unit No : 6	<p>Rural Banking and Microfinance: -Financing Rural Development: Functions and policies of RBI and NABARD; Rural Credit Institutions-Role and function, Regulation of Rural Financial Services.</p> <p>Microfinance: Origin, Meaning and Concept, advantages and Limitations, Micro</p>

	credit, micro insurance scheme, SHGs/NGOs, linkages with banking, Role and Functions of Linkage banks towards development of Microfinance Industry in India.
--	--

Student has to upgrade Knowledge by using below inputs:

Reference Books:

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

Journals :

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

Online Resources:

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

	rkets_Inst
--	------------

MOOCs:

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

Elective – Human Resource Management: Course : Human Resource Planning and Development

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
I	HR01	<i>Human Resource Planning and Development</i>	
Type	Credits	Evaluation	Marks
Core Elective	4	CES	UE:IE = 70:30

Course Objectives:

Subject / Course Objectives :	
i) Understanding the process of Human resource planning ii) Appraise the techniques of HR planning iii) Formulating the HR procurement and deployment iv) Understanding the role of training and executive development v) comparing and applying various methods of training vi) Determining the training designs and evaluation	
Learning Outcomes :	
i) Describe the process of human resource planning ii) applying the techniques for human resource planning iii) Identify the human resource procurement and deployment iv) IV) Explain the role of training and development v) distinguish different methods of training and their applications vi) assess the design and outcome of training	
Units: -	Syllabus : <i>Human Resource Planning and Development</i>

Unit No : 1	Concept of Human Resource Planning ; Objectives ; Need and Importance ; Process ; Levels ; problems in HR planning and Factors influencing Human Resource Planning
Unit No : 2	Human Resource Demand & Supply forecasting tools and techniques – Managerial Judgment ; Work-study methods ; ratio-trend analysis ; work-force analysis; work-load analysis ; job analysis ; Staffing table ; markov analysis; skill inventory ; replacement chart ; labour supply ; cohort analysis ; scenario analysis
Unit No : 3	Recruitment plan ; career planning ; succession planning; redeployment planning; redundancy plan – retaining, retrenchment, VRS; Job-design
Unit No : 4	Concept of training, terms - education Knowledge, Skills, attitudes, need of training, importance, objectives of training, ADDIE model, Principles of training; concept of executive development: Objectives, importance, process of executive development
Unit No : 5	Training needs analysis (TNA): Meaning and purpose of TNA, TNA at different levels, Process of TNA, output of TNA, Training and Development methods : On-the-Job & Off-the-job, job instructions training, apprenticeship, internship, demonstrations, self-directed learning, coaching, job rotation, project assignment, simulation methods, lectures, case studies, group discussion, conferences, role playing, management games, in basket exercise, sensitivity training, vestibule training, e-training.
Unit No : 6	Designing training programme – considerations in designing effective training programs selection of trainers, training material & aids, use of technology in training Evaluation of training – Need for evaluating training, Kirkpatrick evaluation criteria – reactions, learning, behavior, results, ROI, Cost-benefits analysis

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Dr. Rishipal	Training and Development methods	2011	S. Chand
2 – National	Rolf, P., and UdaiPareek	Training for Development		Sage Publications Pvt. Ltd.
3 – National	J.W. Walker	Human Resource Planning		McGraw Hill.
4 – International	Noe, Raymond	Employee Training and		Tata McGraw Hill.

	A., and Amitabh DeoKodwani	Development		
5 – International	Edward, Leek	Manpower Planning, Strategy and Techniques in Organizational Context		Wiley
6 – International	Paul Turner	HR Forecasting and Planning		CIPD

Online Resources:

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

MOOCs:

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

Elective – Human Resource Management: Course : Labour Laws-I

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	HR02	Labour Laws-I	
Type	Credits	Evaluation	Marks
Core Elective	4	CES	UE:IE = 70:30

Course Objectives:

Subject / Course Objectives :	
<ul style="list-style-type: none"> i. To understand the laws and rules pertaining to labor ii. To understand the various concepts and laws in Labour Welfare, health and safety iii. To understand the laws and rules pertaining to social security iv. To understand the laws related to discipline 	
Learning Outcomes :	
<ul style="list-style-type: none"> i. Understanding various importance's of labour laws in effective business management. ii. Understanding the legislation related to Labour Welfare, health and safety. iii. Understand various statutory provisions related with industrial relations and labour welfare. iv. Analyze issues and challenges of applying provisions as per legislations in the industry v. Familiarizing, analyzing and applying the role of labor welfare in employee motivation and satisfaction. 	
Units: -	Syllabus <i>Labour Laws-I</i>
1	Industrial Jurisprudence History and types of labour legislations, Concept of Jurisprudence, an overview of industrial jurisprudence, principles of social justice, natural justice, equity and economy, unique characteristics of Indian labour.
2	Laws relating to working condition - Factories Act 1948 Definition, provisions relating to health, safety and welfare, provisions relating working hours for adults, hazardous process, restriction on employment of women and children, Certifying officers, enforcement of the act and penalties

3	Laws relating to wages Payment of Wages Act 1936 ; definition, provisions for payment of wages, authorized deduction, enforcement of the act, Minimum Wages Act, the Equal Remuneration Act, 1976 - definitions, payment of equal remuneration, advisory committee, enforcement of the act
4	Social Security 1. The Employee Provident Fund, Miscellaneous Provisions Act, 1952 2. The Employee State Insurance Act, 1948 3. The Workmen Compensation Act 1923 4. The Bombay Labour Welfare Act The role of ILO in promoting social security, Contribution of ILO to Labour Welfare
5	The INDUSTRIAL EMPLOYMENT ACT (STANDING ORDERS) 1946 Definition, Special features, Matters to be provided in Standing Orders, Submission and certification of Standing Orders. Payment of Bonus Act, Payment of Gratuity Act,
6	The Maternity Benefit Act Definition, right to payment of maternity benefit, provision pertaining to leave, forfeiture of the benefit, Minimum Wages Act - Definition, provisions - meaning of the term "Wage" - Wage Vs. Salary, "Workmen Compensation Act"

Reference Books:

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

Online Resources:

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

5	https://ec.europa.eu/social/main.jsp?catId=157
---	---

MOOCs:

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

Elective – Production and Operations Management Course : Quality Management

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	PM01	<i>Quality Management</i>	
Type	Credits	Evaluation	Marks
Core Elective	4	CES	UE:IE = 70:30

Course Objectives:

<p>Subject / Course Objectives :</p> <ol style="list-style-type: none"> 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. Stressing upon the importance of the quality principles on the business performance. 	
<p>Learning Outcomes :</p> <ol style="list-style-type: none"> Evaluate the principles of quality management and to explain how these principles can be applied within quality management systems. Identify the key aspects of the quality improvement cycle and to select and use appropriate tools and techniques for controlling, improving and measuring quality. Critically appraise the organizational, communication and teamwork requirements for effective quality management Critically analyze the strategic issues in quality management, including current issues and developments, and to devise and evaluate quality implementation plans 	
Units: -	Syllabus – Quality Management
Unit No : 1	Introduction : Definition, importance, objectives of quality, Types of Quality, Customer driven quality, determinants of quality, cost of quality, dimensions of quality
Unit No : 2	Quality Control: Quality and Financial performance, quality control objectives, quality control and inspection, quality assurance.
Unit No : 3	Control Charts for SQC: Statistical Quality Control (SQC). Control charts for variables

	such as X, R charts and control charts for attributes such as p-chart, np-chart, c-chart. Construction & use of the control charts.
Unit No : 4	Acceptance Sampling for SQC: Principle of acceptance sampling. Producer's and consumer's risk. Sampling plans –single, double & sequential. Sampling by attributes and variables.
Unit No : 5	Customer Focus: The importance of customer satisfaction, ACSI Model, Kano's model of customer satisfaction, customer – driven quality cycle.
Unit No : 6	Quality Systems: Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality, Quality Auditing, Six Sigma, Taguchi method, TS 16949, Kaizen.

