



## **SHRI RAMDEOBABA COLLEGE OF ENGINEERING AND MANAGEMENT, NAGPUR - 440013**

An Autonomous College affiliated to  
Rashtrasant Tukadoji Maharaj Nagpur University,  
Nagpur, Maharashtra (INDIA)

### **PROGRAMME SCHEME & SYLLABI 2017-19**

**DEPARTMENT OF MANAGEMENT TECHNOLOGY (DMT)  
MASTER OF BUSINESS ADMINISTRATION**

**About the department**

An era of excellence dawned with the birth of the Department of Management Technology (DMT). It was established under aegis of Shri Ramdeobaba Kamla Nehru Engineering College with the dream of nurturing and developing managerial talent. The MBA full time program is designed to equip students with domain knowledge of management in different business discipline & to develop leadership skills to develop leadership skills to enable students to make decisions in complex environment.

The Department Management Technology (DMT) has received Overall ranking of 107 across India. It is ranked 19th in Western India, 2nd in Vidarbha & Ranked 1st in the various Institutes Affiliated to RTM Nagpur University. In Industry Institute Interaction category DMT has been ranked 90th position in Western India by Business world 25th June 2012.

**Vision:**

Department of Management Technology envisages to be a place of learning, imparting management education of highest standard to meet the needs of the society.

**Mission:**

To create stimulating environment for learning & research in the field of management thereby creating human resource having managerial competencies and skills to lead the organizations with professional ethics.

No.	Programme Education Objectives
<b>PEO 1</b>	Our management graduates will progress in their career and shall have leadership and managerial skills needed for achieving their organizational objective thereby managing change.
<b>PEO 2</b>	Our management graduates shall have functional management proficiency, diagnostic and problem-solving competency enabling them to act with creativity, innovativeness and entrepreneurial spirit.
<b>PEO 3</b>	Our management graduates will demonstrate values & professional ethics and become socially responsible & committed professionals.

**Program Outcomes**

MBA graduates will have necessary domain knowledge in the functional areas of business to achieve organizational objectives.

MBA graduates will have the necessary managerial skills and abilities.

MBA graduates will have necessary ability to work and lead effectively in the team based environment.

MBA graduates will have the analytical and critical thinking abilities for data based decision making and problem solving.

MBA graduates will understand ethical issues and will be able to demonstrate professionalism and ethical behavior.

MBA graduates will have an ability to understand the business environment and will be able to demonstrate entrepreneurial ability in new or existing enterprise.

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**Dr. R.S. Pande**

Principal

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ISO 9001 : 2008 CERTIFIED ORGANISATION

## I Semester Master of Business Administration

Sr. No.	Course Code	Course Name	Maximum Marks						Exam Duration
			L	P	Credits	Internal Assessment	End Semester Examination	Total	
1	MBT551	Financial Management	4	-	4	40	60	100	3
2	MBT552	Marketing Management	4	-	4	40	60	100	3
3	MBT553	Human Resource Management	4	-	4	40	60	100	3
4	MBT554	Entrepreneurial Development	4	-	4	40	60	100	3
5	MBT555	Financial Accounting	4	-	4	40	60	100	3
6	MBT556	Perspective Management	2	-	2	20	30	50	2
7	MBT557	Information Technology Management	2	-	2	20	30	50	2
8	MBT558	Quantitative Decision Making	2	-	2	20	30	50	2
9	MBP551	IT Skill Lab	-	2	1	25	25	50	-
10	MBP552	Communication Skill Lab	-	2	1	25	25	50	-
11	MBT559	Business Ethics	2	-	-	-	-	-	-
		<b>Total</b>	<b>28</b>	<b>4</b>	<b>28</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## II Semester Master of Business Administration

Sr. No.	Course Code	Course Name	L	P	Maximum Marks				Exam Duration
					Credits	Internal Assessment	End Semester Examination	Total	
1	MBT560	Organization Behaviour & Development	4	-	4	40	60	100	3
2	MBT561	Applied Operations Research	4	-	4	40	60	100	3
3	MBT562	Strategic Management	4	-	4	40	60	100	3
4	MBT563	Cost & Management Accounting	4	-	4	40	60	100	3
5	MBT564	Operations Management	4	-	4	40	60	100	3
6	MBT565	Managerial Economics	2	-	2	20	30	50	2
7	MBT566	Business Legislation	2	-	2	20	30	50	2
8	MBT567	Business Research Methods	2	-	2	20	30	50	2
9	MBP555	Lab 1	-	2	1	25	25	50	-
10	MBP555	Lab 2	-	2	1	25	25	50	-
11	MBT568	Environment Management	2	-	-	-	-	-	-
		<b>Total</b>	<b>28</b>	<b>4</b>	<b>28</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Lab Courses (select any two courses)

Sr. No.	Course Code	Course Name	L	P	Maximum Marks				Exam Duration
					Credits	Internal Assessment	End Semester Examination	Total	
1	MBP555-1	Analytical skill lab	-	2	1	25	25	50	-
2	MBP555-2	Corporate Grooming Lab	-	2	1	25	25	50	-
3	MBP555-3	Marketing Lab	-	2	1	25	25	50	-
4	MBP555-4	Financial Modeling Lab	-	2	1	25	25	50	-
5	MBP555-5	Quality Control Lab	-	2	1	25	25	50	-
6	MBP555-6	Advanced Spreadsheet Lab	-	2	1	25	25	50	-

## III Semester Master of Business Administration

Course Name	L	P	Credits	Maximum Marks			Exam Duration	
				Internal Assessment	End Sem Exam	Total		
<b>Specialization 1 (4 Papers)</b>								
Four Electives from the Specialization groups offered (Please refer list of electives)	Elective 1	4	0	4	40	60	100	3
	Elective 2	4	0	4	40	60	100	3
	Elective 3	4	0	4	40	60	100	3
	Elective 4	4	0	4	40	60	100	3
<b>Specialization 2 (4 Papers)</b>								
Four Electives from the Specialization groups offered (Please refer list of electives)	Elective 1	4	0	4	40	60	100	3
	Elective 2	4	0	4	40	60	100	3
	Elective 3	4	0	4	40	60	100	3
	Elective 4	4	0	4	40	60	100	3
Summer Internship of 4 weeks (MBP 600)								
<b>Total</b>			<b>32</b>	<b>0</b>	<b>37</b>			

## Winter Term - Master of Business Administration (Optional) (Between Semester III and IV)

Course Name	L	P	Credits	Maximum Marks			Exam Duration	
				Continuous Assessment	End Sem Exam	Total		
<b>Specialization 2 (2 Papers)</b>								
1) Two Elective Subjects from Management Basket Specialization (Please refer list of electives)	Elective 7	4	0	4	40	60	100	3
	Elective 8	4	0	4	40	60	100	3

**IV Semester Master of Business Administration**

Course Name	L	P	Credits	Maximum Marks			Exam Duration	
				Continuous Assessment	End Sem Exam	Total		
<b>Specialization 1 (2 Papers)</b>								
1) Two Elective Subjects from one of the specialization selected in Semester III, <b>(Please refer list of electives)</b> Or 2) Two Industry Offered Elective Courses (One full Semester internship under Industry Internship Scheme)	Elective 5	4	0	4	40	60	100	3
	Elective 6	4	0	4	40	60	100	3
<b>Specialization 2 (2 Papers)</b>								
1) Two more Elective Courses from specialization I. Or 2) Two Elective Courses from specialization II. Or 3) Two open Elective Courses from any other specialization/s apart from specialization I & II.	Elective 7	4	0	4	40	60	100	3
	Elective 8	4	0	4	40	60	100	3
MBP 601	Project	-	12	6	100	100	200*	3
<b>Total</b>		<b>16</b>	<b>12</b>	<b>22</b>				

**Industry Internship Scheme**

**Note:** Students who wish to avail this scheme need to complete the following requirements -

- 1) To opt for winter term, students should have passed all the courses of Ist and IInd Semester.
- 2) To avail full semester internship, following are the requirements -
  - a) He/ She should successfully completed winter term.
  - b) The application should be accepted and approved by the technical screening committee constituted by the department for approval of the internship.
  - c) The student who has successfully completed winter term but did not opt for industry internship scheme or his / her application for industry internship scheme is not accepted by the technical screening committee shall have to opt for Two Elective courses from one of the Specialization selected in Semester III.

<b>*Project Assessment</b>		
	Marks	
Viva-Voce	50	Assessment by External Examiner
Project defense through Presentation	50	
Overall Project Valuation	100	Assessment by Internal Examiner
<b>Total Marks</b>	<b>200</b>	

**List of Electives :**

Students have to select any two Specializations. In Semester III students will be taught four Elective Courses from specialization I & II each. In Semester IV students shall exercise one of the three options:

1. Student can select 4 Elective Courses from specialization I.
2. Student can select 2 Elective Courses from specialization I & II.
3. Student can select 2 Elective Courses from specialization I and 2 open Elective Courses from any other specialization/s apart from specialization I & II.

**Second Year – Elective Subjects**

Course Code	Elective
<b>Marketing Management</b>	
MBT651-1	Integrated Marketing Communication
MBT651-2	Brand Management
MBT651-3	Retail Management
MBT651-4	Sales & Distribution Management
MBT651-5	Service Marketing
MBT651-6	Rural Marketing
MBT651-8	Customer Relationship Management
MBT651-9	Industrial Marketing
MBT651-10	International Marketing
MBT 651-11	Marketing Analytics
MBT 651-12	Social Marketing
MBT 651-13	Digital Marketing
MBT 651-14	Consumer Behaviour
MBT 651-15	Marketing Research
<b>Finance</b>	
MBT 652-1	Corporate Taxation
MBT 652-2	Security Analysis
MBT 652-3	International Finance and Trade
MBT 652-4	Derivatives & Risk Management
MBT 652-5	Project Planning & Financing
MBT 652-6	Commercial Banking in India
MBT 652-7	Financial Services & Merchant Banking
MBT 652-8	Management Control System
MBT 652-9	Portfolio Management
MBT 652-10	Mergers & Acquisition and Corporate Restructuring
MBT 652-11	Wealth Management#
MBT 652-12	Insurance Management
<b>Human Resource Management</b>	
MBT653-1	Advanced Organizational Behavior
MBT653-2	HR Audit & Analytics
MBT653-3	Human Resource planning
MBT653-5	International HRM
MBT653-7	Organization Theory : Structures and Design
MBT653-8	Performance & Compensation Management
MBT653-9	Recent Trends in HRM
MBT653-10	Training & Development
MBT653-11	Organization Development
MBT653-12	Competency Mapping #
MBT653-13	Employer Branding #
MBT 654-14	Industrial Relation
MBT 653-15	Labour Laws

<b>Industry Offered Elective</b>	
MBT658-1	- Elective - 1
MBT658-2	- Elective - 2

#mark courses are industry offered electives

Course Code	Elective
<b>Operations Management</b>	
MBT654-1	Operations Planning & Control
MBT654-2	Supply Chain Management
MBT654-3	Services Operation
MBT654-4	Project Management
MBT654-5	Quality Management
MBT654-6	World Class Manufacturing
MBT654-7	Enterprise Resource Planning
MBT654-8	Advanced Operation research
MBT654-9	Contract Management Practices
MBT654-10	Lean Management
MBT 654-11	Ergonomics in industrial Health & Safety Management
<b>International Business</b>	
MBT655-1	International Financial Markets
MBT655-2	Foreign Exchange Management
MBT655-3	International Marketing
MBT655-4	Export Import Procedures
MBT655-5	International Economic Organizations
MBT655-6	India's Foreign Trade Policy
MBT655-7	Managing International Business Organizations
MBT655-8	International Logistics Management
<b>Entrepreneurship and Family Business</b>	
MBT656-4	Managing Human Capital
MBT656-5	Product and Brand Management
MBT656-6	Purchase and Material Management
MBT656-9	Advance Management Accounting
MBT656-10	International Business
MBT 656-11	Launching & Managing an Enterprise
MBT 656-12	Buying an Existing Business
MBT656-13	Entrepreneurial Innovation
MBT 656-14	B2B Marketing
MBT 656-15	Knowledge Entrepreneurship
MBT 656-16	Family Business Management
MBT 656-17	Business Tax Planning
MBT 656-18	Entrepreneurial Finance
MBT 656-19	Logistics Management
<b>Management</b>	
MBT 657-1	Creativity & Innovations
MBT 657-2	Leadership Skills
MBT 657-3	Business Analytics#
MBT 657-4	Sociology
MBT 657-5	Technical Analysis & Report Writing

## SYLLABUS OF SEMESTER I, MBA. (Master of Business Administration)

Course Code: MBT551

Course: Financial Management

L:4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. Knowledge of basics of Financial Management Concepts, Indian Capital Markets and Time Value of money.
2. Ability to appreciate the preferred capital and its cost.
3. Understanding of EBIT-EPS Analysis, evaluation of various financing plans and importance of leverages.
4. Understanding of concept of dividends and various dividend valuation models.
5. Understanding of operating cycle and other aspects of working capital management.
6. Ability to appreciate the importance of Capital Budgeting Techniques like ARR, IRR, NPV and PI.

**Unit I :**

**Introduction To financial Management** - Concept of business finance, finance function, scope, organization, Responsibilities of finance executive, Goals & objectives of financial management, Functional areas, overview of Indian Capital Markets, Time value of Money.

**Unit II :**

**Cost of Capital**- Long Term sources of finance, Cost of Capital : Concept, meaning, principles & importance, Introduction to Trading on equity, Opportunity Cost of capital, Cost of different sources of finance, weighted average cost of capital & factors affecting cost of capital. **(Long term sources of finance.)**

**Unit III :**

**Capital structure** - Meaning, concept of optimal capital structure, Computation of leverages, Capital gearing & leveraging, EBIT-EPS analysis.

**Unit IV:**

Dividend policies Decision- Concept, determinants and factors affecting, relevance and irrelevance concept, dividend valuation models - Gordon, Walter and Modigliani-Miller models and Stability of dividends.

**Unit V :**

**Working capital Management**- Concept of working Capital, significance, types Factors affecting working capital needs, financing approaches for working capital, and Methods forecasting working capital requirements. **(Financing approaches for working capital)**

**Unit VI :**

**Investment Decision** - Capital budgeting - Nature and significance, techniques of capital budgeting - Pay Back Method, Accounting rate of return, Internal Rate of Return, Net Present Value and profitability index.

**Text Book :**

1. Financial Management by R P Rustagi, Taxmann's Publication

**Reference Books:**

2. Financial Management by Khan & Jam, Tata Mcgraw Hill
3. Financial Management by Dr. P C Tulsian, S Chand
4. Financial Management Principles and Practice by G. Sudarsana Reddy, Himalaya Publishing House.
5. Financial Management by Ravi Kishore, Taxmann

## SYLLABUS OF SEMESTER I, MBA. (Master of Business Administration)

Course Code : MBT552

L:4 Hrs., P:0 Hrs., Per week

Course : Marketing Management

Total Credits : 4

**Course Outcomes :**

1. To understand basic concepts of marketing.
2. To understand consumer buying behavior and marketing research process.
3. To develop knowledge about segmentation targeting and positioning.
4. To build understanding of product management.
5. To understand pricing mechanisms and communication process.
6. To build understanding of market evaluation and control as well as learn regarding. ethical and legal issues in marketing.

**Unit I :**

Understanding Marketing Management: Core Concepts of Marketing, nature and concept of Marketing, Marketing Mix, Service Marketing, Steps in the Marketing Process, Nature and contents of marketing plan, Scanning the Marketing environment

**Unit II :**

Consumer Behaviour: Consumer behaviour, buying decision process, organizational buying, Customer Relationship Management, marketing research and demand forecasting

**Unit III :**

Market Positioning: Market Segmentation and Targeting, Positioning and Repositioning; Marketing Strategies

**Unit IV:**

Product Management: Meaning of product, product classification, product levels, product policies, Product life cycle and new product development, Product differentiation

**Unit V :**

Pricing, IMC & Distribution: Pricing objectives, methods and pricing policies; Channel design and management, Understanding the communication process, Managing advertising; Sales promotion, Public relations and direct marketing.

**Unit VI :**

Market Evaluation and Controls: Types, process, obstacles to marketing control - Marketing Audit, Social, Ethical and Legal Issues in Marketing.

**Text Book :**

1. Marketing Management-A South Asian Perspective: Philip Kotler, Kevlin Lane Keller, Prentice Hall

**References Books :**

1. Marketing Management-Planning, Implementation and Control: V.S. Ramaswamy and S.Namakumari, McMillan
2. Marketing Management: Rajan Saxena, Tata McGraw-Hill
3. Introduction to Marketing Management: Adrian Palmer, Oxford University Press.
4. Basic Marketing 15th edition: William D Perreault R, Tata McGraw-Hill

## SYLLABUS OF SEMESTER I, MBA. (Master of Business Administration)

Course Code: MBT553

L:4 Hrs., P:0 Hrs., Per week

Course : Human Resource Management

Total Credits : 4

**Course Outcomes :**

1. Understand roles and responsibilities of HR department in industries.
2. Have knowledge to understand job analysis and design jobs.
3. Understand job evaluation and how to estimate HR requirements.
4. Be able to conduct recruitment & selection process.
5. Be able to identify the training methods and understand the concept of performance appraisal.
6. Know the current trends in HRM.

**Unit I :**

Introduction to HRM: Nature, scope, objectives, importance and functions of HRM; Evolution of the concept of HRM; Human resource management in India; Role of HR Manager; HR Practices in Industry

**Unit II :**

Job Analysis & Design : Job Analysis – Meaning; Uses; Process and methods of collecting data for job analysis; Job Description; Job Specifications; Factors affecting Job Design; Techniques of Job Design.

**Unit III :**

Job Evaluation and Human Resources Planning: Objectives of Job Evaluation; Advantages and Limitations of Job Evaluation. Human Resources Planning: Concept, Need for Human Resources Planning; Process of Human Resources Planning.

**Unit IV :**

Recruitment & Selection: Factors Affecting Recruitment; Sources of Recruitment; Selection Process, Methods of selection – Interviews, Tests; Induction Program; Problems in Induction.

**Unit V :**

Training & Development & Performance Management: Objectives and Importance of Training; Process of Training & Development, Classification of Training Methods/Techniques; Reasons of Training Failure. Performance Appraisal: Introduction to Performance Appraisal, Errors during Appraisal.

**Unit VI :**

Employee Remuneration & Current Trends in HRM: Compensation (Direct & Indirect). Introduction to: Strategic HRM, Balance Scorecard, Organization Citizenship Behaviour, HR Audit, Competency Mapping, Employee Engagement (Sara Cook Model).

Students will undergo a project on any one of the six units.

**Text Book :**

1. Human Resource and Personnel Management-Text and cases: K. Aswathappa, McGraw- Hill Publishing co. ltd.

**Reference Books :**

1. Human Resource Management, Ninth Edition: R.Wayne Mondy, Robert M, Noe, Pearson Education
2. A Text book of Human Resource Management: C.B. Mamoria & S.V.Gankar, Himalaya Publishing House
3. Human Resource Management: P. Jyothi, Publication, Oxford University Press.

**SYLLABUS OF SEMESTER I, MBA. (Master of Business Administration)**

**Course Code: MBT554**

**L:4 Hrs., P:0 Hrs., Per week**

**Course : Entrepreneurship Development**

**Total Credits : 4**

**Course Outcomes :**

1. To understand the logic and logic and mechanics of a business enterprise.
2. To develop the components of Business Model Canvas.
3. To understand Customer Discovery and minimum viable product.
4. To understand Components of Business Plan.
5. To understand Go to Market and Revenues.
6. Team Business Plan Presentation.

**Unit I :**

**Overview, Idea Generation/Evaluation :** Course structure & overview, Startup, Types & stages of start-up, Idea generation strategies, Target size of market/business, Case Study **Entrepreneur's Manifesto** : 14 points about being Entrepreneurial in your company, Big Company versus Startup Mindset, Case Study : Webvan and Peter Relan **Business model canvas** : Components of business model and canvas, Boot-strap financing, angels/VCs - elevator pitch, presentation & business plan, Case Study.

**Unit II :**

Components of BMC Value proposition and Differentiation, Customer Segmentation, Customer relationships, Channels, Key Partnerships, Key activities, Key Resources, Revenue streams, Cost Structure, Case study of Evernote, business accelerator.

**Unit III :**

Customer Discovery : The need for Customer feedback, Product Market Fit, The Customer Discovery Process, Business Model Canvas, Presentations : Business Narrative, Presentations of BMC, business model to establishing a complete Business plan. Business Plan Sections : Viable Product (MVP) & agile engineering : Definition of MVP, Planning an agile engineering team for quick change in business model (pivot), Start-up team & communication method, Customer Discovery and Validation.

**Unit IV :**

Business Narrative and Go ahead Decision Process : Developing the Business Narrative after Validating the BMC, Go Ahead Decision Process, Basics of Business Plan.

**Unit V :**

Detailing Business Plan : Team and Technology : Ideal Team composition, Technology and Solution Detailing Business Plan - Go to market and revenues : Go to market strategies and cost modeling.

**Unit VI :**

Detailing Business Plan : Competition and Milestones : Competition Analyss and Positioning. Milestones  
Product development Business Plan Presentation : Team Presentations Business Plan.

**Text Book :**

The Start-up Owner's Manual : The Step-by-Step Guide for Building a Great Company, by Steve Blank & Bob Dorf. (Available in Kindle also)

**Reference Books :**

1. The Art of War, Sun-Tzu (Sun Tzu : The Art of War . . . free epub book. at <http://www.epubooks.com/book/692/the-art-of-war>)
2. Hope is not a Strategy, Rick Page
3. Innovation and Entrepreneurship, Peter Drucker.
4. Biographies of Andy Grove, Bill Gates, Larry Ellison, Googl Founders, etc.
5. Straight from the Gut and Winning, Jack Welch
6. How to Drive your competition crazy, guy Kawasaki
7. Crossing the Chasm, Geoffrey Moore
8. Differentiate or Die, jack Trout

**SYLLABUS OF SEMESTER I, MBA. (Master of Business Administration)**

**Course Code : MBT555**

**Course : Financial Accounting**

**L:4 Hrs., P:0 Hrs., Per week**

**Total Credits : 4**

**Course Outcomes :**

1. Understanding of the Basic concepts, pillars & terms of accounting.
2. Getting acquainted with recording of transaction in books of accounts.
3. Understanding of Cash Book & importance o Bank Reconciliation Statement.
4. Understanding Depreciation.
5. Getting acquainted with preparation of final accounts of service providing firms.
6. Getting acquainted with vertical format of final accounts of companies.