Student has to upgrade Knowledge by using below inputs:

Reference Books:

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

Online Resources:

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

MOOCs:

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

Elective – Production and Operations Management Course: Business Process Reengineering

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	PM02	Business Process reengineering	
Type	Credits	Evaluation	Marks
Core Elective	4	CES	UE:IE = 70:30

Course Objectives:

Subject / Course Objectives :	
<ul style="list-style-type: none"> i) To explain how organizational performance in terms of efficiency and effectiveness can be improved through BPR. ii) To introduce BPR as a change management tool. iii) To explore and master the fundamental principles of BPR. 	
Learning Outcomes :	
<ul style="list-style-type: none"> I) DEFINE the key terms associated with Business Process Reengineering. II) EXPLAIN the various supporting and opposing forces to Business Process Reengineering in simple business situations. III) APPLYING APPLY modeling tools for simple business processes IV) FORMULATE a working plan to establish a Business Process Reengineering team V) EVALUATE the success of a BPR initiative in relation to the impact on organizational KPIs. VI) IMAGINE ways to improve business or non-business processes. 	
Units: -	Syllabus <i>Business Process reengineering</i>
Unit No : 1	Introduction to business processes: Definition of business process, Dimension of business process, Common business processes in an organization, Definition of business process redesign, Definitions of various management-related terms, Overview of business process reengineering, Business processes improvement
Unit No : 2	Introduction to Business Process Reengineering (BPR): Definition of business processes – Concept of BPR - Definition of business process redesign, BPR - Evolution, Definition, Need for reengineering, Benefits, Role of leader &

	manager, Breakthrough reengineering model, BPR guiding principles, Business process reengineering & performance improvement, Key targets of BPR, Myths about BPR , What reengineering isn't , BPR and other management concepts: TQM, Quality function deployment, ISO standards, ERP. BPR and Process Simplification, BPR and Continuous Improvement
Unit No : 3	Enablers of BPR: Enablers of BPR in manufacturing – Agile Manufacturing, Lean Manufacturing, JIT, Collaborative Manufacturing, Intelligent Manufacturing, Production Planning, Product design & development. Relationship between BPR and information technology, Role of information technology in reengineering, Criticality of IT in business process.
Unit No : 4	BPR & Information Technology: Introduction ,Relationship between BPR & Information Technology, Role of Information Technology in reengineering, Role of IT in BPR (with practical examples), Criticality of IT in business process, BPR tools & techniques, Enablers of process reengineering, Tools to support BPR ,Future role of IT in reengineering
Unit No : 5	BPR implementation methodology: Reasons of implementation of BPR, Necessary attributes, BPR team characteristics, Key concepts of BPR, BPR methodology, Different phases of BPR, BPR model, BPR methodology selection guidelines, Common steps to be taken for BPR implementation
Unit No : 6	The Power of Habit in organizations, Planned changes in business re-engineering projects; Factors relating to change management systems and culture, Committed and strong leadership, Factors relating to organizational structure, Factors related to BPR program management, Factors related to IT infrastructure, Factors Relating to BPR Failure, Problems in communication and organizational resistance, Lack of organizational readiness for change, Problems related to creating a culture for change, Lack of training and education, Factors related to management support, Ineffective BPR teams, A framework for barrier management. Success factors of BPR: Reengineering success factors, Critical success factors of BPR,

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Publisher Company
1 – National	- Radhakrishnan, Balasubramanian	Business Process Reengineering	, PHI, Eastern Economy Edition, 2008
2 – National	- Jayaraman, Ganesh Natrajan and Rangaramanujan	Business Process Reengineering	MGH.
3 – National	- Dey,	Business Process Reengineering and Change Management	Biztantra.

4 – International	Harmon, P , Elsevier/Morgan	Business Process Change : A Guide for Business Managers and BPM and Six Sigma Professionals,	Kaufmann Publishers.
5 – International	Walford, R.B.,	Business Process Implementation for IT Professionals and Managers,	Artech House.
6 – International	Hammer, M. and Champy, J,	Re-engineering the Corporation: A Manifesto for Business Revolution,	Harper Business

Online Resources No	Web site address
1	https://en.wikipedia.org/wiki/Business_process_re-engineering
2	https://searchcio.techtarget.com/definition/business-process-reengineering
3	https://www.minit.io/blog/business-process-reengineering-examples#accept
4	https://www.cleverism.com/business-competitive-business-process-reengineering-bpr/
5	https://www.sweetprocess.com/business-process-reengineering/#chapter-8

MOOCs:

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

Elective – Information Technology Management: Course : System Analysis and Design

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	IT01	System Analysis and Design	
Type	Credits	Evaluation	Marks
Core Elective	4	CES	IE:UE:70:30

Course Objectives:

Subject / Course Objectives :

- i) Explain what systems are and how they are developed.
- ii) Identify and describe the phases of the systems development life cycle.

iii) Follow the analysis portion of the Systems Development Life Cycle in a disciplined manner. iv) Develop and evaluate system requirements. v) Work effectively in a team environment. vi) Describe the role and responsibilities of the systems analyst in the development and management of systems.	
Learning Outcomes : i) Explain the need for and value of a formalized step-by-step approach to the analysis, design, and implementation of computer information systems. ii) Use tools and techniques for process and data modelling. iii) Describe the role and responsibilities of the participants in information systems development. iv) Develop a feasibility analysis of a proposed system. v) Develop and deliver a Requirements Definition Proposal for a new system in a well-structured business proposal. vi) Explain the common ways projects fail and how to avoid these failures. vii) Implement various project management tools.	
Units: -	Syllabus – <i>System Analysis and Design</i>
Unit No : 1	Introduction to system concepts: Introduction to System, characteristic, elements of system, types of system, categories of information system
Unit No : 2	General phases of system development life cycle: SDLC, waterfall model, prototyping model, spiral model and 4GT, system analysis
Unit No : 3	3 Requirement and Structured Analysis: Feasibility Study, Fact-finding techniques, Decision Tree and Decision Table Pseudocode, Structured English, DFD
Unit No : 4	Database Design and Documentation Techniques: ERD, System Flow Charts; Functional Decomposition Diagram; Structured Flow-Charts.
Unit No : 5	User Interface Design: Interface Design Dialogue, Strategies, Screen Management
Unit No : 6	Practical and case studies

Student has to upgrade Knowledge by using below inputs:

Reference Books:

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

Online Resources:

Online Resources No	Web site address

1	https://www.tutorialspoint.com/system_analysis_and_design/system_analysis_and_design_quick_guide.htm
2	https://www.yourarticlelibrary.com/management/mis-management/system-analysis-objectives-reasons-and-tools-mis/70388

MOOCs:

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

Elective – Information Technology Management: Course: Information system Security & Audit

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	IT02	Information System Security & Audit	
Type	Credits	Evaluation	Marks
Core Elective	4	CES	UE:IE = 70:30

Course Objectives:

Subject / Course Objectives :

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

Learning Outcomes :

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

Units: -	Syllabus – <i>Information System Security & Audit</i>
Unit No : 1	What is Information Systems (IS) Auditing? ,Need for control and audit of computers, Effects of computers on internal controls, Effects of computers on auditing, Foundations of Information Systems Auditing, Organizational Responsibilities(Executive management, Auditors, IT and Information security and General users) Information system control techniques, categories of internal control, organizational controls, data processing environmental control, Business continuity planning control, user control, boundary control, input control, control over data integrity and security, logical access controls and issues , preventative, detective, deterrent, corrective, recovery, Administrative, Technical, Physical Types of audit procedures, Overview of steps in an audit, Auditing around or through the computer
Unit No : 2	Meaning of Risk, Business risk, audit risk, security risk, and continuity risk. SEI risk statement (two things needed to express risk clearly) Components of risk: threat, vulnerability, exposure, impact, consequence Risk response options: manage, reduce, transfer, ignore, monitor Threat classes: natural, accidental and unintentional, intentional, political unrest, Threat agents, threat agent motives, Four basic steps to a risk assessment.
Unit No : 3	Information security programs- Relative importance of people, policy, and technology, Legal, Ethical and Professional Issues in Information Security Program foundation: policy, education, ownership, defined responsibilities Role of risk management in information security programs Information Security Management- Supporting role and purpose of: policy, training, culture, baselines, system acquisition and development, change management, configuration management, monitoring, personnel policies, assessments, metrics, and evaluation Incident response and basic steps: identification, containment, collection, recovery, analysis Cyber frauds, cyber attacks, impact of cyber frauds on enterprise, techniques to commit cyber frauds
Unit No : 4	Software / System Development Life Cycle- Four basic steps in SDLC: analysis, development, testing, implementation General sense for SDLC risks , Differences between pre- and post implementation audits Pre-implementation and Post-implementation: approaches, role of auditor, advantages, disadvantages (in both phases)
Unit No : 5	5 Evidence Collection- Audit software, Code review, test data, and code comparison, Concurrent auditing techniques, Interview, questionnaires, and control flowcharts, Performance measurement tools. Evaluating Asset Safeguarding and Data Integrity Introduction, measures of asset safeguarding and data integrity, Nature of the global evaluation decision, Determinants of judgment performance, Audit technology to assist the evaluation decision, Cost-effectiveness considerations, Overview of the efficiency evaluation process, Performance indices, Workload models, System models, combining workload and system models, Overview of the effectiveness evaluation process, A model of Information System effectiveness, Evaluating system quality, Evaluating information quality, Evaluating perceived usefulness, Evaluating perceived ease of use, Evaluating computer self-efficacy, Evaluating Information System use, Evaluating individual impact, Evaluating Information System satisfaction,

	Evaluating organizational impact
Unit No : 6	6 Audit planning - Scope, objectives, Audits vs. assessments Need for business continuity management, Business Continuity policy and Planning, objectives Goals, plan, implementation, testing, Types of Back up, Disaster recovery plan, Audit of BCP and DRP New trends- cloud computing, security issues, mobile computing, BYOD(bring your own device) threats of BYOD, web 2.0, social media and network – social network threats , Green IT security service and challenges

Student has to upgrade Knowledge by using below inputs:

Reference Books:

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

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

MOOCs:

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

Elective – International Business Management Course: Regulatory Aspects of International Business

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	IB01	<i>Regulatory Aspects of International Business</i>	
Type	Credits	Evaluation	Marks
Core elective	4	CES	UE:IE = 70:30

Course Objectives:

Subject / Course Objectives : <ul style="list-style-type: none"> To enable the student to understand the international business transactions and legal compliances related to the smooth conduct of business. To give background of legal framework of Cross border trade. To make students aware of Regulatory framework and also keep abreast with latest cross border trade regulations 	
Learning Outcomes : <ul style="list-style-type: none"> The course will help students to understand the scenario of world trade and how regulations help the smooth conduct of trade processes. The course will help students to know the various legal compliances and documentations in the cross border trade. 	
Units: -	Syllabus – <i>Regulatory Aspects of International Business</i>
Unit No :	International Business transactions – Nature of cross border trade, Need to

1	govern the cross border trade, International Law, choice of Law, conflict of Laws, Legal & Regulatory aspects
Unit No : 2	Framework of Statutes that govern cross border trade, Statutes framed by country of origin of transaction & International Guidelines
Unit No : 3	Regulation of International Banking, High Financial gearing, BCCI International affair, Bank for International Settlement
Unit No : 4	Regulation of Monetary System, Period between wars, Breton Woods, Euro, Smithsonian Agreement, Snake in Tunnel, Plaza & Louvre Accord, Regulatory Arbitrage, Labuan Model, Currency Board
Unit No : 5	Indian scenario – Process of Regulation & Deregulation ,Exchange Control Manual, An Introduction to FEMA, FEDAI Role & Rules , UCPDC – ICC Publication URC – ICC Publication Important clauses & interpretation ,Customs & Baggage Rules – Sale of Goods Act, INCOTERMS
Unit No : 6	International Debt Crises, Herstatt Bank Crisis, Asian & other crises, Sovereign Risk – State Immunity Act, International Accounting Standards, Trade related Intellectual Property Rights, World Transfer Pricing

Student has to upgrade Knowledge by using below inputs:

Reference Books:

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

Online Resources:

Online Resources	Web site address
1	http://www.ipindia.nic.in/
2	https://udyamregistration.gov.in/docs/nic_2008_17apr09.pdf
3	https://dgft.gov.in/CP/

4	https://www.fieo.org/
5	https://www.trademap.org/
6	https://msme.gov.in/know-about-msme
7.	https://www.google.co.in/books/edition/International_Banking_Legal_Regulatory_A/IhYsJqiKj8EC?hl=en&gbpv=1&dq=regulatory+aspects+of+international++business+books+indian+author&printsec=frontcover

MOOCs:

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

Elective – International Business Management Course: Export Import Policies Procedures and Documentation

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	IB02	<i>Export Import Policies Procedures and Documentation</i>	
Type	Credits	Evaluation	Marks
Core Elective	4	CES	UE:IE = 70:30

Course Objectives:

Subject / Course Objectives :	
<ul style="list-style-type: none"> To make students aware about the cross border trade procedures and practices in International Logistics 	
Learning Outcomes :	
<ul style="list-style-type: none"> The course will provide a clarity on the Import-Export cycle. The course will help students to know the various compliances and documentations in the Import Export Process The course will help students to know the logistic process and various agencies involved the export –import process. 	
Units: -	Syllabus – <i>Export Import Policies Procedures and Documentation</i>
Unit No : 1	International Business – Nature & Scope, Framework of International Business, Meaning of Export/ Deemed Export/ Import
Unit No : 2	World's Foreign Trade Scenario and Trade Composition, India's Foreign Trade, Important Statutes/Acts/Policies for International Trade, Export Procedure step by step from registration to final shipment and post

	shipment.
Unit No : 3	Documentation in Export/ Import required for Sales Contract, Shipment, Custom Clearance, Banks, Insurance and Transport etc.
Unit No : 4	Cross Border Payment Settlement Procedure with Advanced Payment Method, Open Account Method, Documentary Credit, Documentary Collection and Consignment Trading
Unit No : 5	International Trade Logistics – Meaning, Objective, International Logistic Agencies in India and outside India, their functions.
Unit No : 6	Warehousing, Ports in India, Port Efficiency and Productivity, Freight Forwarder, Custom House Agent, Multimodal Transport Operator, Containerization – Types and Dimensions, Linear Shipping Services <u>Project</u> –Students are supposed to select a product for export with the help of Product and Market selection techniques and need to explain each step involved in the export process from the registration stage to post shipment stage.

Student has to upgrade Knowledge by using below inputs:

Reference Books:

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

Online Resources:

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

MOOCs:

Resources No	Web site address
--------------	------------------

1	http://niryatbandhu.iift.ac.in/exim/
2	https://www.edx.org/learn/international-trade
3	https://www.openlearning.com/courses/GFML3073/

Elective – Agribusiness Management: Course : *Rural Marketing*

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	AM01	<i>Rural Marketing</i>	
Type	Credits	Evaluation	Marks
Core Elective	4	CES	UE:IE = 70:30

Course Objectives:

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

Student has to upgrade Knowledge by using below inputs:

Reference Books:

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

MOOCs:

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

Elective – Agribusiness Management: Course : Supply Chain Management in Agribusiness

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	AM02	<i>Supply Chain Management in Agribusiness</i>	
Type	Credits	Evaluation	Marks
Core Elective	4	CES	UE:IE = 70:30

Course Objectives:

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

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

Student has to upgrade Knowledge by using below inputs:

Reference Books:

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

. Online Resources:

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

MOOCs:

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

Elective – Retail Management: Course : Introduction to Retailing

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	R01	Introduction to Retailing	
Type	Credits	Evaluation	Marks
Core Elective	4	CES	UE:IE = 70:30

Course Objectives:

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

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book
1 – National	Swapana Pradhan-	Retailing Management
2 – National	Dravid Gilbert	- Retail Marketing

3 – National	George H, Lucas Jr., Robert P. Bush, Larry G Greshan-	Retailing
4 – International	A. J. Lamba	The Art of Retailing
5 – International	. Barry Berman, Joel R Evans	Retail Management; A Strategic Approach

MOOCs:

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

Elective – Retail Management: Course : Retail Management and Franchising

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
III	R02	Retail Management and Franchising	
Type	Credits	Evaluation	Marks
Core Elective	4	CES	UE:IE = 70:30

Course Objectives:

<p>Subject / Course Objectives :</p> <p>To familiarize the students with evolution and growth of Retailing, expectations of customers and to study the importance of retailing in present business scenario.</p>	
<p>Learning Outcomes :</p> <p>I) Understand the retail sector and the range of retail occupations. II) describe the characteristics of the local retail environment III) identify different retail occupations and the related skills, attributes and behaviours. IV) state factors that influence customer expectations. V) explain how a Point of Sale is used in retail.</p>	
Units: -	Syllabus Retail Management and Franchising
Unit No : 1	Introduction: Definition, Relationship between retailing & marketing, Customer Relationship Management for retail store, Features of retailing, retailing structure. Retailing & channels of distribution, place of retailing in channels of distribution, Structural dynamics, alternative ways of classifying, retail structure, essentials of successful retailing, non store retailing.
Unit No : 2	Retail Strategic Planning: Meaning, importance, steps involved in retail strategic planning.
Unit No : 3	Franchising: Introduction, meaning, Advantages & disadvantages of becoming a franchisee, Legal restrictions in franchising, types of franchises, elements of an ideal franchise programme, forms of franchise arrangement, Evaluating the franchise company, trends in franchising.
Unit No : 4	Location: Introduction, Geographic location decision, location site and types of retail development, location techniques, catchment area analysis, leasing of a retail outlet.
Unit No : 5	Store Design & Layout: Introduction, Store & its image, The External Store, Internal Store, Display, visual merchandising & atmospherics, types of layout.
Unit No : 6	Consumerism & Ethics in Retailing: Introduction, Pressures for a company to be socially responsible, criticism of marketing activity, product misuse and safety issues, acceptability of social responsibility.

Student has to upgrade Knowledge by using below inputs:

Reference Books:

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

Online Resources:

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

MOOCs:

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

Elective - Project Management: Course - Project Risk Management.

Course: MBA (General) CBCS 2020 – w.e.f. - Year 2020– 2021			
Semester	Course Code	Course Title	
III	PR01	Project Risk Management	
Type	Credits	Evaluation	Marks
Core Elective	4	CES	UE:IE =70:30

Course Objectives:

<p>Subject / Course Objectives:</p> <ul style="list-style-type: none"> i) To understand how to apply customizable, industry-robust Templates to create a Risk Management Plan and Risk Register ii) To understand how to Use Qualitative Risk analysis process to Identify Risk Exposure iii) To understand how to Translate Risk into actual Time and Cost impact using proven Quantitative Risk Analysis Tools iv) To understand how to Utilize Technique to Design your Risk Response Strategies v) To understand how to Monitor Risk Triggers to control uncertainties and maximize project payoff 	
<p>Learning Outcomes:</p> <ul style="list-style-type: none"> i) Develop skills to help you enhance your skills on project risk management. ii) Help in identifying and measuring risks in project development and implementation, iii) Learn to quantify risks and create risk response strategies to deliver projects that meet stakeholder expectations.. 	
Name: -	Syllabus – Project Risk Management
Unit No: 1	<p>Introduction to Risk Management</p> <p>Difference between Risk and Issue Management, Definitions of Risk and Key Terms, Risk vs. Opportunities, Impact of Risk on Organizations, Internal Control and Risk Management, Maturity in Risk Culture, Risk Management Strategy, Perspectives – Strategic, Programme, Project, Operations, Risk Management Policy and Processes, Risk Management Responsibilities, Risk Management Templates for Risk Management, Strategy and Risk Register</p>
Unit No: 2	<p>Risk Management Planning</p> <p>Risk Management Planning Process, Inputs to Risk Planning, Techniques for Risk Planning, Tailoring the Risk Register, Tailoring the Probability Impact Matrix, Define Roles and Responsibilities, Develop Project Risk Management Plan</p>
Unit No: 3	<p>Identify Risks</p> <p>Risk Identification Process, Inputs to Risk Identification, Techniques in Risk Identification, Determine Project Risk and Opportunities, Using Expert Judgment and historical Data Analysis, Discuss SWOT, Taxonomy, Checklist, Delphi, Cause and Effect, Pareto analysis, Where to look for Project Risks, Risk Breakdown Structure, Common risks in Software Project</p>
Unit No: 4	<p>Risk Analysis</p> <p>Risk Analysis Process, Qualitative vs. Quantitative Risk Analysis, When to use Quantitative Risk Analysis, Inputs for Qualitative Risks Analysis, Determine</p>

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

Student has to upgrade Knowledge by using below inputs:

Reference Books:

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

Online Resources:

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

5	https://www.greycampus.com/opencampus/project-management-professional/risk-categories
---	---

MOOCs:

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

Elective - Project Management: Course – Microsoft Project 2010

Course: MBA (General) CBCS 2020 – w.e.f. - Year 2021– 2022			
Semester	Course Code	Course Title	
III	PR02	Microsoft Project 2010	
Type	Credits	Evaluation	Marks
Core Elective	4	CES	UE:IE =70:30

Course Objectives:

Subject / Course Objectives:

- To understand best in class templates
- To schedule tasks effectively.
- To collaborate with project partners with ease.
- To understand how to get updates and stay current

Learning Outcomes:

- Understand the Microsoft Project 2010 Interface
- Learn Best Practices in Planning and Scheduling using Microsoft Project and Checklists
- Learn Resource Planning, How to resolve Resource Workload, Re-Assignments and Performance Review

Name	Syllabus – Microsoft Project 2010
Unit No: 1	Best Practice Guidelines and Checklists on Project Scheduling Scheduling in a Nut Shell, Scheduling Best Practices and Guidelines, Do's and Don'ts, Overview of Microsoft Project 2010
Unit No: 2	Resolving Resource Workload Over Allocation Determine Resource Workloads, Sharing Resources across Multiple Projects, Strategies for resolving Resource Workload over allocation, Level the Workload yourself, Let Microsoft Project level the Workload for you, Best practices on Workload Leveling
Unit No: 3	Optimizing for Scope, Time, Cost and Resource Strategies for Optimizing the Schedule, Managing Critical Path using Microsoft Project, Running What-if Scenarios in Microsoft Project, Determining Critical Resources
Unit No: 4	Managing Multiple Projects Project, Program and Portfolio Management Concepts, Combining Projects for Progress Review, Creating and Managing Sub Projects and Master Projects, Managing Project Task Dependencies, Sharing Resources amongst Projects
Unit No: 5	Customizing and Sharing Objects Customizing Project Objects, Sharing Objects between Projects, Using Project Templates
Unit No: 6	Analyzing Projects Analyzing Project Progress, Measuring Performance using Earned Value Analysis, Responding to Changes in your Project

Reference Books:

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

Online Resources:

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

MOOCs:

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

Semester IV

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	401	Project Management	
Type	Credits	Evaluation	Marks
Core	2	UE and IE	UE:IE = 70:30

Course Objectives:

Subject / Course Objectives :

1. To understand the concepts of project planning and organization, budgeting and control, and project life cycles.
2. To master several basic project scheduling techniques including WBS, CPM, PERT, GANTT CHARTS, and resource constrained scheduling.
3. To understand the related concepts of organizational forms, conflict resolution, and issues related to leadership and task management in a project environment.
4. To become familiar with Microsoft Project in performing simple project management tasks.

Learning Outcomes :

1. Evaluate project to develop scope of work, provide accurate cost estimation and to plan the various activities.
2. Identify resources required for a project and to produce a work plan and resources schedule.
3. Evaluate project for quality concept.
4. Use of project management tools for project management.

Units	Syllabus – Project Management
Unit No : 1	Introduction, Need for Project Management, characteristics of project, Problems with projects, All parties (stakeholders) involved in project. Role of Project Manager. Project management body of knowledge (PMBOK), Project Management Knowledge Areas, Phases of project management life Cycle.
Unit No : 2	Organizational Structure and Organizational Issues: Introduction, Organizational Structures, Team structures, Team development process, team building process, stages in developing a high performance project team, project team pitfalls, Roles and Responsibilities of Project Leader Leadership Styles for Project Managers, Conflict Resolution, Team Management and Diversity Management
Unit No : 3	Project Planning and scheduling: Introduction, Project Planning, Need of Project Planning, Project Planning Process, Work Breakdown Structure (WBS), Gantt chart, Network Planning models, formulating network model , Critical path analysis , PERT, Resource Allocation, Scheduling, Project Cost Estimate and Budgets, Cost Forecasts
Unit No : 4	Project Risk Management: Introduction, Risk, Risk Management, Role of Risk Management in Overall Project Management, Steps in Risk Management, Risk Identification, Risk Analysis, Risk prioritization, Risk mitigation.
Unit No : 5	Project Quality management :Introduction, Quality, Quality Concepts, Place of quality in planning, importance of it, quality measures, ISO standards, CMM standards, Quality Assurance document
Unit No : 6	Project Management Software: Introduction, Advantages of Using Project Management Software, Common Features Available In Most of the Project Management Software, Study of MS project or any other project management

Student has to upgrade Knowledge by using below inputs:

Reference Books:

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

Online Resources:

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

MOOCs:

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

Programme: MBA (Gen) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	402	<i>Introduction to Data Science</i>	
Type	Credits	Evaluation	Marks
Open	2	CES	IE: 100

Course Objectives :

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

Learning Outcomes:

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

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

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

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

CO4. Understand and Analyzing machine learning concept Analyzing (K5)

CO5. Understand the application of business analysis in different domain Applying (K4)

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

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year Edition	Publisher Company

1 – National	Bhimasankaram Pochiraju, Sridhar Seshadri,	Essentials of Business Analytics: An Introduction to the methodology and		Springer
2 – National	Andreas C. Müller, Sarah Guido, O'Reilly	Introduction to Machine Learning with Python: A Guide for Data	1st Edition,	
3 – National	Laura Igual Santi Seguí,	Introduction to Data Science		Springer
4 – International	Pang-Ning Tan, Michael Steinbach, Vipin Kumar,	Introduction to Data Mining,		Pearson Education India
5 – International	Ger Koole, Lulu.com,	An Introduction to Business Analytics	2019	

MOOC:

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

Course : MBA (G/HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	402	Artificial Intelligence For Managers	
Type	Credits	Evaluation	Marks
Open	2	CES	IE = 100

Course Objectives:

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

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 –National	R. B. Mishra	Artificial Intelligence		IEEE PHI
2 – National	Deepak Khemani	First Course in Artificial Intelligence	2013	Mcgraw Hill Publication

3 – National	Anandita Das Bhattacharjee	Artificial Intelligence & Soft Computing for Beginners		SPD Shroff Publication
4 – International	S.Russel, P.Norvig	Artificial Intelligence: A Modern Approach	2002	Pearson Education
5 – International	E.Rich and K.Knight	Artificial Intelligence	2002	TMH
6 – International	Jordi Canals Franz Heukamp	The Future of Management in an AI World: Redefining Purpose and Strategy in the Fourth Industrial Revolution		IESE Business Collection

Online Resources:

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

MOOCs:

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

Course: MBA(General)CBCS2020–w.e.f.-Year2020–2021			
Semester	Course Code	Course Title	
IV	402	Rural Entrepreneurship	
Type	Credits	Evaluation	Marks
OPEN	2	CES	IE=100
Course Objectives:			
i) To give an overview of the concept of entrepreneurs and entrepreneurship ii) To acquaint the students with the concept of Rural Industrialization iii) To develop an entrepreneurial mindset to generate a sustainable livelihood in rural area. iv) To help students understand the problems of Marketing of Rural Industries. v) To examine the performance of various government schemes, programs and institutional support in fostering rural entrepreneurship			
Learning Outcomes:			
i) Develop understanding about Entrepreneurship in Rural Context ii) Develop entrepreneurial skills in the rural youth iii) Explore and identify rural potential for a business idea iv) Address the challenges identified with rural entrepreneurship v) Engage in the management of the rural entrepreneurship			

Units	Syllabus: Rural Entrepreneurship
1	Concept of Entrepreneurship: Concept, definition, need and role of entrepreneurship. Types and functions of entrepreneurs, role and importance of entrepreneurs in rural development. Women Entrepreneurship Development Indian entrepreneurial cultural.
2	Rural Development: Meaning, definition and concept of Rural Development Features of rural economy Role of rural industrialization in uplifting village and national economy. Causes of rural backwardness Socio-cultural barriers in rural development and rural entrepreneurship
3	Venturing In Rural Entrepreneurship: Concept of Rural Entrepreneur. Problems and prospects of rural entrepreneur. Product selection process, screening and evaluation of ideas, developing a Business Plan Marketing Strategy And Information System for rural industries
4	Organizations: Khadi and Village Industries Commission (KVIC) National Small scale Industries Corporation (NSIC) District Industries Centre (DIC) Small Industry Development Corporation (SIDCO) Small Industries Service Institutes (SISI)