**Unit I :**

**Introduction :** Book Keeping : Definition & objectives. Financial Accounting : definition & Scope, objectives, advantages & limitation. Accounting v/s Book Keeping, Branches of Accounting, users of accounting information, Terms used in accounting, Accounting Principles, Concepts and Conventions.

**Unit II :**

**Recording of transactions :** Accounting Process, Journals, Ledger and Preparation of Trial Balance.

**Unit III :**

**Cash Book & Bank Reconciliation Statement :** Cash Book, Meaning, need & importance of Bank Reconciliation Statement, Preparation of Bank Reconciliation Statement.

**Unit IV :**

**Depreciation :** Meaning, need & importance of depreciation, methods of charging depreciation (WDV & SLM)

**Unit V :**

**Preparation of final accounts of Professional / Service establishments :** Preparation of Income and Expenditure Account and Balance sheet of Professional / Service establishments.

**Unit VI :**

**Preparation of Company final accounts :** Introduction to Company final accounts such as Profit & Loss Account and Balance Sheet (Vertical format)

**Text Books :**

1. Advance Accounting, Dr. Ashok Sehgal, Dr. Deepak Sehgal, Vol-I, Taxmann's

**Reference Books :**

1. Financial, Cost and Management Accounting, Dr. P. Periasamy, 2nd Edition, Himalaya Publishing House.
2. Advance Accounts Volume I by M.C. Shukla, T.S. Grwal, S.C. Gupta by S. Chand & company New Delhi.





## SYLLABUS OF SEMESTER I, MBA. (Master of Business Administration)

Course Code : MBT556

Course : Perspective Management

L:2 Hrs., P:0 Hrs., Per week

Total Credits : 2

**Course Outcomes :**

1. To understand the conceptual framework of management and its relationship with administration.
2. To understand various development of management thoughts.
3. To understand planning, planning premises.
4. To understand various decision making conditions.
5. To understand the importance of Span of control and delegation of authority.
6. To find out effective ways for effective coordination.

**Unit I :**

Introduction to Management : Nature – Function – Definition – Importance of Management – Scope of Management – Is management a science or art? – Management Functions and skills – Development of Management Thought (Contribution of Taylor, Fayol, Hawthorne experiments).

**Unit II:**

Planning & Decision Making: Concept – Nature – Importance – Types of Planning – Strategic and Operational Plans (Policy, Procedures, Methods, Rules, Budget, Mission, Objectives) – Process of Planning – Barriers to effective planning – Making Planning effective – Planning Premises (Concept & types). Decision Making: Concept – Types – Approaches to Problem Solving - Steps involved– methods of decision making – Committee Decision Making.

**Unit III:**

Organizing and Coordination: Principles of organization, organization as structure, Departmentation, Span of Control, Delegation of Authority, Authority & Responsibility, Accountability - Authority, relationship – Line function and staff – Basics of delegation of responsibility and authority. Centralization and decentralization of authority and the pros and cons of each – Span of control – Pros and cons of narrow and wide spans of control. Coordination & Directing: Importance and need for coordination – Principles of coordination – Methods of achieving effective coordination.

**Text Book :**

1. Principles and Practice of Management: L M Prasad, Sultan Chand & Sons educational, New Delhi

**Reference Books :**

1. Management Theory and Practice: P SubbaRao, Himalaya Publishing House
2. Principles of Management: Dr. NeeruVasishth, Taxmann's Publication
3. Management Principles, Processes and Practices: Anil Bhat & Arya Kumar, Oxford Publications

## SYLLABUS OF SEMESTER I, MBA. (Master of Business Administration)

Course Code : MBT557

Course : Information Technology Management

L:2 Hrs., P:0 Hrs., Per week

Total Credits : 2

**Course Outcomes :**

1. Knowledge of Information technology concepts and its impact on strategic, tactical and operational components of business.
2. Knowledge of Information Analytics
3. Knowledge of Database Management System
4. Knowledge of cloud computing
5. Knowledge of E-commerce concepts and various E-commerce transaction models
6. Knowledge of New Trends and Technologies.

**Unit I :**

**Information Technology Concept :** IS Concepts & Definitions, Classification and types of IS, IT support to Business Process & People. Information Analytics : SEO, Google analytics.

**Unit II :**

**Data management and Security :** File Management System (FMS), Database Management System (DBMS/RDBMS), DBMS Model, Data Mining, Data Warehousing, Data Marts, Data Centers, Cloud and cloud computing.

**Unit III :**

**E-Commerce and Emerging Technologies :** Overview of E-Business & E-Commerce, E-C Transaction Models, Revenue Models E-C Mechanisms, Payment & Order fulfillment, ERP, CRM, BPO, KPO, Wi-Fi, WiMax.

**Text Books :**

1. Information Technology for Management, 7th Edition, Efraim Turban, Linda Volonino, Wiley India.

**Reference Books :**

1. Management Information System (South-Asian Perspective), Cenage Learning, Nilanjan Chattopadhyay, CENAGE Learning
2. Management Information System - By Javadekar, W.S., Tata MacGraw Hill Publication
3. Management Information System - By CSV Murthy, Himalaya Publication
4. Computer Application in Business - By Dr. R. Parameswaran, S. Chand Publication, 2012

**SYLLABUS OF SEMESTER I, MBA. (Master of Business Administration)****Course Code: MBT 558****Course : Quantitative Decision Making****L:2 Hrs., P:0 Hrs., Per week****Total Credits : 2****Course Outcomes :**

1. To understand the measures of Central Tendency
2. To understand the measure Dispersion
3. To understand the degree of relationship between the variables
4. To understand the interdependency between the variables
5. To understand the trend movement and its analysis based on past data
6. To understand the different probability distribution.

**Unit I :**

Classification & Tabulation: Graphical representation: Histogram, Frequency polygon. Measures of Central Tendency - Arithmetic Mean, Median, Mode, Comparison of Mean, Median and Mode, Standard Deviation, Coefficient of Variance.

**Unit II :**

Regression and Correlation Analysis - Regression: Method of Least Squares, Regression Coefficient, Standard Errors of Estimate. Correlation: Karl Pearson, Coefficient of Determination, Rank Correlation.

**Unit III :**

Probability Distributions: Normal Distribution, Poisson distribution, Binomial Distribution Normal Curve, Time series Analysis

**Text Book :**

1. Business Statistics; Dr. S K Khandelwal, International Book House Pvt. Ltd.

**Reference Books :**

1. Statistical Methods; S P Gupta, S Chand Publishing & Co
2. Business Mathematics & Statistics; N G Das & J K Das, McGraw Hill Publishing house.

**SYLLABUS OF SEMESTER I, MBA. (Master of Business Administration)****Course Code : MBP551****Course : IT Skill Lab****L:0 Hrs., P:2 Hrs., Per week****Total Credits : 1****Course Outcomes :**

1. Gain proficiency in the use of relative and absolute references to create a spreadsheet.
2. Format a worksheet to include boldface, italic shading, and borders; change font and/or alignment of a selected entry.
3. Use IF function to implement decision making in a worksheet and apply the logical functions wherever necessary
4. Apply sorting methods to the data and can filter the data as per described conditions.
5. Draw different kind of charts.
6. Perform lookup functions in the spreadsheet.

**Unit I :**

Basics of Excel, Using keyboard shortcuts in excel, Generic formulas - Round, Count, Sum, Min, Max, Average, Sumproduct, Countif, sumif, Format Painter, Paste Special, Cell Referencing, Remove Duplicates.

**Unit II :**

Sorting, filtering, Basics of Charts - Bar, Column and Pie, Financial Formulas - NPV, IRR, Lookup Function – Hlookup, Vlookup.

**Unit III :**

Logical formulas- IF, AND, OR, What if Analysis, Pivot Table,

**Text Books :**

1. Computer Applications in Management, by Sarabjit Singh, Sumeet Sharma, Regal Publication, New Delhi

**Reference Book :**

1. Excel : Quick start guide from beginner to expert by William Fisches.

## SYLLABUS OF SEMESTER I, MBA. (Master of Business Administration)

Course Code : MBP552

Course : Communication Skill Lab

L:0 Hrs., P:2 Hrs., Per week

Total Credits : 1

**Course Outcomes :**

1. Knowledge of fundamentals of communication.
2. Understanding how to make communication effective.
3. Knowledge of making business writing effective.
4. Understanding the mechanics of written communication.
5. Understanding of written communication.
6. Ability to write effective business correspondence.

**Unit I :**

**Fundamentals of Communication :** Communication and its Role in Business, Process of Communication, Forms of Communication, Media of Communication, and Barriers to Communication, Essentials of good communication.

**Unit II :**

Effective business writing: Style, word-usage, organization, Revising and proofreading, Writing for maximum effect.

**Unit III :**

Written Communication: Business Correspondence - Letters and Email etiquettes, Report Writing. Meeting-Agenda, Minutes. Internal Communication-Notices, Memos & Circulars.

**Text Book :**

1. Business Communication, by Sona Prasad, Sai Jyoti Publication.

**Reference Book :**

1. Basic Business Communication - By Lesikar, R.V. and M.E. Flatley, New York. McGraw-Hill.
2. Business Communication - By Nawal, Cenage India Learnin

## SYLLABUS OF SEMESTER I, MBA. (Master of Business Administration)

Course Code : MBT559

Course : Business Ethics

L:2 Hrs., P:0 Hrs., Per week

Total Credits : 0

**Course Outcomes :**

1. Help to take ethical decisions.
2. To understand the theory of Ethics.
3. To understand the importance of CSR.
4. To understand the need of Corporate Governance to conduct a business..
5. To understand various ethical issues in functional areas.
6. To understand ethical challenges expected at Workplace.

**Unit I :**

Ethics - An introduction: Concept of ethics, Business Ethics, Moral development pyramid, Normative Framework-Principle of personal benefit, Principle of Social Benefit, Principle of Neutralization, Categorical Imperative, Principle of Duty, Principle of Justice and Principle of Lawfulness. Approaches / Theories of ethics – Gandhian Approach, Friedman's Economic theory, Kant's Deontological theory, Mill & Bentham's Utilitarianism theory, Case studies

**Unit II :**

Corporate Social Responsibility : Business & its stakeholders, Social Responsibility – Concept of CSR, Role of NGO, Environmental Ethics – concerns, issues & case studies, Corporate Governance : Objectives, issues, features, Corporate Governance codes – Cadbury report, CII recommendations, Corporate Governance for public sector, Corporate Governance & Investment – ethical investing, Insider trading, Case.

**Unit III :**

Ethical Issues in Financing, Marketing, HRM, Information Technology, Workplace and other related issues.

**Text Books :**

1. Business Ethics: C S V Murthy, Himalaya Publishing House
2. Entrepreneurship: Rajeev Roy, Oxford Publications

**Reference Books :**

1. Business Ethics – Concept & Practice: B. H. Agalgatti & R. P. Banerjee – (Nirali Publication)
2. Essentials of Entrepreneurship & small Business Management: Zimmerer & Scarborough, PHI
3. Business Ethics: Crane – Pub. By Oxford Press
4. Corporate Governance & Business Ethics: (Text & Cases), U. C. Mathur, Macmillan India Ltd.

**SYLLABUS OF SEMESTER II, MBA (Master of Business Administration)****Course Code: MBT560****Course : Organization Behaviour & Development****L:4 Hrs., P:0 Hrs., Per week****Total Credits : 4****Course Outcomes :**

1. Understanding of the basic concepts of OB.
2. Clarity with respect to individual behavior, personality and motivation.
3. Understanding of perception, attitude and values.
4. Better understanding of working in groups and handling interpersonal conflicts.
5. Understanding of organization culture.
6. Skills to handle organizational change.

**Unit I :**

Introduction to Organization Behavior: Definition, Importance, Scope, Need, Fundamental Concepts of OB, Evolution of OB

**Unit II :**

Individual Behavior & Motivation: Foundations of Individual Behavior, Meaning of personality, Theories of personality, Motives – Definition, Importance, Characteristics and Classification of motives – Primary & Secondary motives, Theories of Motivation: Maslow, Herzberg's hygiene & motivators, ERG theory. McClelland's achievement theory and Expectancy theory.

**Unit III :**

Perception, Attitudes and Values: Importance & Factors influencing Perception, Perception process, Attitude – Components of attitudes, Attitudes and cognitive consistency, Job satisfaction: Determinants & Measurement of Job Satisfaction.

Values – Sources and types of values (This part will be for self study)

**Unit IV :**

Group Dynamics & Conflict Management: Concept of Group & Team. Process of Group Formation – Formal and Informal Groups, Conflict Management: Traditional vis-à-vis Modern view of conflict, Types of conflict – Intrapersonal, Interpersonal, Group & Organizational.

**Unit V :**

Organization Culture: Creation of culture, organization culture – levels, types, strategies for sustaining culture.

**Unit VI :**

Organization Change: Change – nature, levels types, Pressures for change, Force field theory for change, The Domino effect, Responses to change, Change process, Resistance to change.

Students will have to undergo a project on “Study of Organization Culture”. (The organization will be selected by the student)

**Text Book :**

1. Organization Behavior Text, Cases & Games: K Aswathappa, Himalaya Publishing House

**References Books :**

1. Organization Behaviour: Luthans 8th Tata McGraw Hill
2. Organization Behaviour: Robbins, 9th Pearson Education Asia
3. ORGB: Nelson, Quick, Khandelwal, 2nd, Cengage Learning

**SYLLABUS OF SEMESTER II, MBA (Master of Business Administration)****Course Code: MBT561****Course : Applied Operations Research****L:4 Hrs., P:0 Hrs., Per week****Total Credits : 4****Course Outcomes :**

1. Student will be able to understand a business problem and will be able to formulate a solution model for the same
2. Student will be able to apply sensitivity analysis to business problems giving them more decision alternatives
3. Student will be able to do forward and backward calculations to arrive at a correct decision
4. Student will be able to do financial analysis of competition
5. Student will be able to develop a mathematical model of business process and apply it to validate the processes
6. Student will be able to account for limitations of LP and apply it in several areas of managerial Decision Making.

**Unit I :**

Linear Programming problem, Formulation of problem, Graphical method.

**Unit II :**

Simplex Technique, Interpretation, Duality, Sensitivity Analysis

**Unit III :**

Integer Linear Programming, Gomory's Method, Branch and bound Method

**Unit IV :**

Game theory, Saddle point, Dominance rule, Algebraic method, arithmetic method, Method of matrices, Graphical method.

**Unit V :**

Simulation, Monte Carlo Simulation Technique, Stochastic Simulation and Random Numbers, Types of Simulation Problems, Advantages, Disadvantages.

**Unit VI :**

Decision Theory and Decision Tree analysis, Types of Decision Making Environments, Optimism. Pessimism, Decision making under risk, decision tree analysis, decision making with utilities.

**Text Books :**

1. Operations Research – J. K. Sharma – McMillan

**Reference Books :**

1. Operations Research – Hamdy Taha, Pearson Publications
2. Introduction to Operations Research- Hillier & Liberman – McGraw Hill
3. Quantitative Techniques in Management by N. D. Vohra – Tata McGraw Hill
4. Operations Research - Paneersevam – Prentice Hall of India
5. Operations Research – Hira and Gupta – S. Chand & Co.

**SYLLABUS OF SEMESTER II, MBA (Master of Business Administration)****Course Code: MBT562****Course : Strategic Management****L:4 Hrs., P:0 Hrs., Per week****Total Credits : 4****Course Outcomes :**

1. Students will understand the integrative nature of strategic management.
2. Students will know the importance of environment analysis in formulating strategy and will be able to analyze external environment.
3. Students will be able to analyze internal environment.
4. Students will be able to understand long term objective and grand strategies.
5. Students will be able to understand and evaluate strategic alternatives .
6. Students will be able to understand strategy implementation and control and will understand the role of leadership, organizational structure and change- management in strategy-implementation.

**Unit I :**

Overview of Strategic Management: The nature and value of strategic management, the strategic management process, defining the company's mission and social responsibility, corporate social responsibility and business ethics.

**Unit II :**

The External Environment: Remote environment, industry environment, industry analysis and competitive analysis, operating environment.

Global environment: Why firm globalize, global strategic planning, competitive strategies in foreign markets.

**Unit III :**

Internal Analysis: Resource based view of the firm, value chain analysis, SWOT analysis, VPRO analysis

**Unit IV :**

Long-term Objectives and Grand Strategies: The value disciplines, grand strategies, corporate combinations.

**Unit V :**

Strategic Analysis and Choice in Single or Dominant-product Businesses: Building sustainable competitive advantages, evaluating and choosing business strategies, strategy choices.

Strategic Analysis and Choice in the Multi-business Company: The portfolio approach, leveraging capabilities and core competencies, strategic analysis and choice in multi-business companies.

**Unit VI :**

Implementing Strategy: Objectives, tactics, outsourcing, policies, rewards, employee empowerment, structuring an effective organization, organizational leadership, organization culture, strategic control, innovation, continuous improvement, and entrepreneurship.

**Text Book :**

1. Strategic Management: John A. Pearce II, Richard B. Robinson Jr. and Amita Mital, McGraw Hill Publications

**Reference Books :**

1. Strategic Management: Adrian Haberberg and Alison Rieple, Oxford University Press
2. Strategic Planning & Formulation of Corporate Strategy: V S Ramaswami, S Namaumari, Publication-Macmillan, India.
3. Strategic Management: Anthony Henry, Oxford University Press
4. Strategic Management and Business Policy: Azhar Kazmi, McGraw Hill Publications
5. Contemporary Strategy Analysis: Robert Grant, John Wiley Publications.

## SYLLABUS OF SEMESTER II, MBA (Master of Business Administration)

Course Code: MBT563

Course : Cost &amp; Management Accounting

L:4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. Ability to understand the importance of cost and management accounting.
2. Understanding the applicability of cash flow statement and Ratio analysis.
3. Ability to make and analyze the cost sheet.
4. Understanding of contract and service costing.
5. Ability to understand CVP analysis, marginal costing and budgeting.
6. Ability to understand types of standards and compute variances.

**Unit I :**

Introduction: Meaning, Scope and importance of Management Accounting. Difference between Financial Accounting & management Accounting, role of management accountant.

**Unit II :**

Financial Statement analysis & Interpretation: Meaning of financial statement & accounting practice, Fund Flow statement & Cash flow statement & Ratio Analysis - classification of various ratios, Reading the balance sheet and other financial data to comment on the financial soundness of the firm. Fund Flow Statement (For Self Study).

**Unit III :**

Cost Determination: Objectives, Classification of Cost, Preparation of statement of cost, Quotations.

**Unit IV :**

Contract & Service Costing: Operating / Service Costing, Contract Costing. (Process costing is for self study)

**Unit V :**

Planning & Decision Making Techniques: Introduction to Marginal costing, Cost Volume Profit analysis, Budgeting and Budgetary Control.

**Unit VI:**

Standard costing & Variance analysis: types of standards, procedure, advantages & limitations, variances-material, labour & Overhead variances.

**Text Book**

Management Accounting 10th Edition: M.N. Arora

**Reference Books:**

1. Financial Cost and Management Accounting 2nd Edition: Dr. P. Periasamy, Himalaya Publishing House
2. Management Control System: Sekhar, TMH, New Delhi
3. Advanced Accounts Volume II: M.C. Shukla, T.S. Grewal, S.C. Gupta S. Chand and company, New Delhi,
4. Management Accounting Principles & Practice: Sharma R.K & Gupta S.K
5. Cost Accounting Principles & Practice: Jain Narang, PHI.

## SYLLABUS OF SEMESTER II, MBA (Master of Business Administration)

Course Code : MBT564

Course : Operations Management

L:4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. Understanding of operation strategy and decision analysis.
2. Understanding service design process and waiting line analysis.
3. Knowledge of various layouts and deciding a particular layout. Knowledge of selecting a particular location based on factor analysis.
4. Understanding of quality management system and the issues involved.
5. Knowledge of inventory management system.
6. Understanding of aggregate planning and Lean management.

**Unit I :**

**Introduction :** Introduction to Operations Management and Productivity, Operations and Competitiveness, Operation Strategy, Decision Analysis.

**Unit II :**

**Designing Services :** Characteristics of Services, Service Design Process, Waiting Line Analysis for Service Improvements (All Models).

**Unit III:**

Capacity Planning & Layout : Capacity & Facility Planning : Types of layout, Factors of location, Location analysis technique.

**Unit III :**

Quality Management: Introduction to Quality Management, Quality Management Systems, Quality Tools, TQM & QMS, QM-Customer Focus, Role of Employee, Quality in Services, Six Sigma, Quality Costs, ISO-9000

**Unit IV :**

**Quality Management :** Introduction to Quality Management, Quality Management Systems, Quality Tools, TQM & QMS, QM - Customer Focus, Role of Employee, Quality in services, six sigma, quality costs, ISO-9000.

**Unit V :**

**Inventory Management :** Elements of Inventory Management, Inventory Control Systems, EOQ Models, Quantity Discounts.

**Unit VI:**

Aggregate Planning & Lean Management : Strategies for Adjusting Capacity, Managing Demand, Quantitative Techniques for Aggregate Planning, Aggregate Planning for Services, Lean Production.

**Text Book :**

1. Operations Management Along The Supply Chain: Russell & Taylor, Wiley India

**Reference Books :**

1. Production and Operations Management: Concepts, Models, and Behavior, Ronald J. Ebert Everett E. Adam, SAGE PUBLICATIONS
2. Operations Management: SLACK & LEWIS, Michael Lewis, Nigel Slack
3. Industrial Engineering & Production Management, Martand Telsang, S.Chand
4. Operations Management Process & Supply Chains, Krajewski, Ritzman, Malhotra, Shrivastav, Pearson

**Syllabus of Semester II, MBA (Master of Business Administration)****Course Code : MBT565****Course : Managerial economics****L:2 Hrs., P:0 Hrs., Per week****Total Credits : 2****Course Outcomes:**

1. To understand the theoretical framework for demand and supply
2. To understand the concept of producer function
3. To understand the different market structure.
4. To understand the pricing decisions
5. To understand the National Income Accounting
6. To understand the Monetary & Fiscal Policy and its instruments

**Unit I:**

Microeconomics I: Analysis of Demand, Significance, estimation of demand; Elasticity of Demand, Basic Mathematical Problems related to demand estimation and elasticity of demand. Production & Production Function: Concept, Forms of production function, Law of variable Proportions,

**Unit II:**

Microeconomics II: Perfect Competition, Monopoly, Monopolistic Competition & Oligopoly, transfer pricing and price discrimination, Cost concepts

**Unit III:**

Macroeconomics: National Income Accounting - Concept & measurement; Monetary Policy, Fiscal Policy

**Text Book :**

1. Business Economics: Mishra & Puri , Himalaya Publishing House

**Reference Books :**

1. Managerial Economics: P. L. Mehta, Sultan Chand & Sons, New Delhi
2. Managerial economics in a Global economy: Dominick Salvatore, 2006, Thomson learning Press
3. Managerial Economics: Suma Damodran, Oxford University Press, New Delhi
4. Indian Economy: Mishra & Puri, 2007, Himalaya Publishing House
5. Managerial Economics: Dwidevi, TMH





**SYLLABUS OF SEMESTER I, MBA (Master of Business Administration)****Course Code : MBT566****L:2 Hrs., P:0 Hrs., Per week****Course : Business Legislation****Total Credits : 2****Course Outcomes :**

1. Understanding of legal aspects of formation and composition of company
2. Understanding the legal aspects of partnership firm.
3. Understanding of essential elements of contract.
4. Awareness of trademark, copyright and patent.
5. Awareness of rights and duties of consumer.
6. Awareness of Right to Information Act.

**Unit I :**

**The Companies Act & Indian Partnership Act :** Definition & characteristics of a company, Kinds of Companies, Memorandum of Association, Articles of Association; Role of Director, Winding Up of the Company. Nature of partnership firm, Different types of partner, Difference between Partnership & Company, Reconstitution of partnership firm, Dissolution of partnership firm.

**Unit II :**

**Indian Contract Act :** Definition, Different types of Contract, Essential elements of Valid Contract, Consequences of breach of contract. Intellectual Property Rights Act: Scope, Provisions & overview.

**Unit III :****General Legislations :**

Consumer Protection Act: Scope, Provisions & overview, rights and duties of consumer, Consumer Dispute Redressal machinery  
Right to Information Act 2005 - Scope, provisions & overview (RTI Act will be for self study)

**Text Book :**

1. A Manual of business Laws by: Dr. S. N. Maheshwari, Dr. S. K. Maheshwari, Himalaya Publishing House

**References Books :**

1. Bare Acts: Govt. or Private publication
2. Mercantile Law 30th Ed.: M.C.Shukla, S. Chand & Co.
3. Company Law 11th Ed.: Singh Avtar, Eastern Book Co., Lucknow

**Syllabus of Semester II, Master of Business Administration (MBA)****Course Code : MBT 567****L:2 Hrs., P:0 Hrs., Per week****Course : Business Research Methods****Total Credits : 2****Course Outcomes :**

1. To understand the basic terms and process of carrying our research
2. To understand the techniques of making a Questionnaire & Collection of data
3. To understand the concept of sampling techniques
4. To understand the concept of the sample size determination
5. To understand the concept of various scaling techniques
6. To understand the concept of Reliability & Validity of data

**Unit I :**

Introduction to Business Research: Definition; Nature and Scope of Business Research; The Research Process; Types of research, Types of Research Design, Basic principles of experimental Design. Questionnaire Designing

**Unit II :**

Sample Design & Sampling: Defining the Universe and Sampling Unit; Sampling Frame; Probability and Non-probability Sampling Methods; Sample Size Determination, Data Collection and Survey Errors, Formulation of Hypothesis

**Unit III :**

Scaling & Scale Construction Technique: Levels of measurement – Nominal, Ordinal, Interval, Ratio; Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison & Forced Ranking. Goodness of Data: Concept of Reliability & Validity

**Text Book :**

Research Methodology By C R Kothari (New Age International Publishers)

**Books Recommended :**

1. Research Methodology By R. Paneerselvam ( Prentice Hall of India Pvt. Ltd)
2. Business Research Methods By Zikmund (Thomson Learning Books)
3. Research Methods for Business By Uma Sekaran & Roger Bougie (Wiley India Edition)
4. Marketing Research By Malhotra & Dash (Pearson Publication)



## Syllabus of Semester II, Master of Business Administration (MBA)

Course Code: MBP555 - 1

Course: Analytical Skill Lab

L: 0 Hrs., P:2 Hrs., Per week

Total Credits : 1

**Course Outcomes :**

1. To understand the measures of Central Tendency & its graphical representation
2. To understand the degree of relationship and interdependency between the variables
3. To understand the formulation of statistical hypothesis
4. To understand the parametric hypothesis test : tools & techniques
5. To understand the cross sectional study of multiple variables
6. To understand the non parametric hypothesis : tools & techniques

**Unit I :****Transform data** - compute new variable, recoding new variable, replace missing values.**Classification & Tabulation :** Graphical representation: Histogram, Normal Distribution curve**Descriptive Statistics** - Arithmetic Mean, Median, Mode, Standard Deviation,**Regression and Correlation Analysis** - Correlation, Regression: Method of Least Squares, Regression Coefficient, Standard Errors of Estimate.**Unit II :****Hypothesis Testing** - About a single, About difference of means, Paired sample, One way ANOVA.**Unit III :****Non-parametric tests** – Wilcoxon test, Mann – Whitney test, Kruskal – Wallis H-test, Chi Square & Cross Tabs,**Text Book :**

1. Research Methodology By Dr. Deepak Chawla & Prof. Neena Sodhi (Vikas Publications)

**Reference Books :**

1. Research Methodology By C R Kothari (New Age International Publishers)
2. Research Methodology By R. Paneerselvam ( Prentice Hall of India Pvt. Ltd)
3. Business Research Methods By Zikmund (Thomson Learning Books)
4. Marketing Research By Malhotra & Dash (Pearson Publication)

## Syllabus of Semester II, Master of Business Administration (MBA)

Course Code: MBP555 - 2

Course : Corporate Grooming Lab

L: 0 Hrs., P:2 Hrs., Per week

Total Credits : 1

**Course Outcomes :**

1. To understanding corporate dressing.
2. Understanding bodylanguage and corporate etiquettes.
3. Understanding the basics of Public speaking.
4. Understand howto participate in group discussions.
5. Understand how to create presentations.
6. Ability to give presentations.

**Unit I :****Power Dressing and Corporate Etiquettes :** Dressing for different Corporate Occasions, Do's and Don'ts of Corporate Dressing, Introduction to Body Language, Proxemics, Postures, Gestures, Facial Expressions and Other Miscellaneous body language cues. Mannerisms and Etiquettes to be followed in a Corporate Environment.**Unit II :****Public Speaking and Group Discussions :** Understanding the speech context - audience setting, culture. Types of introductions, types of conclusions, functions of conclusions.

Practical Exercises on speeches, extempore, debates, group discussions.

**Unit III : Effective Presentation Skills :** Reducing the content to suit presentation, representing content on PowerPoint presentations, creating presentations. How to give : sales presentations, review presentations.

Practical exercises on presentations.

**Text Book :**

1. The Complete Manager - Life Skills for Success, ICAI University.

**Reference Book :**

1. Personality Development and Communication Skills by Dr. S.S. Narula, Taxmann
2. Corporate Grooming and Etiquette by Sarvesh Gulati, Rupa Publication.

## Syllabus of Semester II, Master of Business Administration (MBA)

Course Code: MBP555 - 3

Course : Marketing Lab

L: 0 Hrs., P:2 Hrs., Per week

Total Credits : 1

**Course Outcomes :**

1. Ability to assess consumer choices and preferences.
2. Ability to prepare brand, product, price and packaging strategies.
3. Ability to prepare distribution, communication and new product development strategies.

**Unit I :****Experiments based on :**

Marketing Strategies & Plans, Forecasting, Marketing Research, Customer Value, Customer Relationship, Consumer Market, Business Market, Inforgraphic based experiment.

**Unit II :****Experiments based on :**

Segmentation, Targeting & Positioning, Brand Management, Brand Equity, Product Strategies, Pricing Strategies & Programs, Packaging based experiment.

**Unit III :****Experiments based on :**

Catchment Analysis, Marketing Channel, Integrated Marketing Communication, Analyzing Sales Trend, New Product Development, Marketing campaign experiment.

**Text Book :**

1. Marketing Management - A south Asian Perspective : by Philip Kotler, Kevlin Lane Keller, Prentice Hall.

**Reference Books :**

1. Marketing Management - Planning, Implementation and Control : by V.S. Ramaswamy and S. Namakumari, McMilan.
2. Marketing Management : by Rajan Saxena, Tata McGraw-Hill.
3. Introduction to Marketing Management : by Adrian Palmer, Oxford University Press.
4. Basic Marketing 15th edition : by William D Perreault R, Tata McGraw-Hill



## Syllabus of Semester II, Master of Business Administration (MBA)

Course Code: MBP555- 4

Course : Financial Modeling Lab

L: 0 Hrs., P:2 Hrs., Per week

Total Credits : 1

**Course Outcomes :**

1. Understanding of basic functions and application of excel.
2. Understudying of various models used for ratio analysis.
3. Understanding and application of DCF using Excel.
4. Understanding of Advanced Excel functions to present various sensitivities to projected financial metrics.
5. Understanding the concept of FCFF and FCFE and CAPM model.
6. Understanding of valuation using historical data.

**Unit I :****Introduction to Excel :**

Work on Excel and use formatting best practices, efficient formula construction, interlinking of sheets, calculations of discount rate, calculation of CAGR, Charting, sorting and filtering, Interlinking of Sheets (Ratio Analysis).

**Unit II :****Project Financing :**

An overview of Discounted Cash Flow, NPV, IRR, Sensitivity and Simulation analysis, What if Analysis.

**Unit III :****Introduction to Valuation :**

Dividend Discount Model, Calculate The Free Cash Flow To Firm (FCFF) & Free Cash Flow to Equity (FCFE), calculation of CAPM, prepare a full DCF Model.

**Text Book :**

1. Building Financial Models with Microsoft Excel - A guide for Busiess Professionals, 2nd Edition, by K Scott Proctor, Wiley India Publication.

**Reference Books :**

1. Financial Analysis and Modeling using excel and VBA, by Chandan Sengupta, Wiley Publication.



## Syllabus of Semester II, Master of Business Administration (MBA)

Course Code: MBP555 - 5

Course : Quality Control Lab

L: 0 Hrs., P:2 Hrs., Per week

Total Credits : 1

**Course Outcomes :**

1. Understand the concept of Quality Control
2. Understand the concept of Continuous process improvement
3. Understand the concept of six sigma
4. Understand application of Quality Control tools
5. Understand the application of Control Charts
6. Understand the application of variable charts

**Unit I :**

**Introduction to Quality Control Tools :** Importance of Quality control, Basic Approach to continuous process improvement, Kaizen, Six Sigma, Statistical Process control.

**Unit II :**

**Quality control tools I :** Pareto Diagram, Process Flow Diagram, cause and effect diagram, check sheets, Histogram, Scatter Diagram.

**Unit III :**

**Quality Control Tools II :** Statistical Process control charts, variable charts, Attribute charts.

**Text Book :**

1. Total Quality Management, Dale H. Besterfield

**Reference Book :**

1. Total Quality : James R Evans, Cengage Learning
2. Total Quality : Management : Poornima M Charantimath, Pearson

## Syllabus of Semester II, Master of Business Administration (MBA)

Course Code: MBP555 - 6

Course : Advance Spreadsheet Lab

L: 0 Hrs., P:2 Hrs., Per week

Total Credits : 1

**Course Outcomes :**

1. Perform Visual Analytic through Pivot table/chart.
  2. Visualize the data in dynamic way using slicer.
  3. Create recorded macros in Microsoft Excel.
  4. Use the macro recorder to create a variety of macros.
  5. Understand the Microsoft Excel object model and VBA concepts.
  6. Creating Charts with VBA.
2. Total Quality : Management : Poornima M Charantimath, Pearson

**Unit I :**

**Visual Analytic :** Pivot tables, power pivot, Pivot charts, use of power view, using slicer to present data in dynamic way.

**Unit II :**

**Macro :** Understanding Microsoft Excel macros. Setting macro security. Saving a document as macro enable. Recording a simple macro. Running a recorded macro. Viewing a macro. Editing a macro. Assigning a macro to the toolbar. Running a macro from the toolbar. Deleting a macro. Copying a macro.

**Unit III :**

**Using VBA with Charts :** Activating a chart, Determining the context for macro, identifying a object, creating charts with VBA.

**Text Books :**

1. Excel charts by John Walkenbach, Wiley Publishing

**Recommended Books :**

1. Excel Bible 2016-John Walkenbach, Wiley Publishing

**Syllabus of Semester II, MBA. (Master of Business Administration)****Course Code : MBT568****L: 2 Hrs., P:0 Hrs., Per week****Course : Environment Management****Total Credits : 0****Course Outcomes :**

1. Understanding of need of Environment Management.
2. Understanding of Ecosystem and Biodiversity.
3. Understanding of Pollution.
4. Understanding and implementing the measures to overcome pollution.
5. Understanding of Social Issues and Environment.
6. Understanding sustainable development process.

**Unit I :**

**Ecosystem & Biodiversity :** Concept of an Ecosystem, Structure & functions of an ecosystem, Ecological succession; food chains, food webs and ecological pyramids; Types of Ecosystem Biodiversity at genetic, species and ecosystem levels; Bio-geographic classification of India; Value of diversity– Consumption use value, Productive use value, In situ and Ex situ conservation of Biodiversity. Case of POSCO steel plant India.

**Unit II :****Pollution :**

Air Pollution: Definition Air pollution, causes, effects & control, Soil Pollution:- Definition, causes, effects & control; Waste land Management; Water and marine Pollution - Definition , causes, effects & control; Noise, Thermal & Nuclear Pollution - Definition Sources or Causes effects and control. Environmental Clearance & its process.

**Unit III :****Social issues and environment :**

Construction of dams: problems and concerns of resettlement, rehabilitation of affected people, Equity disparity; Urban and rural equity issues; Need for gender equity; Public awareness, Fundamentals - Sustainable development, Unsustainable to sustainable development public interest litigation, RTI Act, Role of NGOs.

**Text Book :**

1. Environmental Studies: R Rajagopalan, By Oxford

**References Books :**

1. Environment Management: N K Oberoi, Excel Books
2. A text book of Environment: K M Agrawal, P K Sikdar, S C Deb, Macmillan
3. Environment Management: Dr. Swapan Deb, Jaico Publishing House.
4. Environmental Management: S K Agrawal, A.P.H. publishing Corporation.

**Syllabus of Semester III/IV, MBA. (Master of Business Administration)****Course Code : MBT651-1****L: 4 Hrs., P:0 Hrs., Per week****Course : Integrated Marketing Communication****Total Credits : 04****Course Outcomes :**

1. Understanding of concept of Marketing Communication.
2. Understanding of Marketing Communication Process.
3. Ability to analyze the major variables in the communication system : the source, the message and the channel.
4. Ability to develop, implement and evaluate creative strategy in communication.
5. Ability to develop, execute and evaluate media plan.
6. Ability to measure effectiveness of communication and evaluation of different aspects.

**Unit I :**

**Introduction to Integrated Marketing Communication :** Concept, Functional Areas of Marketing Communications, IMC Planning Process, Role in Branding, Audience Contracts, Recent Trends.

**Unit II :**

**The Role of IMC in the Marketing Process :** Marketing Strategy and Analysis, Target Marketing Process, Developing the Marketing Planning Program.

**Unit III :**

**Source, Message and Channel Factors :** Promotional Planning through the persuasion Matrix, Source Factors, Message Factors, Channel Factors, Establishing objectives and Budgeting for the promotional program.

**Unit IV :**

**Creative Strategy :** Planning and Development, planning creative strategy, creative process, creative strategy development.

Implementation and Evaluation : Appeals and Execution Styles, Creative Tactics, client evaluation and approval of creative work.

**Unit V :**

**Media Planning and Strategy :** Developing Media Plan, Market analysis and target market identification, establishing media objectives, developing and implementing media strategies, evaluation and follow-up.

**Unit VI :**

Measuring effectiveness of the promotional programs, evaluating social, ethical and economic aspects of advertising and promotion.

**Text Book :**

1. Advertising and promotion : An integrated marketing communication perspective : by George E Belch, Michael A Belch, Keyoor Purani, McGraw Hill.

**References Books :**

1. Consumer behavior : by Leon G. Schiffman, Leslie Lazar, Kanuk S. Ramesh Kumar, Pearson Publication.
2. Consumer behavior : Insights from Indian Market : by Majumdar Ramanuj, PHI Publication.
3. Consumer behavior, 1/e : by Mukherjee Srabanti, CENGAGE Learning.
4. Marketing Research : by Naresh Malhotra, Pearson Publication.

**Syllabus Of Semester III / IV, MBA. (Master of Business Administration)**

**Course Code : MBT651-2**

**Course : Brand Management**

**L: 4 Hrs., P:0 Hrs., Per week**

**Total Credits : 4**

**Course Outcomes :**

1. Students will be able to describe and identify all the components of Brand Management.
2. Students will be able to identify and establish brand positioning. Students will know different brand elements and will be able to determine brand elements for a new product.
3. Students will be able to understand the leveraging of secondary brand knowledge to build brand equity.
4. Students will be able to develop brand equity measurement system and will be able to measure the sources and outcomes of brand equity.
5. Students will be able to understand the design, implementation and evaluation of branding strategies.
6. Students will be able to understand how to manage brands over time and over geographic boundaries.

**Unit I :**

**Brands and Brand Management :** What is a brand ? Why do brands matter ? Can anything be branded ? What are the strong brands Branding challenges and opportunities, brand equity concept, strategic brand management process.

The customer based brand equity : Brand knowledge ; building a strong brand, brand-building implications.

**Unit II :**

**Brand Positioning :** Identifying and establishing brand positioning, positioning guidelines, defining and establishing brand values, internal branding.

**Choosing Brand Elements to Build Brand Equity :** Criteria for choosing the brand elements, options and tactics for brand elements.

**Unit III :**

**Designing Marketing Programs to Build Brand Equity :** New perspective on marketing, product strategy, pricing strategy, channel strategy.

**Leveraging Secondary Brand Knowledge to Build Brand Equity :** Conceptualizing the leveraging process, company, country of origin and other geographic areas, channels of distribution, co-branding, licensing, celebrity endorsement, sporting, cultural, or others events, third party sources.

**Unit IV :**

**Developing a Brand Equity Measurement and Management System :** The brand value chain, designing brand tracking studies, establishing a brand equity management system.

**Measuring Sources of Brand Equity :** Qualitative research techniques, quantitative research techniques.

**Measuring Outcomes of Brands Equity :** Capturing market performance, comparative methods, holistic methods.

**Unit V :**

**Designing and Implementing Branding Strategies :** The brand-product matrix, brand hierarchy, designing a branding strategy.

**Introducing and Naming New Products and Brand Extensions :** New products and brand extensions, advantages of extensions, disadvantages of brand extensions, understanding how consumers evaluate brand extensions, evaluating brand extension opportunities.

**Unit VI :**

**Managing Brands over Time :** Reinforcing brands, revitalizing brands, adjustments to the brand portfolio.

**Managing Brands over Geographic Boundaries and Market Segments :** Rationale for going international, advantages of global marketing programs, disadvantages of global marketing programs, standardization versus customization, global brand strategy, building global customer -based brand equity.

**Text Book :**

1. Strategic Brand Management : Building, Measuring, and Managing Brand Equity, Kevin L. Keller, Pearson Education.

**Reference Books :**

1. Strategic Brand Management, Richard Elliot, Larry Percy, Oxford University Press, India.
2. Managing Brand Equity, Aaker D., Free Press.
3. The New Strategic Brand Management, Jean-Noel Kapferer, Kogan Page.
4. Brand Positioning : Strategies for competitive Advantage, Sengupta, Tata McGraw Hill.

**Syllabus of Semester III / IV, MBA. (Master of Business Administration)**

**Course Code : MBT651-3**

**Course : Retail Management**

**L: 4 Hrs., P:0 Hrs., Per week**

**Total Credits : 4**

**Course Outcomes :**

1. Student will be able to understand the context and concept of Retailing
2. Student will be able to handle responsibilities in operating Retail functions
3. Student will be able to reach a Point of Decision and help the management in making scientific and informed decisions on Merchandising.
4. Student will be able to understand the concept of private labels and use category management and apply it in large retail establishments.
5. Student will be able to design the store layout and merchandise display
6. Student will be able to use IT enabled services for running the store operations

**Unit I :**

**Introduction :** Introduction to Retail Management, Retail in India, Theories of Retail Development, International Retail, Retail Formats.

**Unit II :**

**Strategy & Planning :** Understanding retail consumer, strategic retail, store site selection, franchising, understanding shoppers and shopping

**Unit III :**

**Merchandise Management :** Basics of Merchandising, Process of merchandising, merchandise procurement methods, merchandise performance.