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

Reference Books:

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

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

Online Resources:

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

MOOCs

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

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

Course: MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	MK03	<i>Sales and Distribution Management&B2B</i>	
Type	Credits	Evaluation	Marks
Core Elective	4	CES	UE:IE =70:30

Course Objectives:

Units	Syllabus – <i>Sales and Distribution Management</i>
Unit No: 1	Introduction to Sales Management: Nature and Importance of Sales Management, Role and Skills of Modern Sales Managers, Personal Selling Objectives, Sales Process/ Personal Selling Process, Sales/ Personal Selling Strategies, Emerging Trends in Sales Management.
Unit No: 2	Sales Planning and Budgeting: Sales Planning Process, Developing Sales Forecast, Types of Sales Forecasts. Sales Forecasting Methods, Sales Budget, Purpose of Sales Budget, Methods used for Deciding Sales Expenditure Budget, Sales Budgeting Process.
Unit No: 3	Sales Territories and Quotas: Reasons for Setting or Reviewing Sales Territories, Procedure for Designing Sales Territories, Use of IT in Sales Territory Management, Territorial Coverage, Sales Quotas or Sales Targets, Objectives of Sales Quotas, Types of Sales Quotas, Methods for Setting Sales Quotas.
Unit No: 4	Sales Organization and Salesforce: Sales Organization and its types, Specialization in Sales Organization, Staffing the Salesforce, Sales Training Process, Compensating the Salesforce, Motivating and Leading the Sales force, Evaluating and Controlling the Performance of the Salesforce, Sales Analysis and Sales Audit, Ethical and Social Responsibilities of Sales Personnel.
Unit No: 5	Distribution Management: Need for Distribution Channels, Different Types of Distribution Channels, Factors influencing the Channel selection. Channel Conflict, Ways of Managing the Channel Conflict. Retailing: Meaning of Retailing, Retailer as a Salesman, Types of Retailers, Role of Retailer, Retailing in Rural India, E-Retailing. Wholesaling: Meaning of Wholesaler, Functions of Wholesalers, Types of Wholesalers, Key Tasks of Wholesalers.
Unit No: 6	Logistics and Supply Chain Management: Meaning of Logistics, Activities of Logistics, Meaning of Supply Chain Management, Factors influencing the Supply Chain, Difference between Logistics and Supply Chain Management.

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books	Name of the Author	Title of the Book	Year Edition	Publisher Company
------------------------	--------------------	-------------------	--------------	-------------------

(Publisher)				
1– National	K. ShridharBhat	Sales and Distribution Management	1 st Edition 2017	Himalaya Publishing House.
2 – National	Dr. S.L.Gupta	Sales and Distribution Management Text & Cases An Indian Perspective	3 rd Edition 2018	Trinity Press
3 – National	Satish S. Uplaonkar	Sales and Distribution Management	1 st Edition 2019	Book Enclave.
4 – International	Tapan K. Panda & Sunil Sahadev	Sales and Distribution Management	2 nd Edition 2012	Oxford University Press.
5 – International	Krishna Havaladar&VasantCavale	Sales and Distribution Management Text & Cases	3 rd Edition 2017	McGraw Hill Education
6– International	Richard Still, Edward Cundiff, Norman Govoni& Sandeep Puri	Sales and Distribution Management	6 th Edition 2017	Pearson.

Online Resources:

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

MOOCs:

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

Elective - Marketing Management: Course – Integrated Marketing Communication

Course: MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	MK04	Integrated Marketing Communications	
Type	Credits	Evaluation	Marks
Core Elective	4	CES	UE:IE =70:30

Course Objectives:

Units	Syllabus – Integrated Marketing Communications
Unit No: 1	Introduction to Integrated Marketing Communications (IMC): Concept, Components of Integrated Marketing Communications (IMC) - Above the Line (ATL), Below the line (BTL) and Through The line (TTL) promotion - Push and Pull strategy
Unit No: 2	Advertising- Meaning, Functions & Types of Advertising- Commercial advertising, corporate advertising, surrogate advertising, social advertising, Ad appeals – rational, emotional – positive emotional, negative emotional appeal, humor, musical etc. Objections on Advertising. ASCII guidelines for the advertisers and celebrity endorsers
Unit No: 3	Media mix: Types of media- Print, broadcast – Television and Radio, Outdoor, Transit, Social Media- Facebook ,Instagram, Twitter etc. Media mix planning and scheduling
Unit No: 4	Sales Promotion- Objectives of sales promotion, Trade promotion -Consumer promotion- coupons, Premiums, contests, Sweepstakes, refund and Rebate, Sampling
Unit No: 5	Public relation(PR), Types of PR- Publicity -Corporate Reputation, image building, crisis management, Event Sponsorship, word of mouth (WOM) Marketing, Direct Marketing
Unit No: 6	Integrated Marketing Communications (IMC) Promotional Tools: Product placement and Branding in films, Product placement on television, Film Based Merchandising, Sponsorships for Reality Shows & TV serials, Ambush marketing

Reference Books:

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

		Communications		
--	--	----------------	--	--

Online Resources:

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

MOOCs:

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

Elective – Financial Management: Course – Corporate Finance

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	FM03	Corporate Finance	
Type	Credits	Evaluation	Marks
Core Elective	4	CES	UE:IE = 70:30

Course Objectives:

UNITS	Syllabus – Corporate Finance
1	Corporate Finance Meaning, Nature and Scope of Corporate Finance, Changing role of Corporate Finance in global economic environment, Corporate Governance.
2	Financial Planning Meaning, Objectives, Characteristics of sound Financial Planning , Steps /Process involved preparation of sound Financial Plan, Factors affecting financial planning, Capitalization : Meaning, Over-Capitalization and Under capitalization- Meaning, Causes and Remedial Measures.
3	Liquidity Management: Inventory Control Management-inventory control system , Factors determining level of Inventory, Techniques of Inventory control. Receivable Management
4	Corporate Restructuring Meaning , different forms , Motives and applications of corporate restructuring, forms of restructuring Joint venture – sell off and spin off , divestitures, meaning of LBO, MBO, governance and mode of Purchased in LBO, Key motives behind MBO, Structure of MBO. Demerger - Meaning of Demerger, Characteristics of demerger, Structure of Demerger, and Tax implication of demergers.
5	Mergers and Acquisition: Meaning ,Types of Mergers, motives behind the M & A, advantages and disadvantages of M & A, Process of merger integration, Methods of financing mergers , calculation and Significance of P/E Ratios and EPS Analysis , Market Capitalization, Analysis of Mergers & Acquisitions. The Legal and Regulatory framework of Mergers and Acquisition Company Act 1956 & 2013. Accounting for Mergers & Acquisitions Accounting methods for Mergers & Acquisition - Purchase Method and Pooling of Interest Method, Tax aspects on Mergers and Acquisitions. Prominent Cases of Mergers and Acquisitions - examples of M & A in the Indian and International contexts.
6	International M & A –Introduction of international M & A activity, the opportunities and threats, role of M & A in international trade growth. Impact of government policies and political and economic stability on international M&A decisions, recommendation for effective cross-border M & A.

Student has to upgrade Knowledge by using below inputs:

Reference Books:

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

Online Resources:

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

MOOCs:

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

Elective – Financial Management: Course : International Financial Management

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	FM04	<i>International Financial Management</i>	
Type	Credits	Evaluation	Marks
Core Elective	4	CES	UE:IE = 70:30

Course Objectives:

Units	Syllabus – International Financial Management
Unit No : 1	Introduction: Overview, Scope and Objective of International Finance. Distinction between Domestic Finance and International Finance. Importance and Challenges of International Financial Management. Foreign Direct Investment: Concept, Cost and Benefits of Foreign Direct Investment, Concept of International Portfolio Management.
Unit No : 2	International Flow of Funds and International Monetary System: Concept, principles and components of Balance of Payments. International Monetary System: Evolution, Gold Standard, Bretton Woods System, The Flexible Exchange Rate regime, The Current Exchange Rate arrangement.
Unit No : 3	Foreign Exchange Market and Foreign Exchange Risk Management: Functions and structure of Foreign Exchange Market. Major participants. Types of transactions. Foreign Exchange Exposure. Various tools and techniques of Foreign Exchange Risk Management. Foreign Exchange Rate Determination: An overview, Factors influencing Exchange Rates, Foreign Exchange Quotations, International Arbitrage, Interest Rates Parity, Purchasing Power Parity, Relationship between Inflation, Interest Rates and Exchange Rates.
Unit No : 4	International Capital Budgeting and International Taxation: Introduction of international capital budgeting, adjusted present value model, capital budgeting from parent firm's perspective and expecting the future expected exchange rate analysis. International tax system, double taxation, double taxation avoidance agreement (DTAA), tax havens and transfer pricing.
Unit No : 5	International Trade Settlement: Concept, objectives and importance of International Trade, Risks involved in International Trade, Factors influencing International Trade, Settlement methods of International Trade viz. Open Account, Advance Payment, Documentary Credit, Documentary Collection, Consignment Trading.
Unit No : 6	International Trade Finance: Pre shipment finance, Post shipment finance, Supplier's credit, Buyer's credit, Factoring, Forfeiting, Offshore banking documentary credit mechanism, Steps involved in Letter of Credit (L.C.) mechanism along with role played by the

	parties to L.C.
--	-----------------

Student has to upgrade Knowledge by using below inputs:

Reference Books:

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

Online Resources:

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

MOOCs:

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

Elective – Human Resource Management: Course : Compensation and benefits management

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	HR03	<i>Compensation and benefits management</i>	
Type	Credits	Evaluation	Marks
Core Elective	4	CES	UE:IE = 70:30

Course Objectives:

Units	Syllabus – <i>Compensation and benefits management</i>
Unit No : 1	Introduction: Concept, scope and importance of Compensation and Benefits Management; Factors affecting Compensation and Benefits decisions; Roles and responsibilities of Compensation and Benefit Managers.
Unit No : 2	Labour Cost: Components of Compensation package; Bonus: Method of Determining Bonus; Fringe Benefits: concept and types; Wage Incentives: Concept, different kinds of wage incentives plans and their application; Labour Turnover: causes, implications and costs.
Unit No : 3	Executive Compensation: Compensation and organization Structure; Aligning compensation to organization culture; Stock Options and Stock Purchase plans; Economic value added (EVA) as an alternative to Stock based compensation; Pay for performance; Competency based pay.
Unit No : 4	Company Wage Policy: National Wage Policy: Objectives, Concepts; Labour Market: Concept, broad types; Wage Determination; Pay Grades, Economic Principles; External Equity: Wage Surveys.
Unit No : 5	Reward and Global Compensation - Total reward management process- Assessment, Design, Execution and Evaluation, Global compensation -strategies, Best practices in global compensation.
Unit No : 6	Taxation Aspect: Current rules of taxation of salaries; Exemption in income tax- and the rationale; Fringe benefit tax and its implication for the employers and employees; Taxation of stock options; Designing a tax friendly package. Note: Simple problems on Income Tax Calculation to be taught.

Student has to upgrade Knowledge by using below inputs:

Reference Books:

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

	Thomas Roth			Association
--	-------------	--	--	-------------

Online Resources:

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

MOOCs:

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

Elective – Human Resource Management: Course : Competency Mapping and Performance Management

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	HRO4	Competency Mapping and Performance Management	
Type	Credits	Evaluation	Marks
Core Elective	4	CES	UE:IE = 70:30

Course Objectives:

Units	Syllabus – Competency Mapping and Performance Management
Unit No : 1	Concept of Competencies: Meaning and significance of Managerial competencies for effective work performance, competency identification and its role in performance development, managerial competency in a dynamic business national and global workplace, environment, PJ Job fit Theory, PE fit Theory, Holland Theory.
Unit No : 2	Competency Mapping for effective HRM Development: Concept of Competency Mapping - and its scopes, significance of competency mapping for effective HRM, techniques for competency mapping, career planning, role of competency mapping in career planning and development.
Unit No : 3	Introduction to Performance Management: Definition and Importance of Performance Management, contribution of competency mapping in effective performance development. Linkage of Performance Management to Other HR Processes; Aims, Purposes and Principles of Performance Management.
Unit No : 4	Performance Management Planning and Development: Introduction: Performance Management Planning, the Planning Process, Performance Management Documentation, Manager's Responsibility in Performance Planning Mechanics and Documentation, Employee's Responsibility in Performance Planning Mechanics and Documentation, Creation of PM Document
Unit No : 5	Competency Appraisal and Performance Management: Need and benefits of effective appraisal system in Performance management. Traditional and Modern methods of Appraisal. Identifying training needs, develop suitable training programs for competency management.
Unit No : 6	Management Competencies and Performance Development in Organizations: Developing a model for competency mapping and management for effective HR development for a chosen firm. Ethics and Challenges in Performance Management.

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Publisher Company
1 – National	Radha Sharma	360 degree Feedback, Competency Mapping and Assessment Center	
2 – International	Spencer and Spencer	Competency at Work	Wiley Publication
3 –	David D. Dubois,	Competency –Based Human	

International	Deborah Jo King Stern, Linda K. Kemp	Resource Management	
4 – International	Michael Armstrong & Angela Baron	Performance Management	JaicoPublication

Online Resources:

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

MOOCs:

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

Elective – Productions and Operations Management: Course : Logistics & Supply Chain Management

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	PM03	<i>Logistics & Supply Chain Management</i>	
Type	Credits	Evaluation	Marks
Core Elective	4	CES	UE:IE = 70:30

Course Objectives:

Units	Syllabus – Logistics & Supply Chain Management
Unit No : 1	Introduction to Logistics and SCM: Meaning, objectives, importance of various terms and concepts of SCM in relation to competitive global business. EOQ models, Customer Relationship Management and Supply Chain
Unit No : 2	Planning and SCM: Planning Demand & Supply chain, types of distribution network, concept of 5R in achieving Customer satisfaction/ delight. Role of agent, Distributor, Ware house, Retailer, and various types of distribution level.
Unit No : 3	Materials Management and Logistics: Meaning of logistics in reference to materials management, broader sense including transport selection, long term contracts for information flow & material flow to reach the supply with 5R.Sourcing and pricing of logistics.
Unit No : 4	Transportation Systems: Types of transportation systems & their merits/ demerits, , selection of suitable type, complexities in trans shipment, and exporting the goods, role of forwarding and clearing agents and documentation requirements
Unit No : 5	Integration of Logistics functions: Developments in outsourcing of Logistics-stores functions-bar coding, layout, material handling, and suitable equipments for it, overall integration of various functions of material management, stores, procurement, distribution network tuned to information flow from customers to get the effectiveness.
Unit No : 6	Current Trends in Logistics and SCM: Current developments/ practices-MRP, MRPII. 3PL,4PL, use of IT.

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Satish C. Ailawadi&Rakesh Singh	Logistics Management	2005	Prentice-Hall Of India Pvt. Limited
2 – National	D K Agrawal	Logistics and Supply Chain Management	2003	Macmillan Publishers India Limited,
3 – National	Janat Shah	Supply Chain Management- Text and Cases	2009	Pearson Education

4 – International	Douglas Long	International Logistics: Global Supply Chain Management	2003	<u>Springer US</u>
5 – International	Donald J. Bowersox & David J. Closs	Logistical Management	1996	McGraw-Hill Companies
6 – International	Donald Waters	Logistics- An Introduction to Supply Chain Management	2003	<u>Palgrave Macmillan</u>

Online Resources:

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

MOOCs:

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

Elective – Productions and Operations Management: Course : World Class Manufacturing Practices

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	PM04	World Class Manufacturing Practices	
Type	Credits	Evaluation	Marks
Core Elective	4	CES	UE:IE = 70:30

Course Objectives:

Units	Syllabus – World Class Manufacturing Practices
Unit No : 1	Introduction to World Class Manufacturing (WCM): World Class manufacturing; Concept, Imperatives for success – Technology, systems approach and change in the mindset
Unit No : 2	Planning for Manufacturing System: Strategic decisions in manufacturing management; choice of technology; capacity; Layout; Aggregate Planning and Master production scheduling.
Unit No : 3	Materials Planning: Resources planning - Materials Requirement planning (MRP). Manufacturing Resources planning (MRP-II) Enterprise Resources Planning (ERP).
Unit No : 4	Just in Time (JIT): Just-In-Time (JIT) - Concept, Advantages, Techniques of JIT, JIT Layout, Kanban system, JIT Purchasing.
Unit No : 5	World Class Manufacturing development Tools: Total employee Involvement and small group activities 5-S Concept, Total Productive Maintenance, Automation in design and manufacturing, Automated Material Handling equipment's, Product and Process Design Tools, Bar Code Systems.
Unit No : 6	Recent Trends in World Class Manufacturing: Role of IT in World Class Manufacturing, Flexible Manufacturing Systems (FMS), Group Technology, Six Sigma.