**Unit IV :**

**Managing Retail :** Private labels, category management, store operations and profitability.

**Unit V :**

**Creating and Sustaining value :** Designing a store and visual merchandising, servicing the retail customer

**Unit VI :**

**Marketing & Technology :** Retail Marketing and Branding, Information systems, use of IT in Retail.

**Text Book :**

1. Retail Management : by Swapna Pradhan, McGraw Hills Publications, 3rd Edition.

**Reference Books :**

1. Managing Retailing : by Sinha Uniyal, Oxford Publications
2. Retail Management : by A Global Perspective, Singh, Dr. Harjit, S. Chand Publicatins.

**Syllabus of Semester III / IV, MBA. (Master of Business Administration)****Course Code : MBT651-4****Course : Sales and Distribution Management****L: 4 Hrs., P:0 Hrs., Per week****Total Credits : 4****Course Outcomes :**

1. Understanding of sales management, selling skills & selling process.
2. Ability to design a sales territory & sales quota.
3. Ability to determine the size of the sales force and understanding of recruitment, selection & training of sales force.
4. Ability to design compensation plan and evaluate sales force performance.
5. Understanding of distribution management and distribution channel strategies.
6. Understanding of Channel members behaviour and channel conflicts.

**Unit I :** Introduction to sales management, selling skills and selling strategies, selling process.**Unit II :** Sales organizational design, Management of Sales territory, Management of sales quota.**Unit III :** Recruitment and selection of sales force, determining size of the sales force, training the sales force, Designing a motivational programme.**Unit IV :** Types of compensation plans and designing a compensation plan, sales force performance evaluation-steps in sales force performance appraisal.**Unit V :** Introduction to distribution channel management, Distribution channel strategies, Designing Customer oriented marketing channels, business through e-commerce (Self study)**Unit VI :** Managing Channel member behaviour : Channel relationship, channel control, channel power and channel conflict.**Text Book :**

1. Sales & Distribution Management : by Tapan Panda, Oxford Publication.

**Reference Books :**

1. Sales Management : Pradip Kumar mallik, Oxford Publication.
2. Sales & Distribution Management : by Krishna K Harvadkar, McGraw Hill
3. Physical Distribution Management : Kulkarni, M.V. Everest Publishing House.
4. Marketing Management : V.S. Ramaswami & S. Namkumari, Macmillan India Ltd.





## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

Course Code : MBT651-5

Course : Service Marketing

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. Students will understand the concept of services, its characteristics and challenges.
2. Student will gain understanding of consumer behavior and consumer expectations in services.
3. Students will have knowledge of customer perception and service recovery.
4. Students will ability to understand service development and design.
5. Students will understand role of employees and customers in service delivery.
6. Students will gain knowledge of managing services, capacity and pricing of services.

**Unit I :**

**Introduction to Services :** What are services ? Why services marketing ? Characteristics of services, challenges in services marketing. Services marketing mix.

**Unit II :**

**Consumer Behaviour in services :** Customer expectations in services - Meaning and types of service expectations, factors that influence customer expectations of services, issues involving customer service expectations.

**Unit III :**

**Customer perceptions in services :** Customer perceptions, customer satisfaction, service quality, the gaps model of service quality. Service encounter, Service Recovery - The impact of service failure and recovery, how customer respond to service failure, Customers' recovery expectations, services recovery strategies.

**Unit IV :**

**Service Development and Design :** New service development, Service blueprinting, Customer Defined service standards - Factors necessary for appropriate service standards, types of customer defined standards. Physical Evidence and the servicescape - Physical evidence, Types of mservicescape, Strategic roles of the Servicescape.

**Unit V :**

**Employees' Role in Service Delivery :** Service culture, the critical importance of service employees.

**Customers Role in service delivery :** The importance of customers in service delivery, Customers' role, strategies for enhancing customer participation.

**Unit VI :**

**Managing Demand and Capacity :** The underlying issue : Lack of Inventory capability, demand pattern, strategies for matching capacity and demand, waiting line strategies, pricings of services - Approaches to pricing services, pricing strategies.

**Text Book :**

1. Services Marketing : *Govind Apte, Oxford University Press*

**Reference Books :**

1. Services Marketing : *Valarie A Zeithaml, Dwayne D Gremler et al, Tata McGraw-Hill*
2. Services Marketing : *Harsh Verma, Pearson*
3. Services Marketing : *Vinnie Jouhari, Oxford University Press*
4. Services Marketing : *Rajendra Naryundkar, Tata McGraw-Hill*
5. Services Marketing : *K.Rama Mohana Rao, Pearson*

**SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)****Course Code : MBT651-6****Course : Rural Marketing****L: 4 Hrs., P:0 Hrs., Per week****Total Credits : 4****Course Outcomes :**

1. Understanding of the rural economy and rural marketing environment.
2. Understanding of rural consumer buying behaviour, the consumption pattern, the need, wants of the rural consumers and ability to apply theoretical concepts in designing rural marketing research.
3. Understanding of rural market segmentation, targeting and positioning.
4. Understanding of rural marketing strategy and marketing of Agricultural inputs.
5. Understanding of rural services marketing.
6. Practical exposure to rural market & ability to apply theoretical concepts in collecting field data and preparing report.

**Unit I :**

Defining Rural Markets, 4A's of Rural marketing, Rural marketing environment, Rural Economy : economic scenario in rural India, Role of Government in rural India, Recent trends in rural marketing.

**Unit II :**

Rural consumer buying behaviour : Characteristics of rural consumer - Factors influencing consumer behaviour - Buyer decision process - Key opinion leaders, Rural Market research : Rural Marketing Research Process, Special tools used in Rural Marketing Research.

**Unit III :**

Segmentation, Targeting and Positioning in Rural Market : Bases for segmenting rural consumer markets, targeting and positioning.

**Unit IV :**

Rural Marketing strategy : Product strategy - Pricing strategy - Distribution strategy - communication strategy, Marketing of Agri - inputs - Seeds, fertilizers, pesticides & tractors.

**Unit V :**

Rural services marketing : Telecommunication services, ICT services, Financial services and Healthcare services in Rural India.

**Unit VI :****Rural Market environment analysis through Rural engagement project (REP) :**

Understanding of Rural retail scenario, financial services in rural India, understanding of Haats, bazaar, Mandi, Mela etc., Understanding of Government Initiatives in Rural Market Development & Farming Practices, Corporate Practices in Rural Market.

**Note for Unit VI :**

Students will spend at least 6 Hours in rural areas. They are required to collect data from the above mentioned areas of rural markets and are required to present with report.

**Text book :**

1. The Rural Marketing : by Pradeep Kashyap, Pearson Education Inc.

**Reference Books :**

1. Rural Marketing text & cases : by CSG Krishnamacharyulu & Lalita, Pearson Education Inc.
2. Rural Marketing : by Balram Dogra & Karminder Chuman, Tata McGraw Hill Education Pvt. Ltd.
3. Introduction to Rural Marketing : by R. Krishnamoorthy, Himalaya Publishing House.
4. Rural Marketing Text and cases : by U C Mathur, Excel Books.

**SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)****Course Code : MBT651-8****Course : Customer Relationship Management****L: 4 Hrs., P:0 Hrs., Per week****Total Credits : 4****Course Outcomes :**

1. To understand basic concept of CRM.
2. To learn the CRM planning process.
3. To develop knowledge about various CRM strategies.
4. To understand process of CRM Implementation.
5. To learn role of Information Technology in CRM.
6. To be acquainted with latest development in CRM in various sectors.

**Unit I :**

Customer relationship management - Basic concepts : Key customers, considerations to decide the key customers, strategies for key customers, segmentation, campaign management, single customer view, cross-selling and up-selling, multi-channels, operational and analytical CRM, case study.

**Unit II :**

Planning for CRM : Building customer centricity, setting CRM objectives, defining data requirements, planning desired outputs, relevant issues while planning outputs, elements in CRM plan, relevant issues in the CRM plan case study.

**Unit III :**

CRM strategy : Strategic orientation for CRM, extending the concepts of relationships, technology orientaton, strategic framework for CRM, planning for success, change management, case study.

**Unit IV :**

CRM Implementation : preparing for CRM Implementation, dimensions and technology issues in CRM implementations, steps in CRM implementation, expected benefits, choosing right CRM implementation approach, CRM implementation-best practices, case study.

**Unit V :**

Role of IT and eCRM : CRM strategy and technology, steps in preparing the IT systems for CRM, using IT systems for better CRM, issues for consideration in CRM tool selection, tools for CRM, basic concepts for eCRM, benefits of eCRM, steps in eCRM, success factors in eCRM, establishing customer relationships on the internet, case studies.

**Unit VI :**

CRM in practices : CRM in manufacturing, CRM in Insurance, CRM in Airlines, CRM in Hotels and CRM in Telecom.

**Text Book :**

1. Customer Relationships management : Kaushik Mukherjee, Prentice Hall of India.

**Reference Books :**

1. The CRM Handbook : Jil Dyche, Vikas Publishing House.
2. Customer relationships management : William, G.Zikmund, Raymund McLeod Jr. and Faye W. Gilbert, Wiley.
3. CRM-Essential customer strategies for the 21st century : Paul Greenberge Pearson education.
4. Customer relationship management : Mohammed, H. Peeru and a Sagadevan, Vikas Publishing House.

## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

Course Code : MBT651-9

Course : Industrial Marketing

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. An understanding of industrial and buyer markets and their differences.
2. An understanding of segmentation, Target and positioning of products.
3. An understanding of the process of new product development.
4. An understanding of various channels and personal setting.
5. An understanding of the role of various communication methods.
6. An understanding of pricing strategies and policies.

**Unit I : Industrial Markets :** Introduction to industrial markets, understanding industrial buying & buyer behavior, difference between consumer and industrial sales, buyer seller relationship.

**Unit II : Segmentation, target and positioning :** Industrial marketing intelligence and marketing research, industrial market segmentation, target marketing and positioning. Building brands.

**Unit III : Product strategy and new product development :** Product strategy, PLC, NPD - Classification, factors, process.

**Unit IV : Industrial Distribution channels and personal selling :** Factors affecting choice of channels, intermediaries, channel design, managing channel members; personal selling, selling process, management of sales force, development and deployment of the sales force.

**Unit V : Industrial Communication :** Industrial communication and direct marketing, managing sales promotion, public relations, publicity, role of advertising, integrating the promotional program.

**Unit VI : Industrial pricing strategies and policies :** Cost benefit analysis, competitive bidding pricing policies, role of leasing, leasing Vs. purchase, commercial terms and conditions in industrial marketing, terms of payments (TOP), government regulations, Negotiation - Introduction and importance of negotiation, fixed pie and value addition models/

**Text Book :**

1. Industrial Marketing : by Krishna K Havaldar, McGraw Hill Publication.

**Reference Books :**

1. Industrial Marketing : by Robert R Reeder, Second edition, PHI publications.
2. Negotiation Genius : by Deepak Malhotra, Harvard business School publications

## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

Course Code : MBT651-10

Course : International Marketing

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. Understanding of GLOCAL marketing, emerging trends, of world trade and India's growth.
2. Understanding of functioning of WTO.
3. Understanding of factors that help in decision making and designing product strategy.
4. Understanding of Brands and the process of building brands, factors influencing pricing decisions.
5. Understanding of Value Chain, Distribution channels.
6. Understanding of communication strategies and emerging issues.

**Unit I :**

**Concept of International Marketing :** Introduction, Global marketing, theories of International trade, Internationalization, process of IM, Emerging opportunities, trends, composition, direction and outlook of world trade, India's foreign trade, India's growth of exports in International markets, identifying opportunities in IM.

**Unit II :**

**World Trade Organization :** Introduction, From GATT to WTO, functions and structure of WTO, multilateral trading system, WTO agreement, standard and safety measures, disputes settlement, effects of China's entry, implication of WTO, Scanning the International Economic environment, International economic institutions, conceptual framework, growth of RTAs, India's participations in RTAs, RTAs under the WTO.

**Unit III :**

**Decision making process and product strategy :** Identification, segmentation and selection of International Markets, tools for analysis, entering International markets - concept and model of International market entry, factor affecting selection of entry mode, International market entry mix, standardization Vs Adaptation, trade-off strategy, product quality decisions, packaging and labeling, product launch, PLC, product promotion strategies.

**Unit IV :**

**Building brands and pricing decision :** Types of brands, benefits of branding, selecting brand name, brand image, brand equity, brand identity, brand essence, brand positioning, brand revitalization, strategies for building global brands, life cycle concepts, International brand strategy, pricing decision, approaches, factor influencing pricing decisions, transfer pricing, grey marketing.

**Unit V :**

**International logistics and distribution :** Introduction, International logistics, value chain concept, channels of International distribution and selecting channels, types of channels, market Intermediaries, structure of distribution channels, International retailing, franchising, private labels, managing logistics, India's International shipping activities.

**Unit VI :**

**Communication decisions and emerging issues :** Consumer response hierarchy models, process of IM communication, marketing communication strategies, tools, factor influencing International communication decisions, framework for product promotion strategies, emerging issues in IM, CRM, ICT, resurgent India's competitiveness and ICT.

**Text Book :**

1. International Marketing : by Rakesh Mohan Joshi, Oxford University Press.

**Reference Books :**

1. International Marketing : by Francis Cherunilam, Himalaya Publishing House.
2. International Marketing : by Rathor, Jani, Rathor, Himalaya Publishing House.
3. Export Marketing : Strategies for success : by Bhattacharya, B., Global Business Press.
4. Global Marketing Management : by Warren J. Keegan, Prentice Hall Inc.

**SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)****Course Code : MBT651-11****Course : Marketing Analytics****L: 4 Hrs., P:0 Hrs., Per week****Total Credits : 4****Course Outcomes :**

1. Understanding & Ability to summarize marketing data.
2. Understanding of estimating demand, pricing & forecasting using analytical methods.
3. Understanding of calculating lifetime customer value using analytical methods.
4. Understanding of market segmentation & forecasting new product sales using analytical methods.
5. Ability to analyse retail sales, retail space, optimizing direct mail campaign.
6. Ability to measure the effectiveness of advertising and media selection models.

**Unit I :**

**Summarizing marketing data :** Slicing and dicing marketing data, Analyzing sales, using chart. Pivot table, histograms, using statistical functions to summarize marketing data.

**Unit II :**

**Pricing & forecasting :** estimating demand curves, price bundling, nonlinear pricing, price skimming and sales, revenue management, forecasting using simple linear regression and correlation, using multiple regression to forecast sales, special event forecasting, forecasting methods.

**Unit III :**

What do customers want ? conjoint analysis, logistic regression, customer value calculating lifetime customer value, using customer value to value a business, monte carlo simulation, allocating marketing resources between customer acquisition and retention.

**Unit IV :**

Market segmentation cluster analysis, using classification trees for segmentation, forecasting new product sales.

**Unit V :**

Retailing - Market basket analysis, RFM analysis and optimizing direct mail campaigns, allocating retail space and sales resources, forecasting sales from few data points.

**Unit VI :**

Advertising - Measuring the effectiveness of advertising, media selection models, pay per click (PPC) online advertising, marketing research tools, internet and social marketing.

**Text Book :**

1. Marketing Analytics-data driven techniques with microsoft excel : by Wayne L. Winston, Wiley.

**Reference Books :**

1. Principles of marketing engineering : by Gary L. Lilien and Arvind Rangaswamy, Lightning source Inc.
2. Business Analytics application to consumer marketing by Andhya Kuruganti & Hindol Basu, McGraw Hill Education.
3. Cutting edge marketing analytics : by Rajkumar Venkatesan, Paul Ferris & Ronal Wilcox, Pearson education Inc.

**SYLLABUS OF SEMESTER III / IV, MBA. (Master of Business Administration)****Course Code : MBT651-12****Course : Social Marketing****L: 4 Hrs., P:0 Hrs., Per week****Total Credits : 4****Course Outcomes :**

1. Understanding of social marketing and the concepts of behaviour change for social good.
2. Ability to analyze the social marketing environment with respect to the social planning process do conduct social marketing research.
3. Understanding of segmenting, evaluating & selecting target audiences.
4. Ability to develop social marketing strategies.
5. Ability to manage social marketing programs.
6. Ability to analyse cases based on social marketing.

**Unit I :**

Introduction to social marketing : Definition, origin difference between social marketing & commercial marketing; how does social marketing differ from nonprofit marketing? public sector marketing, and cause promotion; social marketing's unique value proposition, who does social marketing : social issues that get benefited from social marketing; role of social marketer's in influencing upstream factors and midstream audiences.

**Unit II :**

Analyzing social marketing environment : Major research terminology, steps in developing a research plan, choosing a purpose and focus for your plan and conducting a situation analysis, 10 steps in the strategic marketing planning process.

**Unit III :**

Segmenting, evaluating & selecting target audiences, setting behaviour objectives & goals, identifying barriers, benefits, the competition, crafting a desired positioning.

**Unit IV :**

Developing social marketing strategies (4P's) : Product : Creating a product platform, price : Determining monetary and non-monetary incentives & disincentives, place : making access convenient & pleasant, promotion : Deciding on messages, messengers and creative strategies.

**Unit V :**

Managing social marketing programs : Developing a plan for monitoring and evaluation, establishing budgets and finding funds, creating an implementation plan and sustainable behaviour.

**Unit VI :**

Unit comprises of three different cases from three different areas (such as swachh bharaat abhiyan, beti bachao beti padhao (BBBP), digital India programme). The contents of the unit will not be restricted to the mentioned cases.

**Text Book :**

1. Social Marketing - Influencing behaviors for good : by Nancy R. Lee Philip Kotler, SAGE Publications.

**Reference Books :**

1. Social marketing in India : by Sameer Deshpande, Nancy R. Lee-Publisher, SAGE Publications.



## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

Course Code : MBT651-13

Course : Digital Marketing

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. Understanding of the development of digital marketing
2. Ability to comprehend how digital media can be used for current marketing practices.
3. Understanding of search engine optimization, pay per click and email marketing.
4. Understanding of Social media marketing, social media channel and strategy.
5. Understanding of mobile and app based marketing.
6. Understanding of content creation, content marketing channels, writing messages and content marketing plan.

**Unit I :**

**Introduction to digital marketing :** Introduction to marketing in the digital environment, online marketplace analysis : micro-environment - The Internet macro environment, what are the 3i principles ?

**Unit II :**

**Digital marketing strategy :** Content marketing - online offer - online space / website selling - online value - Internet for distribution.

**Unit III :**

**Search engine marketing :** Search engine optimization, pay per click, digital display advertising, introduction to page rankings, email marketing.

**Unit IV :**

**Social media marketing :** Social media, social media mining, content guidelines for online communications, social media channels and social media strategy.

**Unit V :**

**Mobile Marketing :** Mobile marketing fundamentals, mobile consumers, digital consumption, M-commerce, Technological change and marketing, overview of mobile and app based marketing, mobile websites, conducting mobile audits, strategic objectives

**Unit VI :**

**Content Marketing :** Content marketing overview - What is content, content creation, content marketing channels, writing messages and creating content, the content marketing plan, the business case : analytics and ROI

**Text Books :**

1. Digital marketing by Raghavendra K & Shruti Prabhakar, HPH
2. eMarketing : The essential guide to digital marketing by Rob Stokes (2010), Quirk Educatio.
3. The art of digital marketing by Ian Dodson, Wiley.

**References :**

1. Liana Evans (2010), Social media marketing : strategies for engaging in Facebook, Twitter & other social media, Que Publishing
2. Strauss, J. and Frost, R. (2009), E-Marketing 5th edition, Pearson Education, Inc.

## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

Course Code : MBT651-14

Course : Consumer Behaviour

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. Understanding of consumer behavior for developing marketing strategies in relation to marketing mix.
2. Ability to conduct consumer research.
3. Understanding of bases of segmentation and targeting of market segments.
4. Understanding of motivation and personality as influencers.
5. Understanding of elements of perception and attitude formation.
6. Understanding of decision making models and buying behaviour.

**Unit I :**

**Consumer behavior - An overview :** Introduction, Meaning definition, scope, relevance of consumer behavior, development of consumer behavior study, growth of consumer research, consumer behavior and marketing management

**Unit II :**

**Consumer Research,** methods of research and research process, data collection techniques, sources of secondary data for marketing decisions, relevance of secondary data, marketing metrics.

**Unit III :**

**Market Segmentation :** Who uses market segmentation? How market segmentation operates? Bases for segmentation, criteria for effective targeting of market segments; implementing segmentation strategies.

**Unit IV :**

**Consumer Motivation, personality :** Motivation as psychological force, the dynamics of motivation, theories of personality, brand personality.

**Unit V :**

**Consumer perception, attitude formation and change :** Elements, dynamics, imagery: what are attitudes ? Structural models, attitude formation, strategies of attitude change.

**Unit VI :**

**Consumer decision making :** Consumer Decision Making - Meaning, views, types of decision making in buying, process of decision making, consumer information processing, models of consumer decision making.

**Text Book :**

1. Consumer Behavior : by Leon G. Schiffman, Leslie Lazar Kamuk S. Ramesh Kumar, Pearson Publication.

**Reference Books :**

1. Consumer behavior : Insights from Indian Market : by Majumdar Ramanuj, PHI Publication.
2. Consumer behavior, 1/e : by Mukherjee Srabanti, CENGAGE Learning.
3. Marketing Research : by Nareshmalhotra, Pearson Publication.

## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

Course Code : MBT651-15

Course : Marketing Research

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. Understanding of marketing research process, role of marketing research in decision making.
2. Ability to devise research formulation, exploratory, descriptive & casual research.
3. Understanding of measurement & scaling, questionnaire, form design, sampling design.
4. Understanding of data collection, preparation, analysis, reporting, and cross tabulation.
5. Understanding of hypotheses testing, analysis of Variance and Covariance.
6. Understanding of correlation & Regression.

**Unit I :**

The marketing research process, role of marketing research in marketing decision making, defining the marketing research problem and developing an approach.

**Unit II :**

Research design formulation, Exploratory Research Design-Secondary data & qualitative research, descriptive research design survey & observations, casual research design.

**Unit III :**

Measurement and scaling, questionnaire & form design, sampling design & procedure, sample size determination.

**Unit IV :**

Data collection, preparation, analysis and reporting, frequency distribution, cross tabulation.

**Unit V :**

Hypothesis testing, analysis of variance and covariance, reliability, practical lab based sessions.

**Unit VI :**

Correlation & regression, tabular and graphic methods of displaying data, practical lab based sessions.

**Text Book :**

1. Marketing research-an applied orientation : by Naresh Malhotra & Satyabuhshan Dash, Pearson.
2. Essential of Marketing research by William Ziamond & Barry Babin, Cengage Learning.

**Reference Books :**

1. Marketing research : by David A. Aaker, V. Kumar, George S. Day, Robert P. Leone, Wiley.
2. Marketing research - text & cases : by Rajendra Nargundkar, McGraw Hill.
3. Marketing research-concept, practices & Cases : by Sunanda Easwaran, Oxford University Press.

## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

Course Code : MBT652-1

Course : Corporate Taxation

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. A basic understanding about the different forms of organization.
2. A basic understanding of computation of Income under the head business/profession.
3. A basic idea about the incomes exempt from tax and deductions.
4. A basic understanding of GST.
5. A basic understanding of provisions of GST related to time and place of supply, valuation rules.
6. A basic understanding of compliance under GST.

**Unit I :**

**Forms of organization :** Sole proprietorship, partnership, limited liability partnership, joint stock company; rules, regulations and benefits related to different forms of organisations.

**Unit II :**

**Income from Business & Profession :** Provisions relating to computation of Income under the head business/profession.

**Unit III :**

**Income exempt from Tax and Assessment :** Deductions. set off and carry forward of losses, TDS, Self-Assessment tax, filing of return.

**Unit IV :**

**GST : Concept - IGST, CGST, SGST;** Territorial Jurisdiction, Taxable event, consideration, levy and collection of GST.

**Unit V :**

**Provisions of GST :** Definition of Goods & Services, Place & Time of supply, valuation rules. Job work, eCommerce.

**Unit VI :**

Compliance : Registration, Input Tax Credit, Payment of Tax, Returns.

**Text Book :**

1. Direct Taxes : Ahuja, G.K. & Gupta, Ravi, Bharat Law House.

**Reference Books :**

1. Direct Taxes : V K Singhania, Taxmann Publication.
2. Indirect Taxes : Datey V.S., Taxmann Publications, New Delhi.
3. Basics of GST, Nitya Tax Associates, Taxmann Publication.



## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

Course Code : MBT652-2

Course : Security Analysis

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. Understanding about various aspects of investments & its various avenues and capital markets with respect to primary and secondary ones.
2. Understanding the meaning and various money market instruments.
3. Knowledge of various methods of computing debt and equity valuation.
4. Knowledge of risk and return and managing risk portfolio context.
5. Understanding different tools of Fundamental analysis.
6. Understanding different indicators to assess the "Technical Condition" of the market.

**Unit I :**

**Investment scenario and security markets :** Investor life cycle and investment goals, Investment options available and their comparison, investment constraints. Introduction and history of security market, overview of primary and secondary markets.

**Unit II :**

**Money Markets :** Introduction and overview of money markets, Money markets instruments T Bill, commercial paper, commercial paper, certificate of deposits, call and short notice money markets. Tools for managing liquidity in the money markets.

**Unit III :**

**Debt & Equity Valuations :** Valuation methods of debt and equity securities.

**Unit IV :**

**Risk & Return analysis :** Definition and measures of return and risk - historical rates calculation, CAGR, Expected rates, required rate of return, risk free rate of return, & measurement of risk in portfolio context.

**Unit V :**

**Fundamental Analysis :** Concept, & process of fundamental analysis, Economy analysis, sector analysis, company analysis, Tools and techniques of fundamental analysis, business cycle and industry life cycle analysis. Event studies.

**Unit VI :**

**Technical Analysis :** Concept of technical analysis, Assumptions, advantages and challenges; fundamental Vs. technical analysis, tools and techniques for analysis; Dow theory, basic types of charts, price patterns, trend lines, moving averages and advanced technical tools.

**Text Book :**

1. Investment Management - Security analysis & portfolio management : by V.K.Bhalla, S. Chand.

**Reference Books :**

1. Investment Analysis and portfolio management : by Prasanna Chandra, Tata McGraw Hill
2. Publishers I/E, 2002
3. Investment Science : David G. Luenberger, Oxford University Press.
4. Financial Management : R.P. Rustagi, Galgotia Publication House.
5. Investment : William Sharpe (PHI)
6. Security Analysis and portfolio management : V.A. Avadhani, Himalaya Publishing House.

**SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)****Course Code : MBT652-3****Course : International Finance & Trade****L: 4 Hrs., P:0 Hrs., Per week****Total Credits : 4****Course Outcomes :**

1. Understanding the various aspects of the foreign exchange market and with the varieties of transactions taking place therein.
2. Understanding the working of MNCs
3. Understanding the various types of exchange rate risk/exposure and also how they can be assessed.
4. Understanding different sources of funds to be raised from the international financial market to finance the assets and finding out the factors taken into account while selecting a particular source of funds.
5. Understanding the International Project Appraisal.
6. Understanding the current EXIM policy and its various regulations.

**Unit I :**

**The Foreign Exchange Market :** Meaning & concept, structure and the participants, types of transactions, mechanics of currency dealing, exchange rate quotations, quotes for various kinds of merchant transactions.

**Unit II :**

**MNC's :** Introduction, FDI and the multinational enterprise, Global strategy : managing the multinational, taxation norms.

**Unit III :**

**Exchange Risk Management :** Defining foreign exchange exposure, Measuring foreign exchange exposure, classification of Foreign exchange exposure (Transactions Exposure, translation exposure, operating exposure), and their measurement.

**Unit IV :**

**International Financial markets & Instruments :** origin, instruments in the international markets, players, resource mobilization, equity instruments, Debt instruments, Euro credit syndication.

**Unit V :**

**International Project Appraisal :** The difficulties in appraising a foreign project, issues in cost of capital, the adjusted present value (APV) approach, The APV approach for a foreign project, choice of discount rates.

**Unit VI :**

**EXIM Policy & Regulations :** Historical Perspective, objectives, highlights of the current policy, trade regulations governing Imports / Exports & letter of credit.

**Text book :**

1. International Financial Management by Vyuptakesh Sharan, Sixth Edition, PHI.

**Reference Books :**

1. International Financial Management by A.K. Seth, Galgotia Publishing Company.

## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

Course Code : MBT652-4

Course : Derivatives &amp; Risk Management

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

## Course Outcomes :

1. Knowledge about the basic concepts of Risk Management.
2. Knowledge about the Mechanism of the futures market, the various types of futures, strategies and purposes of these contracts.
3. Knowledge about the Mechanism of the options market, the various types of options, hedging using options.
4. Understanding of the various speculative strategies using options.
5. Understanding of the financial swap market, various types of swaps and purposes of these contracts.
6. Understanding of the various types of Insurance and use of insurance as a risk management tool.

## Unit I :

**Introduction to risk management :** The meaning of risk, how risk is managed, limitations of risk management, corporate risk management, approaches to risk management, the process of risk management, techniques of risk management.

## Unit II :

**Mechanics of the futures market :** Meaning and definition, Types of futures, mechanism of the futures market, motives behind using futures, stock and index futures, currency futures, interest rate futures, commodity futures.

## Unit III : Options (I) :

Concept of options - put & call, Hedging using options.

## Unit IV : Options (II) :

Speculation strategies : Bullish, Bearish, volatile and non-volatile

## Unit V :

**Financial Swaps :** The concept of swaps, interest rate swaps, currency swaps, pricing of swaps.

## Unit VI :

**Introduction to insurance - Life and non-life :**

Meaning and nature of insurance, classification of insurance, elements of an insurance contract, various types of life and non-life insurance. (Self learning)

## Text Book :

1. Derivatives - Valuation and Risk Management : *David A. Dufresne & Thomas W. Miller, Oxford University Press.*

## Reference Books :

1. Derivatives and risk management : *Rajiv Shrivastava, Oxford University Press.*
2. Options, futures & other derivatives : *by John C. Hull, Pearson.*
3. Financial Management : *Theory Concepts & Problems by Dr. R.P. Rustagi, Taxmann.*
4. Insurance & Risk Management : *Dr. P.K. Gupta, Himalaya Publishing House.*

## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

Course Code : MBT652-5

Course : Project Planning &amp; Finance

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. Understanding of the process of screening of projects and feasibility studies.
2. Understanding of the process of evaluation of projects using capital budgeting tools.
3. Understanding of the various risks attached to a project and how the same are managed.
4. Ability to prepare project report and business plan, loan documentation and appraisal of loan proposals by the financial institutions.

**Unit I :**

**Introduction to project management :** Planning : Generation & Screening of project ideas, market & demand analysis, technical analysis, financial estimates & projections.

**Unit II :**

**Evaluating the project :** Nature and significance, techniques of evaluation - pay back method, accounting rate of return, net present value and profitability index.

**Unit III :**

**Analysis of Risk :** Risks attached to the project (A review of project risks identification, allocation, and management)

**Unit IV :**

**Project report and business plan :** Preparation of project financing report - components of report, appraisal of term loans by financial institutions. Business plan : Preparation of Business plan - feasibility studies, appraisal of business plan by venture capital and PE funds.

**Unit V :**

**Sources of finance :** Unconventional sources of finance : Venture capital funding, crowd funding, debt funding, equity funding,, PE funding. (Case Analysis of a start up funding)

**Unit VI :**

**Financing of small scale industry :** Meaning, importance, growth of SSI's special financing needs and sources, issues & implications. (Self Learning)

**Text Books :**

1. Project Management : *Shilpi Jouhari & S.K. Chaturvedi, Himalaya Publishing House.*

**Reference Books :**

1. Project planning analysis, selection, implementation and review : *Prasanna Chandra, TMH*
2. Financial Management : *Theory concepts & problems : Dr. R.P. Rustagi, Taxmann.*
3. Project Management and control : *Narendra Singh, Himalaya Publishing House.*
4. Financial Management : *Rajiv Shrivastava and Anil Mishra, Oxford Publications.*

## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

Course Code : MBT652-6

Course : Commercial Banking in India

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

## Course Outcomes :

1. This course will provide insights into the crucial role played by the banking sector in the economy.
2. The students will understand the regulatory structure of Indian Banking.
3. The course will give an understanding of the functions of commercial bank and its deposit portfolio.
4. The students will understand the development of funds by the banks in various asserts.
5. The students will understand the special structure of balance sheet and profit and loss account and learn to analyse the performance of the bank.
6. The students will understand the different job profiles in bank and the recent developments in the banking sector.

## Unit I :

**Meaning and devinition of banking :** Evolution and history of banking in India; The role of banks in the financial system; financial intermediation by the banks; The indian banking structure-Types of Banks of India; concepts of banking-Unit banking, branch banking, narrow banking, Universal banking; channels of banking branch banking online banking, mobile banking, digital wallets.

## Unit II :

**The regulatory structure of banking -** The banking regulation act 1949, The central bank functions of a central bank; the reserve bank of india functions and powers of RBI; RBI- the monetary polic and reserve ratio requirements.

## Unit III :

**Commercial banks :** Scheduled, non-scheduled banks, functions of a commercial bank primary, secondary and agency functions; general utility services, other ancillary services; fund transfer : RTGS, NEFT, IMPS;- Products types and sub types; term deposits - calculation of interest and maturity value-non residential Indian deposits, foreign currency deposits - KYC norms.

## Unit IV :

**Investment policy of a bank;** credit creation-loan products-fund based and fee based; types of fund based credit-based on nature (Business loans and retail loan products), tenure, purpose and security; non fund based credit letter of credits, gurantee issued, indmnities, RBI's guidelines to banks for advances and NPAs.

## Unit V :

**The financial statements of banks -** form A and Form B - The structure of Balance sheet and income statement; schedules to the financial statments; off balance sheet items; analysis of bank's financial statements: ratios (CAMEL & EAGLE)

## Unit VI :

**Job profiles in retail branch banking :** role of teller, personal banker, and branch manager, minimum qualification requirement for getting into such roles. New developments in the banking secotr. (Self Learning)

## Text Book :

1. Banking products and services (Indian institute of banking and finance)
2. Bank financial management (Indian institute of banking and finance)

## Reference Books :

1. Banking theory and practice by P.K. Shrivastava.
2. Retail banking by Indian Institute of banking and finance.

## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

Course Code : MBT652-7

Course : Financial Services &amp; Merchant Banking

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. Understanding of various types of financial services.
2. Understanding of attracting and retaining customers in financial market.
3. Understanding of regulatory framework in financial services market.
4. Understanding of merchant banking.
5. Understanding of merchant banking in Indian.
6. Understanding of various issues related to merchant banking activity.

**Unit I :****Financial services :** Concept, objectives, characteristics, issues, kinds of financial services.**Unit II :****Marketing of financial services :** conceptual framework, distribution pricing, promotion, attracting & retaining customers.**Unit III :****Financial services market :** Concept, constituents, growth of financial services in India, problems of financial services sector, regulatory framework.**Unit IV :****Merchant banking :** Introduction, nature, role of merchant bankers in economy, functions of merchant bankers, code of conduct for merchant bankers.**Unit V :****Merchant banking in India :** legal & regulatory framework and relevant provisions, SEBI guidelines for merchant bankers, present state of merchant banking in India.**Unit VI :****Issue management :** Concept, pre and post issue activities, role of merchant banker in issue management and mergers and acquisitions.**Text Book :**

1. Financial services : M.Y. Khan, Tata McGraw Hill 2010

**Reference Books :**

1. Financial Services : Gurusamy, Tata McGraw Hill 2010
2. Financial Services : Tripathy, Prentice Hall of India 2009
3. Financial markets and institutions : Madura, Thomson, 2009

## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

Course Code : MBT652-8

Course : Management Control System

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. Understanding of management control system and subsystems.
2. Understanding of concept of responsibility centre.
3. Understanding of transfer pricing.
4. Understanding of MCS in service sector.
5. Understanding of principles governing various types of audit.

**Unit I :**

Definition and concept of management control, subsystems of management control strategic control, operational control and task control, functions of management accountant and controller, impact of changing business environment on management accounting and control systems, requisites for designing and implementing management control systems. Goal congruence - cybernetic paradigm of Grissinger – functions of the controller.

**Unit II :**

Responsibility Centers - Types of responsibility centers - expense center, profit centers and investment centers - budgetary control as a tool for management control system - engineered, discretionary and committed costs. Approaches to budgeting w.r.t. engineered and discretionary costs, benchmarking and total cost management.

**Unit III :**

Transfer pricing (Market based and cost based) : related numerical problems - return on investment, Economic value added, capital budgeting and ratio analysis as a tool to management performance measurement.

**Unit IV :**

Management control system in service sector vis-a-vis in manufacturing sector. Financial and Non-financial performance measures w.r.t. balance score card (Rock Water's Model).

**Unit V :**

MIS-Management Information system &amp; ERP

**Unit VI :**

Introduction to audit functions as a control tool covering financial audit, internal audit and cost audit management audit - principles and objectives.

**Text Book :**

1. Management control system : 10th edition - Anthony and Govindrajana, Tata McGraw Hill.

**Reference Books :**

1. Practical Auditing : B.N. Tondon
2. Management Control System : Kirby.

## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

Course Code : MBT652-9

Course : Portfolio Management

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. Understanding the implications of the efficient market hypothesis.
2. Understanding the portfolio management process and the benefits of diversification.
3. Understanding the various theories of portfolio construction.
4. Understanding the concept of optimum portfolio selection & Revision.
5. Understanding the various measures available for performance management.
6. Understanding different schemes and constitution & management of mutual funds.

**Unit I :**

**Efficient capital markets Hypothesis :** Need, EMH - forms, tests and results, implications of efficient capital markets; random walk hypothesis, Indian markets and efficiency,

**Unit II :**

**Principles of portfolio management :** Introduction, portfolio management process, fundamental principles of portfolio management, portfolio risk management through diversification.

**Unit III :**

**Portfolio theories - SML overpriced/underpriced securities, systematic and unsystematic risk. Markowitz portfolio theory, sharpe's portfolio theory, delineating efficient frontier, optimal portfolio selection.**

**Unit IV :**

**Optimum portfolio selection & revision -** Optimal portfolio selection - sharpe's single index model, portfolio revision methods.

**Unit V :**

**Performance measurement -** Concept measures available - Treynor, sharpe, jensen, fama, sortino.

**Unit VI :**

**Mutual funds and AMCs :** Constitution of MFs - Sponsors, Trustees, AMCs and custodians; classification of mutual fund schemes, NAV and pricing of mutual fund units; returns on investment, study of portfolios of MFs (Self Study)

**Text Book :**

1. Investment management security analysis & portfolio management : by V.K. Bhalla. S. Chand.

**Reference Books :**

1. Investment analysis and portfolio management : by prasanna Chandra, Tata McGraw Hill
2. Publishers I/E, 2002
3. Investment Science : David G. Luenberger, Oxford University Press.
4. Financial Management : R.P. Rustagi, Galgotia Publication House.
5. Investment : William Sharpe (PHI)
6. Security analysis and portfolio management : V.A. Avadhani, Himalaya Publishing House.

## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

Course Code : MBT652-10

Course : Mergers &amp; Acquisition and Corporate Restructuring

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. Understanding of the different forms of corporate restructuring and mergers and acquisitions, basic concepts of mergers & acquisitions, reasons of M&A as well as reasons of failure of M&A.
2. Understanding of methods of valuation of corporates.
3. Understanding of process of valuation of Synergy.
4. Understanding of process of appraisal of M&A.
5. Understanding of post closing integration.
6. Awareness about the takeover code, current developments etc.

**Unit I :**

**Mergers & Acquisitions :** Forms of Corporate Restructuring, different forms of M&A. M&A Process, participants in the M&A Process, Due diligence, reasons for failure of M&A.

**Unit II :**

**Methods of valuation of firms :** Various approaches to valuation, role of valuation, DCF Model, equity valuation model, firm valuation model.

**Unit III :**

**M&A Synergies :** Meaning, Types, Sources of Synergy, valuation of synergy, factors destroying synergy.

**Unit IV :**

**Post - merger performance appraisal :** Post Merger appraisal using various ratios.

**Unit V :**

**Post closing integration :** Post merger integration related to IT, HR and Physical aspects of corporate.

**Unit VI :**

**Takeover defenses and current developments :** Preventive and anti takeover defenses, takeover code, recent mergers and acquisitions.

**Text Books :**

1. Mergers and Acquisitions : Rajinder, S. Aurora, Kavita Shetty & Sharad Kale, Oxford University Press.

**Reference Books :**

1. Mergers and acquisitions : Strategy, valuation & integration, Kamal Ghosh Ray, PHI.
2. Mergers, acquisitions & takeover, Machiraju H.R., New Age International (P) Limited, Publishers.

## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

Course Code : MBT652-11

Course : Wealth Management

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. An overview about Financial Planning.
2. Basic understanding about Wealth Management & the economy.
3. Knowledge investment & risk management.
4. Understanding of different investment products & services.
5. Understanding of risk profiling and asset allocation.
6. Knowledge about elements of taxation.

**Unit I :**

**Introduction : Financial Planning :** Background, Role of financial planner, financial planning process, contract and documentation, client data collection, client data analysis, life cycle, wealth cycle, risk profiling and asset allocation, systematic approach to investing, systematic investment plan (SIP), systematic withdrawal plan (SWP), systematic transfer plan (STP), Financial Plan, Goal based financial plan, comprehensive financial plan, financial planning in india.

**Unit II :**

**Wealth Management & the Economy :** Financial planning to wealth management, economic cycles and indicators : lag indicators, co-incident indicators, lead indicators; interest rate views, currency exchange rate, the deficits : revenue deficit and fiscal deficit, current account deficit.

**Unit III :**

**Investment & Risk Management :** Equity, debt, alternate assets : Gold & real estate. Role of each instrument, risk associated, return expectations.

**Unit IV :**

**Investment products & services :** Derivatives : futures, options; mutual fund, venture capital / private equity funds, hedge funds, structured products, portfolio management services (PMS).

**Unit V :**

**Risk profiling & asset allocation :** Risk profiling, why asset allocation, strategic asset allocation, tactical asset allocation, fixed asset allocation, flexible asset allocation, asset allocation returns in equity and debt. fixed asset allocation with annual re-balancing; flexible asset allocation, asset allocation returns in equity, debt and gold, diversification in perspective.

**Unit VI :**

**Elements of taxation :** Deductions from Income : i. Section 80C. ii. Section 80CCD iv. Section 80D v. Section 80E vi. Section 80GG. Long Term and short term capital gain / loss; dividend tax / Tax on Income distributed by mutual funds, securities transaction tax (STT). Capital gains taxation.

**Text Book :**

1. Intermediate Module : Wealth Management (NCFM modules)

**Reference Books :**

1. Wealth Management : Pawan Jhabak, Himalaya Publishing House.
2. Wealth Management : Dun & Bradstreet, Mcgraw-Hill Publication.
3. Wealth Management : A treatise & guide for wealth managers and wealth management executives, Prof. George S. Mentz, American Academy of financial management.



**SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)****Course Code : MBT652-12****Course : Insurance Management****L: 4 Hrs., P:0 Hrs., Per week****Total Credits : 4****Course Outcomes :**

1. Knowledge of the basics of insurance, insurance contract, and insurance intermediaries.
2. To build knowledge about risk management.
3. To learn the concept of general insurance.
4. To understand the concept of personal and liability insurance.
5. To build knowledge about financial planning and life insurance.
6. To understand the different types of life insurance policies.

**Unit I :**

**Introduction to insurance :** Definition of Insurance, concept of insurance / how insurance works, insurance act, 1938, Insurance regulatory and development authority (IRDA), insurance advertisements and disclosure regulations, 2000, protection of policy holders interest regulations, 2002, Third party administrators (PA), **Insurance contract terminology, elements and principles :** Contract terminology, elements of a valid contract -offer and acceptance, consideration, capacity legal purpose, distinguishing characteristic of insurance contract, common clauses and sections in an insurance contract, Insurance intermediaries : introduction, individual agent, corporate agent, code of conduct, broking regulations, Indian insurance market.