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	B S Sahay K B C Saxena, Ashish Kumar	WORLD-CLASS MANUFACTURING- A STRATEGIC PERSPECTIVE	2018	Infinity press
2 – National	L.C. Jhamb	Production Operations Management	2014	Everest publishing House
3 – National	S.A. Chunawalla, D.R. Patel	Production and Operations Management Systems	2018	Himalaya Publishing House
4 – International	Richard J.Schonberger,	World Class Manufacturing	1986	Schonberger& Associates

5 – International	Carlo Baroncelli & NoelaBallerio (eds.)	WCOM (World Class Operations Management) : Why You Need More Than Lean	2016	Springer International Publishing
6 – International	Devistsiotis Kostas N,	Operations Management	1981	McGraw Hill

Online Resources:

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

MOOCs:

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

Elective – Information Technology Management: Course : RDBMS with Oracle

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	IT03	<i>RDBMS with Oracle</i>	
Type	Credits	Evaluation	Marks
Core	4	CES	UE:IE = 70:30

Units	Syllabus – <i>RDBMS with Oracle</i>
Unit No : 1	Introduction to oracle RDBMS: DBMS VS RDBMS, CODD's Rules, Introduction to Oracle: History, Features, Versions of oracle, introduction to oracle RDBMS, Tools of Oracle: SQL, SQL*Plus, SQL Form, SQL Reports.
Unit No : 2	SQL and Components of SQL Defining a database in SQL, Components of SQL: DDL, DML, DCL, DQL, SQL query Rules, Data types, Keywords, Delimiters, Literals. DDL Commands – Defining a database in SQL, Creating table, changing table definition, removing table. Truncating Table. DML Commands- Inserting, updating, deleting data, DQL Commands: Select Statement with all options. Renaming table, Describe Command, Distinct Clause, Sorting Data in a Table, Creating table from a table, Inserting data from other table, Table alias, and Column alias. Data Constraints: Primary key, Foreign Key, NOT NULL, UNIQUE, CHECK constraint
Unit No : 3	Operators, Functions and Joins Arithmetic, Logical, Relational, Range Searching, Pattern Matching, IN & NOT IN Predicate, all, % any, exists, not exists clauses, Set Operations: Union, Union All, Minus, Intersect. Relating data through join concept. Simple join, equi join, non equi join, Self join, Outer join, Sub queries, Aggregate Functions , Numeric Functions, String Functions, Conversion functions, Date conversion functions, Date functions.
Unit No : 4	Database Objects Index: Creating index, simple index, composite index, unique index, dropping indexes, multiple indexes on table, using rowid to delete duplicate rows from a table, Sequence: Creating sequence, altering sequence, dropping sequence. Views: Defining, modifying, deleting views.
Unit No : 5	Introduction to PL/SQL programming Introduction, Advantages, PL/SQL Block, PL/SQL Execution Environment, PL/SQL Character set, Literals, Data types, Variables, Constants, Displaying User Message on screen, Conditional Control in PL/SQL, Iterative Control Structure: While Loop, For Loop, Goto Statement.
Unit No : 6	Advanced Programming Techniques of PL/SQL Cursors: Introduction, Types of Cursors: Implicit Cursor, Explicit Cursors, Parameterized cursors, Programs on cursors,

	Triggers: Introduction, Use of triggers, Types of Triggers, Creating triggers, Examples on Triggers
--	--

Student has to upgrade Knowledge by using below inputs:

Reference Books:

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

Online Resources:

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

MOOCs:

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

Elective – Information Technology Management: Course : Enterprise Business Applications

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	IT04	Enterprise Business Applications	
Type	Credits	Evaluation	Marks
Core Elective	4	CES	UE:IE = 70:30

Course Objectives:

Units	Syllabus – Enterprise Business Applications
Unit No : 1	Introduction (Enterprise Resource Planning) : Evolution of ERP-MRP and MRP II. Introduction to ERP. Basic ERP concepts. Benefits of ERP.
Unit No : 2	ERP and Related Technologies : Business Intelligence, E-commerce & e-Business, Business Process Reengineering, Data Warehousing & Data Mining, On Line Analytical Processing(OLAP), Product Life cycle Management, Supply Chain Management, Customer Relationship Management
Unit No : 3	ERP Implementation : ERP Implementation Life Cycle, Pre-implementation tasks, Requirements Definition, Implementation Methodologies, Process Definition, Dealing with Employee Resistance, Training & Education, Data Migration, Project Implementation & Monitoring, Post Implementation Activities, Success & Failure Factors of an ERP Implementation.
Unit No : 4	Business Modules of an ERP Package: Finance, Manufacturing (Production) , Human Resources, Plant Maintenance,
Unit No : 5	Materials Management, Quality Management, Marketing , Sales , Distribution and Service.
Unit No : 6	ERP Market: (Company and Product Features) SAP AG, Oracle Corporation, PeopleSoft, JD Edwards, SSA Global, Lawson Software. Enterprise Application Integration, ERP and Total Quality Management, Future Directions and Trends in ERP.

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Publisher Company
1 – National	Alexis neon	ERP Demystified	Mcgrawhill
2 – National	V.K. Garg &N.K. Venkita Krishnan 3.	ERP Ware: ERP Implementation Framework	
3 – National	V.K. Garg &N.K. Venkita Krishnan	ERP Concepts & Planning	
4 – International	P.T.Joseph,	E-Commerce A Managerial Perspective	Prentice Hall of India
5 – International	Kalakota and Whinston	Frontiers of Electronic Commerce	Pearson Education

6 – International	https://www.kvimis.co.in/sites/..co.../Gary%20P.Schneider%20Electronic%20Commerce.pdf		
----------------------	---	--	--

Online Resources:

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

MOOCs:

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

Elective – International Business Management: Course : International Marketing**Course : MBA (G) CBCS 2020 – w.e.f. - Year 2020 – 2021**

Semester	Course Code	Course Title	
IV	IB03	International Marketing	
Type	Credits	Evaluation	Marks
Core Elective	4	CES	UE:IE = 70:30

Course Objectives:

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

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book
1 – National	Swapana Pradhan-	- Retailing Management

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

Elective – International Business Management: Course : Global Business Strategies

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	IB04	<i>Global Business Strategies</i>	
Type	Credits	Evaluation	Marks
Core Elective	4	CES	UE:IE = 70:30

Course Objectives:

Units	Syllabus – <i>Global Business Strategies</i>
Unit No : 1	Export – Import – Strategies, Third Party Intermediaries, Cause of Ethical dilemma ‘Is demand always Export’ Technology impact on Export Strategy
Unit No : 2	Global Manufacturing Strategies, Global Supply Chain Management, Ethical Dilemma –supplier relations approach that yields best result
Unit No : 3	Control Strategies – Introduction, Planning, Organizational Structure, Location of Decision making, Control in process of Internationalization, Control Strategy Mechanisms Corporate Culture & Co-ordinating Methods, Control in special situations Acquisitions, Shared ownership
Unit No : 4	Role of legal structure in Control Strategies – Control or No control Constant Balancing Act
Unit No : 5	Collaborative Strategies – Motives for collaborative arrangements, Considerations in collaborative arrangements, Licensing/ Franchising / Contracts/ Joint Ventures/ Equity Alliances
Unit No : 6	Problems of Collaborative Arrangements, Collaborative Importance, Differing Objectives, Control Problems, Cultural Difference, Compatible Partners, Steps to know how Innovation breeds collaboration

Student has to upgrade Knowledge by using below inputs:

Reference Books:

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

International		International Strategy	International Thompson Press
---------------	--	------------------------	---------------------------------

Online Resources:

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

MOOCs:

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

Elective – Agribusiness Management: Course : Use of Information Technology in Agribusiness Management

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	AM03	<i>Use of Information Technology in Agribusiness Management</i>	
Type	Credits	Evaluation	Marks
Core Elective	4	CES	UE:IE = 70:30

Course Objectives:

Units	<i>Syllabus: Use of Information Technology in Agribusiness Management</i>
Unit No : 1	Introduction to Computers: Types of Computer systems, Basic Computer operations, Networks: Internet, Intranet and Extranet Applications, Functional units of Computers, Practical data processing application in business, and Computer applications in various areas of business.
Unit No : 2	The Software: Software types, Systems Software, Classification of Operating System, Application Software, Introduction to Programming Language, Types of Programming Languages. Introduction to Microsoft Office, working with MS Word, MS Excel, MS Power point, Data Base, Data Base Management System
Unit No : 3	Internet, Security and E-Commerce: Introduction, History and Core features of the Internet, Internet Applications, Internet and World Wide Web, Extranet and E-mail, Mobile Computing, Electronic Commerce, Types of E-Commerce and their utilities
Unit No : 4	Management Information Systems: Introduction to MIS, Principles of MIS, Characteristics, functions, structure & Classification of MIS, information for decisions; strategic importance of MIS, MIS in Manufacturing, Marketing, Finance Human Resource Management, Materials & Project Management; ERP: CRM
Unit No : 5	Managing Knowledge: Introduction to Knowledge Management, Organizational Learning and Memory, knowledge management activities, Approaches to Knowledge management, Information Technology in Knowledge Management, knowledge Management Systems implementation, Roles of people in knowledge management, Managerial Issues in Knowledge Management.
Unit No : 6	Corporate Performance Management and Business Intelligence: A framework of Business Intelligence: Concepts and Benefits, Business Analytics: Online analytical processing reporting and querying, Data Text Web mining and Predictive Analytics, Data Visualization, Geographical Information Systems and virtual reality, Real time business intelligence and competitive Intelligence, Business Performance Management Scorecards and Dashboards.

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Publisher Company
1 – National	Turban, McLean, Wetherbe 2003	Information technology for Management,	John Wiley & Son
2 – National	S. Sudalaimuthu,	Computer Application in Business	Himalaya

	S. Anthony Raj. 2008, — II,		Publishing House
3 – National	Jaiswal & Mittal, (2010)	. Management Information Systems,	5 Oxford University Press
4 – International	. O'Brien, J.A. (2004)	Management Information Systems: Managing IT in the Business Enterprise).. (6th edition) Prentice Hall
5 – International	. Lucas, H. C. Jr. (2004).	4 Information Technology For Management. (7th ed	New Delhi: TMH

Online Resources:

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

MOOCs:

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

Elective – Agribusiness Management: Course : Cooperatives Management

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	AM04	<i>Cooperatives Management</i>	
Type	Credits	Evaluation	Marks
Core Elective	4	CES	UE:IE = 70:30

Course Objectives:

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

Student has to upgrade Knowledge by using below inputs:

Reference Books:

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

Online Resources:

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

MOOCs:

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

Elective – Retail Management: Course: Merchandising, Display & Advertising

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	R03	<i>Merchandising , Display & Advertising</i>	
Type	Credits	Evaluation	Marks
Core Elective	4	CES	UE:IE = 70:30

Course Objectives:

Units	<i>Syllabus: Merchandising , Display & Advertising</i>
Unit No : 1	Introduction: stages of merchandise, management process, Developing merchandise plan (a) Decision related to buying organization and its process, (b) Factors to be considered in the process of devising merchandise plan
Unit No : 2	Elements of Merchandise Management: Introduction, issues of merchandise management (a) Sales forecasting, (b) Inventory planning, (c) Logistic.
Unit No : 3	Implementing Merchandise Plan: Steps involved in implementing the plan, (a) Logistic – performance goal, order processing & fulfillment, transportation & warehousing, customer transaction and customer service. (b) Inventory Management – Meaning, Retailer task, inventory levels, Merchandise security, Reverse logistic, Inventory analysis.
Unit No : 4	Fundamentals of Merchandising: (a) Product - Merchandise strategy, Planning, Sourcing, Arranging & display, space management. (b) Pricing – objectives, pricing for markets, pricing calculations, pricing policies, pricing strategies.
Unit No : 5	Promoting the Store: Elements of promotion, communicating the image, selection of promotion mix, advertising and sales promotion, publicity, personal selling and relationship marketing.
Unit No : 6	Display Advertisement: Types of promotion, promotion in the channel, promotional objectives, steps in planning and retail advertising campaign, Management of sales promotion & publicity.

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Publisher Company
1 – National	David Gilbert	Retail Marketing Management	, Pearson Education
2 – National	Agarwal, Bansal, Yadav & Kumar	Retail Management,	PragatiPrakashan, W.K. Road, Merut.
3 – National	MeenalDhotre	, Channel management & Retail Marketing,	Himalaya Publishing House, Mumbai.
4 – International	Andrew J. Newman & Peter	Retailing Environment & operations	Change learning

	Cullen,		
5 – International	Barry Berman & Joel R. Evans	Retail Management – A Strategic Approach	Pearson Education
6 – International	Barry Barman & Joel R. Evans	Retail management,	Prentice Hall of India Pvt. Ltd.

Online Resources:

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

MOOCs:

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

Elective – Retail Management: Course: Supply Chain Management in Retailing

Course : MBA (General) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	R04	<i>Supply Chain Management in Retailing</i>	
Type	Credits	Evaluation	Marks
Core Elective	4	CES	UE:IE = 70:30

Course Objectives:

Units	Syllabus : <i>Supply Chain Management in Retailing</i>
Unit No : 1	Introduction to Supply Chain Management: Meaning, Objectives and Importance, Decision phases, Process View, Competitive and supply chain strategies, Achieving strategic fit, Supply chain drivers.
Unit No : 2	Planning Demand and Supply in Supply Chain: Supply Chain integration, Demand Forecasting in a supply chain, Managing Demand and supply in supply chain, Role of IT in forecasting.
Unit No : 3	Designing the Supply Chain Network: Designing the Distribution Network, Role of Distribution, Factors influencing distribution, Design options, Modeling for supply chain, Network design in Supply Chain.
Unit No : 4	Logistics in Supply Chain Management: Introduction, Elements, Logistics interfaces with other areas, Approach to analyze Logistics System, Logistics System Analysis-Techniques, Factors affecting the cost and Importance of logistics.
Unit No : 5	Sourcing and Pricing in Logistics: I. Sourcing- In-house or outsource, Supplier scoring and assessment, Procurement process, Sourcing-Planning and Analysis II. Pricing- Pricing and Revenue management for multiple customers, Perishable products, Seasonal demand, Bulk and spot contracts.
Unit No : 6	Information Technology in supply Chain Management: Role of IT in Supply Chain management, Customer Relationship Management, Internal Supply Chain management, e-Business and Supply Chain Management, Building strategic partnerships and trust within a supply chain

Student has to upgrade Knowledge by using below inputs:

Reference Books:

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

Online Resources:

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

MOOCs:

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

Elective - Project Management: Course – Advance Project Management

Course: MBA (General) CBCS 2020 – w.e.f. - Year 2020– 2021			
Semester	Course Code	Course Title	
IV	PR03	Advance Project Management	
Type	Credits	Evaluation	Marks
Core Elective	4	CES	UE:IE =70:30

Course Objectives:

Name	Syllabus – Advance Project Management
Unit No: 1	Baseline Cost Structure Introduction to cost structure, Inputs for project costing, Project cost estimation, categories of costs such as Labor cost, Equipment cost, Cost of supplies, Travel cost, Training cost, Overhead cost, etc. Project Procurement process: Plan procurement , Conduct procurement, Control procurement and Close.
Unit No: 2	Project budgeting & activity costing Techniques to estimate project costs - Analogous Estimating, Parametric estimating, Bottom-up estimating, Project Budget planning, Identifying activities and Activity cost estimates, generation of Cost performance baseline, Project funding requirements, Project documents
Unit No: 3	Project Monitoring General aspects of project monitoring, Importance of project monitoring and control, Monitoring and control method, Project monitoring activities, Project monitoring process, Project Monitoring Steps, Monitoring and control techniques, control with Gantt Chart, Earned Value Analysis
Unit No: 4	Project Quality Management Project Quality Management Plan , identifying quality metrics and standard measures for project processes, regulatory compliance requirements, product functionality, documentation, etc., Development of Quality management plan, Process improvement plan, Quality metrics, Quality checklists, Project documents
Unit No: 5	Project Audit Quality Assurance - analyzing project quality, improve project quality, checking whether the quality standards are met, Quality control measurements, Work performance information, checking Project management plan, Project documents updates, Organizational process assets updates
Unit No: 6	Project Human Resource Management Develop human resource plan with the help of Activity resource requirements, Enterprise environmental factors, Organizational processes Acquire project team - Project staff assignments, Resource calendars, Develop project team - improving the team efficiency, team member interaction and enhancing overall team and project performance Manage project team - tracking team member performance, resolving issues, providing feedback and managing a team to optimize project performance. Communication Management: Organizing for Communication, Feedback communication. Reporting system.

Reference Books:

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

Online Resources:

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

MOOCs:

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

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

Course: MBA (General) CBCS 2020 – w.e.f. - Year 2020– 2021			
Semester	Course Code	Course Title	
IV	PR04	Scanning Business Environment for Project	
Type	Credits	Evaluation	Marks
Core Elective	4	CES	UE:IE =70:30

Course Objectives:

Name	Syllabus – Scanning Business Environment for Project
Unit No: 1	Environmental Scanning for Implementing project Importance of environmental scanning for project management, internal and external environment, global environment, SWOT analysis for readiness for project, preparation for unforeseen changes
Unit No: 2	Evaluating Internal Business Environment Corporate mission, corporate culture, and leadership style, Organizational structure and suitability to project, Financial condition of organization, Skill sets of employees
Unit No: 3	Evaluating External business environment Monitoring external business environmental changes ((e.g., regulations, technology, geopolitical, market), Assessing and prioritizing impact on project scope/backlog based on changes in external business environment, Identify options for scope/backlog changes
Unit No: 4	Plan and manage project compliance Project compliance requirements (e.g., security, health and safety, regulatory compliance), Analyzing potential threats to compliance, Use methods to support compliance, Conditions of non-compliance, consequences of noncompliance, Approach and Action to address compliance needs (e.g., risk, legal), Measure the extent to which the project is in compliance
Unit No: 5	Evaluate and deliver project benefits and value Identifying Project Benefits, Creating agreement on ownership for ongoing benefit realization, Establishing measurement system to track benefits, Evaluation of delivery options to demonstrate value, Appraise stakeholders of value gain progress
Unit No: 6	Support organizational change Assess organizational culture, Evaluating impact of organizational change to project, Impact of project on the organization culture

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – International	Worthington, Ian, Britton, Chris, Thompson, Edward	The Business Environment: A Global Perspective	2018	Pearson Education Limited

2 – International	Avraham Shtub and Shlomo Globerson and Jonathan F Bard	Project Management: Processes, Methodologies, And Economics	2nd Edition	Pearson
3 – International	Robert J. Graham	Creating an Environment for Successful Projects: The Quest to Manage Project Management	1st Edition	Jossey-Bass

Online Resources:

Online Resources No.	Web site address
1	https://twproject.com/blog/internal-external-corporate-environmental-factors-project-environment/
2	https://www.itmplatform.com/en/blog/corporate-environmental-factors-that-affect-project-management/
3	https://www.tefen.com/insights/services/operation_Organization/project_management_global_projects
4	https://www.knowledgehut.com/blog/project-management/projects-in-business-environments
5	http://www.opentextbooks.org.hk/system/files/export/15/15694/pdf/Project_Management_15694.pdf

MOOCs:

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