**Unit II :**

**Fundamentals of Risk management :** Definition of risk, classification of risks, definition of risk management, stages of risk management.

**Unit III :**

**General insurance - classification :** Life insurance & Non life insurance, non-life insurance classification - property insurance, personal insurance, & liability insurance, types of property insurance - Fire insurance, marine insurance, various types of engineering insurance, contractor's all risks (CAR) Insurance, marine cargo insurance, features of motor insurance, burglary insurance, money insurance.

**Unit IV :**

**Personal and liability insurance :** Personal insurance, mediclaim policies, group mediclaim policies group mediclaim policy, personal accident insurance (PA), Liability insurance, employers liability insurance, public liability insurance, professional indemnity insurance, product liability insurance.

**Unit V :**

**Financial planning and life insurance :** Financial planning, ratios as a tool for financial analysis, definition of life insurance, law of large numbers, principles of insurance and life insurance.

**Unit VI :**

**Types of life insurance policies :** Term insurance, types of term life insurance, whole life insurance, endowment policy, children's policies, annuities, group insurance, industrial life assurance, life insurance, life insurance premium and tax benefits.

**Text Book :**

1. Insurance and risk management by P.K. Gupta, Second edition, HPH.
2. Banking risk and insurance management by N.R. Mohan Prakash, Vikas Publication.

**SYLLABUS OF SEMESTER III/IV, MBA. (Integrated)****Course Code : MBT653-1****Course : Advanced organization behavior****L: 4 Hrs., P:0 Hrs., Per week****Total Credits : 4****Course Outcomes :**

1. To understand application of Motivational theories in organizations.
2. To understand power and political behaviour in organizations.
3. To understand various theories of leadership.
4. To understand Work Stress and its management for individuals and organizations.
5. To understand the basics of transactional analysis.
6. To understand application of transactional analysis in an organizational setting.

**Unit I :**

**Applied motivational practices :** Types of Organisational Rewards, Job Design, Factors affecting Job Design & its approaches. Model of Job Design, Behaviour Modification.

**Unit II :**

**Power & political behavior :** Dynamics & Indicators of power, sources of power, power tactics, politics & political behavior in organisation.

**Unit III :**

**Leadership :** Nature and definition, difference between leaders & managers, leadership styles, theories of leadership.

**Unit IV :**

**Work stress :** Meaning and definitions, work stress model, stressors, sources of stress, individual and group level stressors, organizational stressors, extra organizational stressors, daily hassles, outcomes, burnout. Strategies for stress management : individual, organizational. Stress and performance.

**Unit V :**

**Transactional Analysis :** Ego states and their identification, types of transactions, positions of change, child parent & adult.

**Unit VI :**

**Application of transactional analysis :** Using transactional analysis in the workplace, transactional analysis and communication, transactional analysis and leadership, using TA in negotiations.

**Text Book :**

1. Organisational behaviour - K.As wattappa, Himalaya Publishing House.

**Reference Books :**

1. Organisational behaviour - Fred Luthans, McGraw - Hill Publishing Co.Ltd.
2. Organisational behaviour - Robbins, Prentice hall of India.
3. Organisational behaviour- Koontz, McGraw - Hill Publishing co.Ltd.

**SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)****Course Code : MBT653-2****Course : HR Audit & Analytics****L: 4 Hrs., P:0 Hrs., Per week****Total Credits : 4****Course Outcomes :**

1. To understand the basics of HR Audit.
2. To understand the how to audit different HR Practices in different dimensions.
3. To understand the HR audit methodology and presentation of the report.
4. To understand the basics of HR analytics.
5. To understand what the prerequisites for HR Analytics are.
6. To understand in detail the process of HR Analytics.

**Unit I :**

**Introduction to HR Audit :** Good HR Practices, Good HR practices and business improvement, HRD and organizational effectiveness, elements of good HRD, approaches to evaluate the HR function and its impact, need for HR audit, HRD Audit : Basic concepts, need, role, overview of methodology.

**Unit II :**

**HRD and HR Audit - Strategies :** Human resource strategies at the corporate level, auditing HRD strategies, culture : organizational culture, auditing HRD culture and values, structures : current structures and structural alternatives, auditing the structure, systems : HRD systems and subsystems, auditing HRD systems, HR department : HRD competencies, challenges, professionalism in HR-Myths, priorities, lessons, future strategies, auditing HRD Competencies, auditing the styles of top management.

**Unit III :**

**HR audit methodology and issues :** HR audit methodology : questionnaires, interviews, observation, measuring business impact and establishing the HRD score card, writing the HRD audit report, measuring business impact, designing and using HRD audit for business improvement.

**Unit IV :**

**Introduction to HR analytics :** Basic framework of HR analytics, analytics value chain, analytic model, human capital data utilization, turning data into information.

**Unit V :**

**Prerequisites for HR analytics :** Preparing for an Analytics Unit, ten steps for an analytics unit, structure and team building, developing an analytics culture, research, designing and delivering reports. Process management, making an impact, preparation, efficiency measures, effectiveness measures.

**Unit VI :**

**Predictive analytics in action :** data : ownership and forms, first step : determine the key performance indicators second step : analyze and report the data relationships, optimization predictive analytics, interpreting the results, predicting the future structural equation modeling.

**Text Books :**

1. HRD audit, T.V. Rao; SAGE Publication

**Reference Books :**

1. Predictive analysis for human resources; Dr. Jac Fitz-enz John R. Mattox II; Wiley Publication
2. The new HR Analytics; Dr. Jac Fitz-enz; AMCOM

**SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)****Course Code : MBT653-3****Course : Human Resource Planning****L: 4 Hrs., P:0 Hrs., Per week****Total Credits : 4****Course Outcomes :**

1. Understanding of the typical issues faced by the organization in HR planning.
2. Understanding of HR forecasting process.
3. Understanding of Downsizing & Restructuring.
4. Ability to understand HRP in succession management.
5. Understanding of Strategic HR planning.
6. Ability to appreciate latest HR trends in an industry.

**Unit I :**

**Human Resource planning :** HRP an overview, objectives, significance, need, models of business strategy, strategic HR Planning model.

**Unit II :**

**HR Forecasting process :** Meaning & benefits of HR forecasting, key personnel required, determining net HR requirements, ascertaining HR supply, labour wastage analysis, forecasting techniques, types live industry project to study forecasting techniques of organizations.

**Unit III :**

**HRP & downsizing & restructuring :** Need of downsizing, the decision of downsizing, concept of "survivors" of downsizing, Impact & consequences of downsizing, effective downsizing and restructuring strategies, handling psychological and labor issues in downsizing.

**Unit IV :**

**HRP & succession management :** Concept & importance of succession management, evolution & process of succession management, management developments methods, role of employee in succession management, HRP & retention management.

**Unit V :**

**Strategic HR Planning :** Strategies and HR practices, Mergers & acquisitions : Concept of merger & acquisition, 360 degree impact of merger & acquisition, cultural issues in mergers, HR planning for mergers & acquisitions, Changes brought in various HR issues.

**Unit VI :**

**HRP and outsourcing, current trends in HR planning :** Development of HR planning, controlling attrition, scope & overview.

**Text Book :**

1. Strategic human resources planning : Monica Belcourt, Kenneth J. McBey; Ying Hong, Margaret Yep.

**Reference Books :**

1. Effective succession planning : William J. Rothwell; Amacom
2. Human Resource Planning : John Bramham; Universities Press
3. Strategic Human Resource Management : Rajeesh Vishwanathan; Himalaya Publishing House.

**SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)****Course Code : MBT653-5****Course : International HRM****L: 4 Hrs., P:0 Hrs., Per week****Total Credits : 4****Course Outcomes :**

1. Understanding of International Business overview, multinational corporations.
2. Ability to become acquainted with cultural literacy in context of IHRM.
3. Understanding of Domestic versus International HRM, planning.
4. Ability to understand Macro and micro level sources of recruitment.
5. Understanding of global training and development, compensation benefits.
6. Understanding of shift in industrial relations and international HRM.

**Unit I :**

**International Business Overview :** Evolution, drivers, influences, stages of internationalization, differences between domestic and international business, approaches, modes of entry, goals, advantages, problems.

**Unit II :**

**Social and cultural context of IHRM :** Culture, why cultures differ, cultural sensitivity, social environment, Hofstede's model of four cultural dimensions. Managing Culture Diversity : culture and its factors, cross-cultural differences, workforce diversity, managing diversity.

**Unit III :**

**International Human resource management :** Introduction, expatriate, domestic versus international HRM.

Organization structure and HRM : organizational design, structure, nature, approaches.

International Human Resource Planning : International division of labour, global human resource planning, issues in supply, different categories of employees.

**Unit IV :**

**International Recruitment and selection :** Macro-level sources of recruitment, approaches : ethnocentric, polycentric, regiocentric and geocentric, advantage, disadvantage, implications; centralized Vs. decentralized recruitment; Micro-level sources.

**Unit V :**

**International training and development :** why global training, areas of global training and development, International compensation and benefits : complexities, objectives, factors that affect internal compensation management, components/structure of international compensation package, executive compensation, approaches to internal compensation management.

**Unit VI :**

**International Industrial Relations :** Three actors of industrial relations, trade unions and their concern in MNC, collective negotiations, disputes/conflicts, quality circles and participative management. International strategic human resource management : peculiarities of global strategic management, value creation, global strategic management process, MNCs' business and IHRM strategies, formulation of alternative business unit level strategies, collaborative strategies, organizational and HRM strategies. Shifts in International Human Resource Management and Industrial Relations : Shifts in global business, shifts in human resources management, shifts in industrial relations.

**Text Book :**

1. International human resource management : P. SubbaRao, Himalaya Publishing House.

**Reference Books :**

1. International Human Resource Management : MonirTayeb, Oxford University Press.
2. International Human Resource Management : K. Aswathappa & S. Dash, Tata McGrawHill.
3. International Human Resource Management : Tony Edwards & Chris Rees, Pearson Education.

**SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)****Course Code : MBT653-7****Course : Organizational Theory : Structures and Design****L: 4 Hrs., P:0 Hrs., Per week****Total Credits : 4****Course Outcomes :**

1. To understand the basics of organizational theories and structure.
2. To understand the dimensions of organizational structure. Determinant of structure : Strategy.
3. To understand determinants of organizational structure : Size and technology.
4. To understand determinants of organizational structure : environment and power control.
5. To understand the various organizational design options.
6. To understand the contemporary issues in organizational theory.

**Unit I :**

**Overview of organizational theories :** Definition and importance, the evolution of organizational theory - type 1 theorists, type 2 theorists, type 3 theorists, type 4 theorists, organizational effectiveness - importance, approaches : Goal-attainment, systems, strategic constituencies, competing-values.

**Unit II :**

**Dimensions of organizational structure :** Complexity, formalization, centralization, **Determinants of structure** - strategy definition, types : classifying strategic dimensions, Chandler's theory, contemporary theory, limitations.

**Unit III :**

**Determinants of organizational structure :** Size and technology - organizational size definition, advocates and criticism, dimensions of organizational structure and the size imperative. Technology - definition, contributions of woodward, perrow and thompson, influence of industry and size, technology and structure.

**Unit IV :**

**Determinants of organizational structure :** Environment and power control - Environment definition, contributions by various researchers, the environmental imperative - advocates and criticism, the environment structure relationship. Power control strategic choice, challenges to the contingency perspective, the roads to power, synthesizing the power-control view, Implications of the power control view.

**Unit V :**

**Organizational Design :** Choosing the right structural form : organizational design options- the case for standard configurations, common elements in organizations, different types of organizational structures. Bureaucracy - definitions, dysfunctional consequences of bureaucracy. Adhocracy - the matrix, theory Z, the collateral form, the network structure.

**Unit VI :**

**Applications :** Contemporary issues - Managing the environment - internal strategies, external strategies, guidelines for managing environment, managing organizational change - Model for managing organizational change, managing environment, managing organizational change - model for managing organizational change, managing conflict - sources of organizational conflict, resolution techniques, managing organizational culture, managing organizational evolution.

**Applications of organizational theory :** Cases in organization theory.

**Text Book :**

1. Organization theory : Structures, Designs, and applications; 3rd revised edition; Stephen Robbins, Mary Matthew; Pearson Education.

**Reference Books :**

1. Organizational Theory, David Crowther, **Miriam Green**
2. Understanding organizations : Organizational theory and practice; Madhukar Shukla, Prentice Hall.
3. Organization theory and design, Richard L. Daft; Cengage India.

## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

Course Code : MBT653-8

Course : Performance and Compensation Management

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. Understanding of basic concepts of performance management system.
2. Understand parts of performance management.
3. Understanding of basic concept of compensation management.
4. Knowledge of impact of behavioral dimension of compensation.
5. Better understanding of relationship between compensation and performance.
6. To understand incentive determination and innovations in compensation.

**Unit I :**

**Performance Management :** Concept of performance management, process of performance management system, types of appraisal method, rating errors during appraisal.

**Unit II :**

**Parts of performance :** Management : Planning employee performance, monitoring & mentoring performance, stocktaking performance and potential.

**Unit III :**

**Introduction to compensation Management :** Role of compensation in rganization, definition, objectives, principles and importance of compensation, ethical issues, compensation in India.

**Unit IV :**

**Behavioral dimension of compensation management :** Factors influencing effective compensation management, motivational issues in compensation, organizational justice and compensation, impact of compensation on employee behavior, consequences of dissatisfaction with compensation.

**Unit V :**

**Rewarding performance :** Approaches to rewarding performance, stategic compensation : Pay for performance programmes, meaning and types of incentive plans, essential characteristics of effective incentive plan and its limitations.

**Unit VI :**

**Quantitative tools and innovation in compensation :** Variable compensation, retirement plans, employee benefits - gratuity, PF, DA.

Incentive determination, overtime wages, merit practices.

**Text Books :**

1. Compensation of Management - Tapomoy Deb, Excel Books.
2. Compensation of Management - Dipak kumar Bhattacharyya, Oxforf Publications.

**Reference Book :**

1. Compensation - Milkovich, Newman, Venkata Ratnam, McGraw Hill Education.
2. Performance Management : Prem Chadha, Publication - Macmillan.

**SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)****Course Code : MBT653-9****Course : Recent Trends in HRM****L: 4 Hrs., P:0 Hrs., Per week****Total Credits : 4****Course Outcomes :**

1. Students will know the employee engagement practices to be fruitfully adopted in an organization.
2. Students will know to ascertain the prevalence of OCB and its contribution towards organization.
3. Students will be able to analyze long term performance drivers through balance scorecard.
4. Students will be able to understand about the relevance of CSR from HR perspective.
5. Students will know the best practices to acquire and retain the talent workforce in the organization.
6. Students will understand about the current developments and recent trends in the field of Human Resource.

**Unit I :**

**Employee Engagement :** Concept, benefits, activities under employee engagement, employee engagement towards sustainability, Models of employee engagement.

**Unit II :**

**Organization Citizenship Behavior :** Concept, benefits, antecedents of organization citizenship behaviour, factors of organization citizenship behaviour, evaluating organization citizenship behaviour at workplace, and measures to encourage organization citizenship behaviour at workplace.

**Unit III :**

**Balance Scorecard :** Concept, perspective in balance scorecard, framework of balance scorecard, HR & Balance Scorecard.

**Unit IV :**

**Corporate Social Responsibility :** Role of HR in corporate social responsibility, employee engagement through corporate social responsibility, Activities under corporate social responsibility.

**Unit V :**

**Talent Management :** Concept, evolution of talent management, process, best practices in talent management, talent management and its relation with succession planning.

**Unit VI :**

**Other concepts :** Quality of work life, work life balance, workplace ostracism, emotional intelligence, HR outsourcing, recent developments and trends.

**Text Book :**

1. Human resource and personnel management - text and cases, K. Aswathappa, McGraw - Hill Publishing co.ltd.

**Reference Books :**

1. Personnel and Human Resource Management : text and cases, P. Subba Rao, Himalaya Publishing House.
2. Working with emotional intelligence, daniel goleman, publisher, bloomsbury.





## SYLLABUS OF SEMESTER III/IV MBA. (Master of Business Administration)

Course Code : MBT653-10

Course : Training &amp; Development

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. Understanding the Function of Training & Development followed in the organizations.
2. Understanding identification of training needs, design & evaluation of training programs.
3. Understand the design of Training programs & different raining programs.
4. Understand importance & methods of Management Development.
5. Understand the various tools used for effective training.
6. Understand the Cost associated & evaluation of Training program.

**Unit I : Training , Development & Learning** - Nature & Significance of training, Scope & Objective of training, Benefits of training, Principles of Adult Learning, Difference between Training. Development & Learning.

**Unit II : Training Need Analysis** - Identification of training needs, Thayer & McGhee Model, Areas of training, Responsibilities of providing training.

**Unit III : Training Design & Methods of Training** : Perspectives for Designing Training, Methods of On the Job Training & Off the Job Training.

**Unit IV : Management Development** : Concept & Importance of Management Development Programs (MDP's), Steps in MDP's, Prospective pitfalls, Methods and Techniques of MDP's.

**Unit V : Tools for Effective Training** : Teaching aids and techniques, Audio- visual aids, Skills of an Effective Trainer : Communication skills, Knowledge, Training Styles, Power of Boday Language, Developing creativity.

**Unit VI : Cost of Training & Evaluation of training** : Direct & Indirect Cost, Measurement of training effectiveness, Models of Traning evaluation, **Training in Indian & International Organisation.**

**Mini Project will be done by students for understanding Training Function in the organization.**

**Text Book :**

1. Training and Development by G. P. Naik published by Excel Books, New Delhi in September 2007

**Reference Books :**

1. Effective Human Resource Training and Dvelopment Strategy - Dr. B. Ratan Reddy Publication - Himalaya Publication House.
2. Human Resource and Personnel Management - Text and cases, K. Aswathappa, Publication - McGraw - Hill Publishing co. ltd.
3. Human Resouce Management, Tenth Edition, Gary Dessler, publication - Pearson Education.

## SYLLABUS OF SEMESTER III/IV MBA. (Master of Business Administration)

Course Code : MBT653-11

Course : Organization Development

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. Understanding of concept of Organization Development & Planned change
2. Knowledge about the role of OD practitioner in development
3. Understanding of OD process & its application
4. Awarness of human process, organizational process, techno structural interventions & their application.
5. Awarness of HRM & strategic interventions & their application.
6. Understanding of future trends of OD

**Unit I : General Introduction to OD** - Definition, growth & relevance of OD, history of OD, nature of planned change, lewin's force filed model, action research model, positive model & general model of planned change.

**Unit II : OD practitioner** - competencies, difference between internal & external practitioner, the professional organization development practitioner, professional values & ethics.

**Unit III : OD process** - entering & contracting, diagnosing organization, open system diagnostic model, collecting & analyzing information, diagnosing information, designing interventions.

**Unit IV : Interventions** : Human process interventions, organization process interventions, techno sturctural interventions.

**Unit V : Interventions** - human resource management interventions, strategic change interventions.

**Unit VI : Future direction in OD** - Trends within organization development, trends in the context of organization development, implication for OD's future.

**Text Book :** Organization development & change - Cummings & Worley, Cenage learning

**Reference Books :**

- 1) Organization development - French Bell Vohra, Pearson,
- 2) Organizational change & development - Dipak Bhattacharya, Oxford
- 3) Organization Change and Development, Kavita Singh, Excel Books.

## SYLLABUS OF SEMESTER III/IV MBA. (Master of Business Administration)

Course Code : MBT653-12

Course : Competency Mapping

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. Understanding the basics of Competency Mapping.
2. Understanding application of competency models.
3. Understanding how to form competency framework
4. Understanding assessment centers and competency - based interviewing.
5. Understanding generic competencies, resistance & recommendations.
6. Understanding how to apply competency mapping using cases.

**Unit I :**

**Introduction to Competency Mapping :** What is Competency? History, Evolution, Categorization of competencies, Competencies for competitive advantage.

**Unit II :**

**Competency Models :** Competency Models, Competency based HR Applications, Benefits of applying competency based models to HR, Issues related to developing Competency Mapping.

**Unit III :**

**Formation of Competency Framework :** Steps for creating competency framework, usage of competency framework, competency framework guidelines, Steps for writing competencies.

**unit IV :**

**Assessment Centers and Competency - based interviewing :** History of Assessment centers, Use of assessment centers in industry, types of tools used, roles & responsibilities of assessors, Competency - based interviewing.

**Unit V :**

**Comptency Mapping next steps :** Applying generic competency model for Leadership Role, Resistance and Recommendations to Competency model.

**Unit VI :**

**Application of Competency Mapping :** Caselets on : Hindustan Sanitaryware & Industries Ltd., Hindustan Petroleum Corporation Ltd., Gujarat Heavy Chemicals Ltd., Engineers India Ltd.

**Text Book :**

The Handbook on Competency Mapping - Seema Sanghi, Sage Publications.

**Reference Books :**

1. Competency Mapping - R. K. Sadhu, Excel Books.
2. Competency based HRM - Ganesh Shermon, Tata McGraw Hill.



## SYLLABUS OF SEMESTER III/IV MBA. (Master of Business Administration)

Course Code : MBT653-13

Course : Employer Branding

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. Understanding the basics of Employer Branding.
2. Understanding how to commit to Employer Branding.
3. Understanding how to diagnose your Employer Brand.
4. Understanding how to prepare and create your employer brand.
5. Understanding how to apply and market your Employer Brand.
6. Understanding how to nurture your Employer Brand.

**Unit I :**

**Introduction to Employer Branding :** What is Employer Branding, Functions and role, 21st century talent attraction, understanding the employees of the 21st century (the millennials), laying the foundation of your employer brand.

**Unit II :**

**Discover & Commit to employer branding :** Fifteen things to learn about brands, Five Essential steps of discovering employer branding. Fifteen things to learn about employer brands. Five essential steps for committing to employer branding.

**Unit III :**

**Diagnosing your employer brand :** Diagnose your employer brand, The ten-question employer brand health check, Five essential steps for diagnosing your employer brand.

**Unit IV :**

**Preparing and creating your employer brand :** Eight steps to get ready, Five Essential Steps to preparation, four steps to branding from the inside, five essential steps to creating your employer brand.

**Unit V :**

**Applying and Marketing your employer brand :** The stages of employee experience, Five essential steps in applying employer branding, Focusing on experience, Eight communication basics, Five essentials to marketing your employer brand.

**Unit VI :**

**Nurturing your employer brand :** Six steps to nurture your employer brand, five essential steps for nurturing your employer brand.

**Text Book :**

Brand from the inside - Libby Sartain and Mark Schuman, Jossey - Bass Publication.

**Reference Books :**

1. Employer Branding for Dummies : Richard Morsely, Lars Schmidt, Wiley Publication
2. The Talent Magnet - Richard Evans, Writer Motive Publication.



## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

Course Code : MBT653-14

Course : Industrial Relations

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. Students will understand about current industrial relation legislative proposals and impact of labour laws on human resource management.
2. Students will understand the importance and practices to be adopted for workers participation and collective bargaining.
3. Students will know about industrial relations and grievance redressal procedure.
4. Students will be able to get in-depth knowledge of important areas of social security measures for employees.
5. Students will know about the working of state, national and international labour organization.
6. Students will get a better understanding about the functions & working of offices attached to labour ministry.

**Unit I :**

**Industrial Relation and Industrial Democracy :** Definition and concept of industrial relation, basic facts, scope, aspects & ideologies of industrial relations, approaches to industrial relations.

**Unit II :**

**Collective Bargaining :** Definition, importance, types, prerequisites of effective collective bargaining & collective bargaining in India; workers participation: concept & meaning, aims & objective, forms & levels of participation, conditions essential of working of the scheme.

**Unit III :**

**Grievances & Disputes :** Nature, causes, settlement procedure of Grievances, industrial disputes, causes, remedial & prevention measures. Consequences of industrial disputes on industry & society. Significance of peace & harmony to industrial productivity & progress.

**Unit IV :**

**Employee's Social Security :** Aims of social security measures, methods of providing social security, benefits to workers-social assistance and social insurance.

**Unit V :**

**ILO :** ILO: Constitution, working & impact of ILO on labour legislations in India, ILO convention & recommendations.

**Unit VI :**

**Functions & Working of Offices Attached to Labour Ministry : Directorate:** General of employment & training; labour bureau; welfare commissioners; various committee constitute by the Government of India (Ministry of Labour).

**Live Projects :** related to topics of syllabus.

**Text Book :**

1. Dynamics of Industrial Relations : Mamoria & Mamoria, Publisher: Himalaya Publishing House.

**Reference Books :**

1. Essentials of Human Resource Management & Industrial Relation : P. Subbha Rao, Publisher: Himalaya Publishing House.
2. Industrial Relations : C. S. Venkata Ratnam, Publisher: Oxford University Press.

**Note :** Underlined topics are for self study.

## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

Course Code : MBT653-15

Course : Labour Laws

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. Students will the ability to understand Industrial Relations and Grievance Redressal Procedure.
2. Students will get detailed insights about the laws governing terms and conditions of employment.
3. Students will have the knowledge of laws governing the wages of employees.
4. Students will be able to get the knowledge of important areas of legislation relating to governing factories, shops & establishments.
5. Students will have in depth knowledge of welfare measures extended towards employees during mishap or maternity.
6. Students will have in depth knowledge of important areas of legislation relating to social security measures.

**Unit I :**

**Industrial Disputes :** Definition, of authorities under the act, dispute settlement machinery, industrial disputes act, 1947.

**Unit II :**

**Laws Governing Terms and Conditions of Employment :** Industrial employment ( standing orders ) act, 1946, contract labor (regulation & abolition) act, 1970.

**Unit III :**

**Laws Governing Wages and Trade Unions :** Minimum wages act, 1948, payment of wages act, 1936, trade unions act, 1926.

**Unit IV :**

**Laws Governing Welfare I :** Factories Act, 1948, shops and establishments act.

**Unit V :**

**Laws Governing Social Security I :** Employees provident funds and miscellaneous provisions act, 1952, employees state insurance act, 1948.

**Unit VI :**

**Laws Governing Social Security II:** Payment of gratuity act, 1972, employees' compensation act, 1952.

**Text Book :**

1. Labour and Industrial laws : P. K. Padhi, Publisher: Eastern Economy Education.

**Reference Books :**

1. Industrial Jurisprudence & Labour Legislation: A. M. Sarma, Publisher: Himalaya Publishing House.
2. Taxmann's Labour Laws : Taxmann Publications Pvt. Ltd.

## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

Course Code : MBT654-1

Course : Operations Planning &amp; Control

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. Student will be able to understand capacity plans and be able to plan locations and layouts.
2. Student will be able to put in practice the Macro Planning Techniques using Aggregate planning.
3. Student will be able to design micro processes in production planning.
4. Student will be able to plan Material and capacity of a manufacturing concern.
5. Student will be able to implement micro processes using sequencing and Job Assignments.
6. Students will be able to understand batch scheduling and be able to Balance the line for one piece flow.

**Unit I : Facility, Capacity, Location and Layouts**

Long range capacity planning, Facility Location, Layout, Manufacturing Facility layouts, Service facility layouts.

**Unit II : Production Planning Hierarchy**

Aggregate Planning in details. Numericals on Aggregate Planning

**Unit III : Master Production Schedules.**

Capacity & MPS, Bill of Material, Disaggregation, Managing and Maintaining MPS

**Unit IV : MRP & CRP**

Materials Requirement Planning and Capacity Requirement Planning, Load Schedules

**Unit V : Manufacturing Operations Scheduling**

Sequencing and Assignment model,

**Unit VI : Scheduling Product Focused Manufacturing**

Batch Scheduling, Line of Balance

**Text Book :**

1. Operations Management - Norman Gaither & Greg Frazier

**Reference Books :**

1. Operations Management - Russell and Taylor
2. Production Planning and Inventory Control - Narasimhan, McLeavey & Billington, PHI India.
3. Elements of Production Planning and Control : Samuel Eilon, Univeral Books Corporation
4. Production & Operations Management : Everett E. Adam Jr., Ronald J Ebert, PHI India
5. Production and Operations Management : S. N. Chary, 4th Edition, TMH Publications
6. Operations Now-Byron Finch, 3rd Edition, TMH Publications.

## SYLLABUS OF SEMESTER III/IV, MBA (Master of Business Administration)

Course Code : MBT654-2

Course : Supply Chain Management

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. Knowledge of main concepts of SCM and the strategic role SCM plays in business.
2. Knowledge of functions such as purchasing, inventory management.
3. Knowledge of functions such as transportation and warehousing.
4. Knowledge of informational issues involved in planning and operations of the supply chain.
5. Knowledge of the importance of internal and external integration and collaborating with external customers and suppliers to achieve supply chain excellence.
6. Knowledge of responsive supply chain, handling disruptions and revenue management.

**Unit I : The Role of Supply Chain Management in Economy and Organization :** Introduction to supply chain management, Key concepts, Enablers of supply chain performance, Supply chain strategy, Customer service & Cost trade offs, Supply chain performance measures, Enhancing supply chain performance.

**Unit II : Outsourcing, Procurement & Inventory Management :** Make versus buy, Sourcing Strategy, Procurement, e-Procurement, Introduction to inventory management, Types of Inventory, Inventory related costs, Managing cycle stock, Managing safety stock, Managing seasonal stock, Analyzing impact of supply chain redesign on the inventory, Managing inventory for short life cycle products, Multiple-item, multiple-location inventory management.

**Unit III : Transportation, Warehousing & Storage and Network Design & Facility Location :**

Drivers of transportation decisions, Modes of transportation, Devising a strategy for transportation, Vehicles scheduling, Warehouse functions, warehousing planning and cost reduction, Warehousing options, Warehouse design principles, Network operations planning, network design problem, Network design and operations models, Location of service systems, Incorporating uncertainty in network design.

**Unit IV : Demand Forecasting and the Role of Information technology in Supply Chain Management :** Role of forecasting, Qualitative forecasting methods, Quantitative forecasting methods, Time series forecasting models, Enabling SCM through IT, Strategic management framework for IT adoption in SCM.

**Unit V : Supply Chain Integration and Restructuring :** Internal integration, External integration, Building partnership & trust in supply chain, Vendor managed inventory, CPFR, differentiation, restructuring the supply chain architecture.

**Unit VI : Agile Supply Chains and Pricing & Revenue Management :** Supply chains for high demand uncertainty environment, Illustration of responsive supply chain approach, sources of supply chain disruptions and its impact on business, methodologies for handling disruptions, Pricing, Revenue management, Innovative pricing.

**Text Book :**

1. Supply Chain Management : Janat Shah, Person Educations.

**Reference Books :**

1. Supply Chain Management Strategy, Planning & Operation : Chopra, S, and P. Meindl, Person Education.
2. Logistics and Supply Chain Management : Cases and Concepts, Raghuram, G. and N. Rengarj, Macmillan.
3. Designing and Managing the Supply Chain : Concepts, Strategies and Case Studies D. Simchi-Levi., P.
4. Kaminski and E. Simchi-Levi, McGraw-Hill.
5. Supply Chain Management : Sunil Sharma, Oxford University Press.
6. Principles of Supply Chain Management : A Balanced Approach, Joel D. Wisner, G. Keong Leong, Keah-Choon Tan, Cengage Learning.

**SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)****Course Code : MBT654-3****Course : Services Operation****L: 4 Hrs., P:0 Hrs., Per week****Total Credits : 4****Course Outcomes :**

1. Student will be able to compare and understand the services economies including the job availability.
2. Student will be able to develop new service design using various elements.
3. Student will be able to apply the SERVQUAL model to various services and also be able to do service gap analysis and improve them.
4. Student will be able to understand the basics of layouting and the estimation of services demand in PESTEL context.
5. Student will be able to analyze the waiting lines and optimize services facilities.
6. Student will learn the new technologies in services.

**Unit I :****Introduction to Services :**

The role of services in an economy - dependancy of manufacturing on services, economic evolution, stages of economic development, nature of the service sector, sources of service sector growth. Nature of Services - characteristics and classification of services, the service package.

**Unit II :****Service Strategy**

Strategic service vision, competitive service strategies, competitive role of information in services, limits in use of information. New Service Development - The NSD process cycle, service design elements, service blueprinting, service positioning through process structure, Taxonomy for service process design, Generic approaches to service system design, Customer value equation.

**Unit III :****Service Quality**

SERVQUAL, Dimensions of service quality, Scope of service quality, Stages in quality development, the service quality ladder, Gap Model, Gaps in service quality, Service Recovery-Service recovery framework, approaches to service recovery, Service Encounter - Service encounter triad, the service organization, Contact personnel, The customer. Creating a customer service orientation, service profit chain.

**Unit IV :****The Supporting Facility**

Servescape framework, Factors that influence facility design, Process analysis, Facility Layout, Product layout and the work allocation problem, Process layout and the relative location problem, Operations sequence analysis. Service Facility Location - Location Considerations, Geographic representations, Optimization Criteria, Estimation of geographic demand, Facility location techniques - site considerations.

**Unit V :****Managing Waiting Lines**

Psychology of waiting, Queuing system - essential features, queue configuration, queue discipline, Managing Capacity and Demand - Strategies for managing demand, strategies for managing capacity.

**Unit VI :****Technology in Services**

Technology in service encounter, emergence of self - service, automation in services, internet services, electronic and traditional services, economics of scalability, technological innovation in services. Managing Service supply Relationships-customer-supplier duality, managerial implications of bidirectional relationships, sources of value in service supply relationships, outsourcing services, managerial considerations with service outsourcing.

**Text Book :**

1. Service Management : Operations, Strategy, Information Technology, James Fitzsimmons, Tata McGraw Hill Publications.

**Reference Books :**

1. Service Managment : James Fitzsimmons, Mona Fitzsimmons, Tata McGraw Hill Publication
2. Service Operations Management : Johnston Rober & Clark, Graham, Prentice Hall Publications.

## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

Course Code : MBT654-4

Course : Project Management

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. To understand basic concept of project management
2. To learn about project plan.
3. To build knowledge about costing and scheduling of projects.
4. To understand resource requirement concepts.
5. To learn concepts of risk management in project.
6. To understand project control and performance measurement techniques.

**Unit I : Project Management Concepts :** Characteristics of a project, Need for project management, Roles of project managers, Project Life Cycle.

**Unit II : Developing a Project Plan :** Work breakdown Structure, Developing the project network Activities : Sequencing, Duration and Scheduling, CPM/PERT.

**Unit III : Project Cost & Scheduling :** Estimating Project Time, Costs - Factors influencing quality of estimates, Top Down & Bottom Up methods of Estimating, Various Costs associated with Projects.

**Unit IV : Resource Management :** Identifying resource requirement, Types of Resource Constraints, Classification of a Scheduling Problem Resource Allocation Methods Scheduling resource.

**Unit V : Project Risk Management :** Risk Management Process, Risk Identification, Risk Assessment, Risk Response Development & Risk Response Control.

**Unit VI : Project Performance, Evaluation & Closure :** Structure of Project Monitoring Information System, Project Control Process, Monitoring Time Performance through Gantt chart, Types of Project Closure. Wrap-up closure Activities.

**Text Book :**

1. Project Management by Clifford F. Gray, Erik w. Larson, Mc Graw Hill

**Reference Books :**

1. Project Management : Jeffrey Pinto, Pearson
2. Project Management : Rory Burke, Wiley India
3. Project Management, S Chowdhary, McGraw Hill
4. Project Management : V. C Sontakki, Himalaya Publishing House
5. Project Management : Arun Kanda, PHI

## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

Course Code : MBT654-5

Course : Quality Management

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. Understanding of the Total Quality Basics, Quality leadership and customer delight
2. Ability to practically implement the Total Quality Principles to employees and supplier partnership.
3. Understanding of the methodical approach to Total Quality for overall performance enhancement.
4. Ability to practically implement the tools for Total Quality Principles.
5. Development of Statistical Approach ensuring Total Quality Enhancement
6. Understanding of QMS and ISO concept.

**Unit I : Introduction to Total Quality in Organization :** A brief history, the concept of quality, evolution of total quality, principles of total quality, Gurus of total quality management, their philosophies and contributions, characteristics of quality leader, customer satisfaction, customer perception of quality, feedback, customer complaints

**Unit II : Employee Involvement and Supplier partnership :** Employee motivation, Empowerment, Teams, Suggestion system, Performance appraisal and gain sharing, Principles of customer / supplier relations, Partnering Sourcing, Supplier selection, supplier certification, supplier rating.

**Unit III : Continuous Process improvement :** Process, PDCA Cycle, The Juran Trilogy, Problem solving method, Kaizen, Six Sigma, Performance measures, Cost of Quality.

**Unit IV : Tools and Techniques for Total Quality I :** 7 QC Tools, Management tools, Quality Function Deployment, Quality by Design, Failure Mode and Effect Analysis

**Unit V : Tools and Techniques for Total Quality II :** Statistical Process Control, Experimental Design, Taguchi's Quality Engineering

**Unit VI : Tools and Techniques for Total Quality III :** Benchmarking, Five S, Total Productive Maintenance, Quality Management Systems, Environmental Management Systems.

**Text Book :**

1. Total Quality Management : Dale H. Besterfield, Carol Besterfield - Michnaetal, Person.

**Reference Book :**

1. Total Quality Management : Kanishka Bedi
2. Total Quality Management : James R Evans, Cengage Learning
3. Total Quality Management : Poornima M Charantimath, Pearson
4. Quality Management Demystified : Sidkemp, TataMcGraw Hill
5. Total Quality Management : NGupta, B Valarmathi, tataMcGraw Hill

## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

Course Code : MBT654-6

Course : World Class Manufacturing

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

## Course Outcomes :

1. Student will be able to understand the traditional and current manufacturing concepts
2. Student will be able to understand the change in competitiveness based on manufacturing tools employed
3. Student will be able to apply Systems and tools for achieving global business competitiveness
4. Student will be able to do a technology gap analysis for improvement in manufacturing
5. Student will be able to reach a Point of Decision and help the management in making scientific and informed decisions
6. Student will be able to micro plan manufacturing activities based on available technology resources.

**Unit I : Introduction to World Class Manufacturing :** Emergency of Information age, Competing in information Age, Business Challenges, Manufacturing Challenges, Problems in the manufacturing industry.

**Unit II : Gaining Competitive Edge through WCM :** Manufacturing Excellence & Competitiveness, What is WCM The Practices of WCM, Quality in WCM

**Unit III : Systems and Tools for WCM :** The Integration Imperative, Overview of Systems and Tools, Material Processing & Handling Tools, An Assessment of Manufacturing Systems & Tools

**Unit IV : The Indian Scenario Competitiveness of Indian Manufacturing, Planned strategies of Indian Firms,** Objectives & Strategies, Usage of Management Tools and technologies, Manufacturing Management Practices, IT Infrastructure & Practices, Strategic Use of IT in Indian Manufacturing, Is India ready for WCM.

**Unit V : Leading India Towards WCM :** Generic Manufacturing Strategies for the Information Age, Issues in Strategic Planning for WCM, Barriers to using IT Strategically, Implementing the WCM Plan, Need for Performance Improvement, Human Resource Dimensions in WCM, Morale & Teamwork.

**Unit VI : Where Do we Go From Here :** Manufacturing strategy : Futile Search for an Elusive Link, The Manufacturing Strategic Intent Classification, Translating intent into Action.

## Text Book :

1. **World Class Manufacturing : A Strategic Perspective :** Sahay B.S. Saxena K.B.C. Ashish Kumar, MacMillan - India Ltd., ISBN 0333-93-4741

## Reference Books :

1. Finding and Implementing Best Practices - Business Process Benchmarking, Champ, Robert C. Vision Books, New Delhi - 2008
2. Hammer, Michael and James Champy, Re engineering the Corporation - A Manifesto for Business revolution, Nicholas Brealey Publishing, London - 1993.

## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

Course Code : MBT654-7

Course : ERP

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

## Course Outcomes :

1. Understanding of various modules of ERP and risks and benefits of ERP.
2. Knowledge of technologies related to ERP such as Management Information System (MIS), Executive Information System (EIS), Decision support System (DSS), Supply Chain Management (SCM).
3. Understanding of various functional modules of ERP such as Finance, Sales & Marketing, PPC, HR, Quality Management, Materials Management.
4. Understanding of ERP market and selection of ERP software.
5. Understanding the challenges associated with the successful implementation of ERP software with an emphasis on leadership and managerial implications/actions.
6. Understanding of Vendor, Consultant and users.

**Unit I : ERP Concepts :** Introduction to ERP Evolution of ERP, Reasons for the growth of ERP, Scenario and Justification of ERP in India, Evaluation of ERP, Various Modules of ERP, Risk & Benefits of ERP.

**Unit II : ERP and Related Technologies :** Business Process Reengineering (BPR), Management Information System (MIS), Executive Information System (EIS), Decision support System (DSS), Supply Chain Management (SCM)

**Unit III : ERP Functional Modules :** Introduction, Finance, Sales & Marketing, PPC, HR, Quality Management, Materials Management.

**Unit IV : ERP Market :** Introduction, SAP AG, Bann Company, Oracle Corporation, People Soft, JD Edwards, System Software Associates Inc. (SSA), A Comparative Assessment and Selection of ERP Packages and Modules.

**Unit V : ERP Implementation :** Life cycle, issues in implementing ERP packages, reevaluation screening, package evaluation, project planning phase, gap analysis, reengineering, configuration, implementation, team training, testing, going live, end-user training, post implementation (Maintenance mode)

**Unit VI :** Vendors, Consultants and users, In-House Implementation - pros and cons, vendors, consultants, end user

## Text Book

1. Enterprise Resource Planning : Alexis Leon, Tata-McGraw-Hill Publications

## Reference Books:

1. ERP Ware : ERP Implementation Framework : V.K. Garg & N. K. Venkitakrishnan
2. ERP Concepts and Planning : Garg & Venkitakrishnan
3. Textbook of Enterprise Resource Planning : Jaiswal / Vanapalli, McMillan
4. Concepts in Enterprise Resource Planning : by Joseph Brady, Elent Monk, and Breat Wagner



## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

Course Code : MBT654-8

Course : Advanced Operations Research

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. Students will be able to achieve the best outcome through a mathematical model whose requirements are represented by linear relationships.
2. Student will involve making decisions to optimally achieve a number of criteria while satisfying some hard or soft constraints.
3. Student will be able to analyze many important optimization problems by means of graphical or network representation.
4. Students will be able to find out a shortest possible path traveled by a salesman.
5. Students will learn the process that the firm must follow if a practicable system is to be established, used and relied upon
6. Students will Understand, appreciate and explain the importance of capacity planning and will learn to determine effective capacity alternatives.

**Unit I :** Advance Topics in LPP- Revised Simplex Method, Simplex method for bounded variables, One dimensional Cutting stock problem.

**Unit II :** Goal Programming - Concept, General Goal Programming Model, Model Formulation, Graphical Solution, Modified Simplex Method.

**Unit III :** Network Models -Shortest path problem, Successive shortest path problem, Maximum flow problem, Minimum Cost flow problem.

**Unit IV :** Travelling salesman Problem (TSP) - Branch and bound algorithm for TSP, Heuristics for TSP, Chinese Postman Problem, Vehicle Routing Problem.

**Unit V :** Forecasting - Winter's Model, Casual Models, Goodness of forecast, Tabular Method

**Unit VI :** Aggregate Planning, Quadratic Model, Demand Capacity Planning.

**Text Book**

1. Advance Operation Research - A K Bhunia, L Sahoo by Asian Books Private Limited

**Reference Books**

1. Operation Research - Problems and Solution - J K Sharma by Macmillan Publishers
2. Problems in Basic Operations Research Methods for Management - Randolph W. Cabell, Almarin Phillips by Wiely Publications.

## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

Course Code : MBT 654-9

Course : Contract Management Practices

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. Student will be able to understand the process from start to finish
2. Select the right type of contract for their project
3. Effectively prepare for contract administration.
4. Avoid common problems and reduce risk
5. Evaluate proposal to arrive at decisions optimal to the contract
6. Apply contract practices in real world situations

**Unit I : Understand Contract Management Process :**

Definition, Description and uses of Contract, Buyer and Seller Perspective

**Unit II : Contracting Methods :**

Contracting methods - competitive and non-competitive - Purchase cards, imprest funds or contracting Petty cash-Sealed bidding, two-step sealed bidding, competitive negotiation and competitive proposals - Reverse auctions - Purchase agreements vs. contracts - Single - source negotiation vs. sole - source negotiation.

**Unit III : Contract Administration Planning**

Contract work break down structure (CWBS) as a tool - Responsibility matrix - Schedules - Contract administration plans are a must - Pre - performance meetings, Kick of meetings.

**Unit IV : Monitoring Progress Tools and Techniques**

Performance observation - Progress reports - Performance variances - Records - Corrective action.

**Unit V : Proposal Evaluation and Source Selection.**

Evaluation methods - Scoring and section.

**Unit VI : Contract Administration Real Life Challenges and Closure**

Interpreting contract requirements - Reporting progress - Managing change - Negotiations - Dispute resolution- Invoicing and payments - Acceptance - Warranties - Documentation of lessons learned, Completion of work - Final settlement - Continuing obligation.

**Text Book :**

1. Contract Lifecycle Management, Douglas Kinnis Macbeth, e-book, bookboon.com

## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

Course Code : MBT 654-10

Course : Lean Management

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. Student will be able to understand the concept of Time and Motion study.
2. Student will be able to use various tools to measure work & do activity analysis
3. Student will understand work sampling and its applications.
4. Student will learn decentralized pull system.
5. Student will be able to apply the concept of RSS to Manufacturing & Service Organizations.
6. Student will learn and apply activity based costing.

**Unit I : Introduction**

History of Motion &amp; Time Study, Process Analysis, Activity Charts

**Unit II : Method and Micro motion Study**

Work methods design, Fundamental Hand Motions, Study Equipments, Standardization

**Unit III : Time Study & Work Sampling**

Time study equipment, Rating Factors, Allowance, Work sampling.

**Unit IV : Decentralized Pull Systems**

Kanban, CONWIP

**Unit V : Lean Management**

JIT, Concept of Waste Management (5S), TPM Jidoka, Genchi Gembutsu

**Unit VI : Activity Based Costing**

Why Activity Based Costing. Numerical on ABC.

**Text Book :**

1. Motion & Time Study Design and Measurement of Work by Ralph Barnes - Wiley India.

**Reference Books :**

1. Design and Analysis of Lean Production Systems - Askin & Goldberg - Wiley india
2. Lean Production that works - Bill Carreira, PHI
3. Workstudy - ILO

## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

Course Code : MBT 654-11

Course : Ergonomics in Industrial Health &amp; Safety Management

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. Understanding basics of ergonomics
2. Understanding human output & control
3. Understanding of workspace design
4. Understanding basics of Industrial Safety
5. Understanding Industrial Accidents & Hazards
6. Understanding Occupational Health

**Unit I : Introduction to Ergonomics** - Human factor and systems; Information input - Test, Graphics, Symbols & Codes, Visual displays of dynamic information, Auditory Tactual & OI factory displays, Speech Communication.

**Unit II : Human output and control** - Physical work and manual material handling, human control of systems, Control and data entry devices, hand tools and devices.

**Unit III : Workplace design** - Applied Anthropometry, Workspace design and seating, arrangement of components within a physical space, Interpersonal aspects of workplace design, Environment conditions like Illumination, Climate, noise, motion.

**Unit IV : Introduction to Safety** - Safety and productivity, employees participation, safety measures, general safety rules, personal protective equipments, housekeeping.

**Unit V : Industrial accidents and hazards** - Industrial accidents, nature causes, classification, types, measurement and prevention, Introduction to Hazards, identification techniques, recognizing and controlling hazards.

**Unit VI : Occupational health** - Significance of industrial health, occupation safety and health act, working conditions affecting health, health program first aid.

**Text Book :**

1. Human Factors in Engineering and Design - Mark S. Sanders and Ernst J. McCormick (McGraw Hill)

**Reference Books :**

1. Industrial Safety and Environment - Pratibaha Garg and Anupama Prashar (Castsons Books).
2. Ergonomics : Man in his working environment - Murrell, K Chapman & hall London.

**SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)****Course Code : MBT655-1****Course : International Financial Markets****L: 4 Hrs., P:0 Hrs., Per week****Total Credits : 4****Course Outcomes :**

1. Understanding of History of International Financial Management.
2. Understanding of European Exchange System.
3. Understanding of Foreign Exchange Management.
4. Understanding of Euro Currency & Euro Bond Markets.
5. Understanding of International Banking.
6. Understanding of Country Risk, Analysis.

**Unit I :**

History of the International Financial Management- The rise and fall of Bretton Woods. Globalisation and the Growth of Derivatives, The Crash of 1994-96 and Beyond, Developments, International Financial Markets & role of International Financial manager.

**Unit II :**

The European Monetary System- Introduction, Organisation, history and Bank lending & monetary policy.

**Unit III :**

Foreign Exchange Markets - Introduction, markets & market participants, foreign exchange transactions, the forward contract, interest arbitrage, hedging a forward contract.

**Unit IV :**

Euro Currency & Euro Bond Markets - Introduction & role of the Euro, status & euro as a reserve currency, Euro bond and new issue procedure in the Eurobond markets.

**Unit V :**

International Banking - Introduction, organizational features, types, the payment mechanism, and International bank loan financing-procedure & documentation.

**Unit VI :**

Country Risk, Analysis-Introduction, Classification, Evaluation, and use of country risk assessment.

**Text Book :**

1. International Financial Management : Bhalla, V K; 2<sup>nd</sup> edition; New Delhi, Anmol, 2001.

**Reference Books :**

1. Managing International Investment and Finance : Bhalla, V K; New Delhi, Anmol, 1997.
2. Multinational Finance : Buckley, Adrian..3<sup>rd</sup> edition; Englewood Cliffs, Prentice Hall Inc; 1996.
3. Multinational Business Finance: Eiteman, David K and Stonehill, Arthur I..California, Addison-Wesley.
4. Multinational Financial Management : Shapiro, Alan C..New Delhi, Prentice Hall of India, 1995.

**SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)****Course Code : MBT655-2****Course : Foreign Exchange Management****L: 4 Hrs., P:0 Hrs., Per week****Total Credits : 4****Course Outcomes :**

1. Basic Understanding of Forex market.
2. Basic Understanding of various types of contracts in forex market.
3. Ability to understand the derivatives in forex market.
4. Knowledge of capital budgeting in international markets.
5. Knowledge of capital structure decisions in international markets.
6. Knowledge of working capital management and decisions in international markets.

**Unit I :**

Foreign Exchange Financial Management, Spot rate, Futures rate and other terminologies.

**Unit II :**

Arbitrages Hedging, Synthetic Currencies, Forward and Future Contracts.

**Unit III :**

Futures, Options, Option Portfolio and Swaps, Managing Credit Risk.

**Unit IV :**

Multinational Capital budgeting (project Evaluation), Portfolio Considerations of Multinational Financial Management.

**Unit V :**

Cost of Capital and Multinational Financial Environment, Capital Structure of Multinational Corporation.

**Unit VI :**

Working Capital Management, Short Term Financing Decisions.

**Text Book :**

1. International Financial Management- A.K. Seth, Galgotia Publishing Company.

**Reference Books :**

1. Bhalla, V.K. International Financial Management, 2<sup>nd</sup> edition; New Delhi, Anmol, 2001.
2. Luca Cornelius Trading the Global Currency Markets, NJ.Prentice Hall, 1995.
3. Shapiro, A.C. International Financial Management, Boston, Allyn and Bacon, 1979.
4. Sutton, W.H. trading in Currency Options, New York Institute of Finance, 1987.

**SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)****Course Code : MBT655-3****Course : International Marketing****L: 4 Hrs., P:0 Hrs., Per week****Total Credits : 4****Course Outcomes :**

1. Understanding of GLOCAL marketing, emerging trends of world trade and India's growth.
2. Understanding of functioning of WTO.
3. Understanding of factors that help in decision making and designing product strategy.
4. Understanding of Brands and the process of building brands, factors influencing pricing decisions.
5. Understanding of Value Chain, Distribution channels.
6. Understanding of communication strategies and emerging issues.

**Unit I :**

Concept of International Marketing : Introduction, GLOCAL Marketing, Theories of International Trade, Internationalization, process of IM, Emerging Opportunities, Trends, Composition, Direction and Outlook of World Trade, India's Foreign Trade, India's Growth of Exports in International Markets, Identifying Opportunities in IM.

**Unit II :**

**World Trade Organization :** Introduction, From GATT to WTO, Functions and structure of WTO, Multilateral Trading System, WTO Agreements, Standard and Safety Measures, Disputes Settlement, Effects of China's Entry, Implications of WTO, Scanning the International Economic Environment, International Economic Institutions, Conceptual Framework, Growth of RTAs, India's Participation in RTAs, RTAs under the WTO.

**Unit III :**

**Decision Making Process and Product Strategy :** Identification, Segmentation and Selection of International Markets, Tools for Analysis, Entering International Markets-Concept and Model of International Market Entry, Factor Affecting selection of Entry Mode, International Market Entry Mix, Standardization Vs Adaptation, Trade-off strategy, Product Quality Decisions, Packaging and labelling, Product Launch, PLC, Product-Promotion Strategies.

**Unit IV :**

**Building Brands and Pricing Decision :** Types of Brands, Benefits of Branding, Selecting Brand Name, Brand Image, Brand Equity, Brand Identity, Brand Essence, Brand Positioning, Brand Revitalization, Strategies for Building Global Brands Life Cycle Concepts, International Brand Strategy, pricing Decision, Approaches, Factor Influencing Pricing Decisions, Transfer Pricing, Grey Marketing.

**Unit V :**

**International Logistics and Distribution :** Introduction, International Logistics, Value Chain Concept, Channels of International Distribution and selecting channels, Types of Channels, Market Intermediaries, Structure of Distribution Channels, International Retailing, Franchising, Private Labels, Managing Logistics, India's International Shipping Activities.

**Unit VI :**

**Communication Decisions and Emerging Issues :** Consumer Response Hierarchy Models, Process of IM Communication, Marketing Communication Strategies, Tools, Factor Influencing International Communication Decisions, Framework for Product Promotion Strategies, Emerging issues in IM, CRM, ICT, Resurgent India, India's Competitiveness and ICT.

**Text Book :**

1. International Marketing : Rakesh Mohan Joshi, Oxford University Press.

**Reference Books :**

1. International Marketing : Francis Cherunilam, Himalaya Publishing House.
2. International Marketing : Rathor, Jani, Rathor, Himalaya Publishing House.
3. Export Marketing : Strategies for Success: Bhattacharya, B., Global Business Press.
4. Global Marketing Management: Warren J. Keegan, Prentice Hall Inc.

## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

Course Code : MBT655-4

Course : Export Import Procedures

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. Understanding of legal aspects involved in international trade.
2. Understanding of the procedures involved in the Export of Goods & Services.
3. Ability to prepare documentation required for Export of Goods & Services.
4. A deeper understanding of the Export promotion.
5. Understanding of the procedures involved in the Import of Goods & Services.
6. Ability to prepare documentation required for Import of Goods & Services.

**Unit I :**

**International Trade Regulations and Contracts :** Laws governing India's Export Import Trade, International Commercial Practices, Uniform Customs and Practice (UCP), legal aspects of international trade contracts, Elements of contracts, Types of contracts, Export Agency, Liability, Letter of Credit -parties to, procedure, types, advantages, Litigation, Arbitration.

**Unit II :**

**Export Procedures :** Registration, Pre-shipment, Quality Control and Pre-shipment Inspection procedure, Excise Clearance conditions and procedure, Shipping and Custom Formalities, Clearing and forwarding Agents, Export Incentives.

**Unit III :**

**Export Documentation :** Aligned Documentation System (ADS), Proforma Invoice, Commercial Invoice, Packing List, Mate's Receipt, Bill of Lading, Certificate of origin, Shipping Bill, Consular Invoice, Bill of Entry, Airway Bill, GR Form.

**Unit IV**

**Export Promotion :** Export Promotion measures in India, Duty Drawback-classification, procedure, criteria, Export promotion capital Goods Scheme, exportpromotion organisations, export Credit and Guarantee Corporation of India (ECGC).

**Unit V :**

**Import Procedures :** Liberalization of imports, Negative list for imports, Tariff Schedule, Categories of Importers, Special Schemes for Importers, Import Procedure, Pre-import Procedure, Legal Dimensions of Import Procedures, Custom Clearance procedure for Imported Goods, Types of Customs Duty, Mode of Levy of Customs Duty.

**Unit VI :**

**Import Documentation :** Retirement of Import Documents, Custom Clearance, Classification of Goods for Import Policy and Assessment of Duty, Bill of Entry - types, contents, Forward Contract.

**Text Book :**

1. Export Import Procedures and Documentation, Jain Khushpat S. & Dr. W.K.Acharya, Himalaya Publishing House.

**Reference Books :**

1. International Business, Justin Paul, Prentice Hall of India.
2. International Trade and Export Management, Francis Charunelium, Himalaya Publishing House.
3. International Business, P. Subba Rao, Himalaya Publishing House.

## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

Course Code : MBT655-5

Course : International Economic Organization

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. Basic understanding about the importance of International Economic organizations.
2. Detailed knowledge about certain important international Economic organizations.
3. Understanding about various international trade agreements.
4. Understanding of the role of international financial institutions in the world economy.
5. Knowledge about the various international bodies and their importance.
6. Basic understanding about world trade and world economic.

**Unit I :**

Introduction, Basic concepts, Regimes & Regimes Theory; International organizations as international institutions; Barriers to International trade.

**Unit II :**

Asia-Pacific Trade Agreement, IFAD (International Fund for Agricultural Development), Asian Development Bank (ADB)

**Unit III :**

International Monetary Fund (IMF), World Bank Group-International Bank For Reconstruction and Development (IBRD), World Economic Forum.

**Unit IV :**

International Development Agency (IDA), International Finance Corporation (IFC), Multilateral Investment Guarantee Agency (MIGA).

**Unit V :**

General Agreement on Tariffs and Trade (GATT); World Trade Organization (WTO).

**Unit VI :**

United Nations Conference on Trade and Development (UNCTAD); International Labour Organization (ILO).

**Text Book :**

1. International Business : Justin Paul, 4<sup>th</sup> edition. 2004, PHI Learning.

**Recommended Books**

1. International Monetary Cooperation: Bhalla, V.K. Delhi, Anmol, 1992.
2. Diana Economic Theories of Development: Hunt, An Analysis of Competing Paradigms, Hemel Hempstead; Harvester Wheatsheaf, 1989.
3. International Institutions and State Power: Keohane, Essays in International Relations Theory Boulder: Robert O; Westview, 1989.
4. Structural Conflict : The Third World Against Global Liberalism, Krasner, Stephen D., Berkley, University of California Press, 1985.  
The Future of Global Governance: Simai, Mihaly, Washington, D.C; United States Institute of Peace.

## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

Course Code : MBT655-6

Course : India's Foreign Trade Policy

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. Understanding of the situation of India's Foreign Trade.
2. Knowledge about the Foreign Trade Regulation in India.
3. Understanding about Licensing and foreign exchange control in India.
4. Understanding of India's International Business and payment systems involved.
5. Knowledge about various support systems available for encouragement of International trade in India.
6. Understanding of the structures being developed for export promotions in India.

**Unit I :**

India's Foreign Trade in the global context, structure and equilibrium of India's balance of payments, recent trends in India's foreign trade. Directional Pattern; major export commodities- Thrust area commodities - their trend, problems and prospects.

**Unit II :**

Major competitors, major import commodity group, trade control in India; Foreign Trade (Development and Regulation) Act, Import and Export Control Orders.

**Unit III :**

Import and Export licensing system, exchange control in India, foreign trade policy of India, Import Substitution and Export Promotion policies.

**Unit IV :**

Export Incentives, Financial and Fiscal. Deferred Payment System and the role of EXIM Bank of India. Multilateralism and Bilateralism in India's international business.

**Unit V :**

Export credit Insurance, infrastructure support for export promotion; export promotion councils; commodity boards/product export development authorities, specific service institutions.

**Unit VI :**

Role of state trading organizations in foreign trade, export processing zones, export oriented units and export and trading house schemes.

**Text Book :**

1. Export Import Procedures and documents: Jain Khushpat, Dr. W.K. Acharya, Himalaya Publication House.

**Reference Books**

1. International Business Environment and Management : Bhalla, V.K. 8th edition; Delhi, Anmol, 2001.
2. Export promotion in India: Bhashyam, S. The Institutional Infrastructure, Commonwealth Pub., Delhi, 1988.
3. Sri Ram Export Marketing in India's New Manufacturers: Khanna, University of Delhi, Delhi, 1986.
4. Export Performance and Export Marketing Strategies: Jain, S.K., Commonwealth Pub., Delhi, 1988.
5. Export and export Policies in the 1960s. Cambridge University Press: Nayyar Deepak India's 1976.

## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

Course Code : MBT655-7

Course : Managing International Business

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. Understanding of the development of International Business in an economy.
2. Knowledge about various environments affecting international business.
3. Understanding about various methods using which one can get started with international business.
4. Understanding of the Global Trade and trends involved.
5. Knowledge about various business strategies involved in international trade.
6. Understanding of future expected course and trend of International business and technologies needed to cope with future needs.

**Unit I :**

**International Business** : introduction, evolution, nature of international business, stages of internationalization, international business approaches.

**Unit II :**

**International Business Environment** : introduction, social and cultural environment, technological environment, economic environment, political environment.

**Unit III :**

**Modes of entering International Business** : international business analysis, modes of entry, exporting, licensing, franchising, contract manufacturing, management contracts, turnkey projects, FDI, mergers and acquisitions, joint ventures.

**Unit IV :**

**International Business : Size and Growth** : introduction, global economy, integration of global trade, trends in exports, world import trend, global balance of trade.

**Unit V :**

**Global Strategic Management and Business Ethics** : Analysis of international environment, international SWOT analysis, alternative corporate level strategies, business unit level strategies, selection of best strategy, ethics and global business, location decisions, international logistics management.

**Unit VI :**

**Future of International Business** : New information technologies, e-business, virtual international business, future of global business and current trends.

**Text Book :**

1. International Business : P. Subba Rao, Himalaya Publishing House.

**Reference Books**

1. Business Policy and Strategic Management, William F. Glueck, McGraw-Hill.
2. International Business : John S.Hill, Managing Globalization.
3. International Business : Francis Cherunilam, Wheeler Publishing, New Delhi.
4. International Business : P. Subba Rao, Himalaya Publishing House.

## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

Course Code : MBT655-8

Course : International Logistics Management

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. Understanding of meaning of international logistics and supply chain management and role of government in controlling international trade.
2. Knowledge of transportation modes and devising a strategy for transportation.
3. Knowledge of global trade environment and related documentation.
4. Knowledge of important functions such as inventory management and warehouse management.
5. Knowledge of network operations such as network planning, network design and how to handle uncertainties in a network.
6. Understanding of how to have supply chain integration and restructuring.

**Unit I :**

**Introduction - International Logistics and Supply Chain Management** : meaning and objectives, importance in global economy, characteristics of global supply chains; supply chain relationship to business performance, key tasks of logistics and supply chain managers, role of government in controlling international trade and its impact on Logistics and supply chain. (Role of Government in controlling international trade and its impact on Logistics and supply chain—self study).

**Unit II :**

**Transportation** : Driver of transportation decisions, modes of transportation, factors influencing mode and carrier selection decision, devising a strategy for transportation, strategic importance of transport in global logistics, Logistical objectives of transport, international water, air and land transportation: types, characteristics and salient features, intermodal transportation in international operations.

**Unit III :**

**Global Trade Environment** : Various trade blocks/ FTZ and their impact on supply chain management, customs and regulations, trade documentation, international contracts, terms of trade, term of payment, international currency, INCO terms, logistical packaging, containerization.

**Unit IV :**

**Warehouse and Inventory Management** : Warehouse functions, Warehousing planning, Warehousing options, Warehouse design principles, introduction to inventory management, types of inventory, inventory related costs, managing cycle stock, managing safety stock, managing seasonal stock, Analyzing impact of supply chain redesign on the inventory.

**Unit V :**

**Network Operations :** Network planning, Network design problem, Network design and operations models, location of service systems, incorporating uncertainty in network design.

**Unit VI :**

**Supply Chain Integration and Restructuring :** Internal integration, external integration, building partnership & trust in a supply chain, vendor managed inventory, CPFR.

**Text Book :**

1. International Logistics : Global Supply Chain Management, Douglas Long, Springer-Verlag.

**Reference Books**

1. Global Operations and Logistics : Text and Cases, Philippe-Pierre Dornier, Panos Kouvelis, Michel Fender, Wiley, John & Sons.
2. Global Supply Chain Management in International Logistics, Alan Branch, Routledge.
3. Global Logistics Management: A Competitive Advantage for the New Millennium, Kent N. Gourdin Blackwell Publishing.

**SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)****Course Code : MBT656-4****Course : Managing Human Capital****L: 4 Hrs., P:0 Hrs., Per week****Total Credits : 4****Course Outcomes :**

1. A basic understanding of delegation of responsibilities and values practiced by leaders.
2. A basic understanding of Appraisal and Training and Development practices.
3. A basic understanding concepts of role clarity, managing role conflicts etc.
4. A basic idea of the laws related to payment of wages, PF and ESI.
5. A basic idea of the laws related to Social security of workers.
6. A basic understanding of relevance of professionalization of HR Practices in FB.

**Unit I :**

**Leadership & Delegation Management :** Type of Leadership, values practiced by the great leaders, delegation of powers & responsibilities, dealing with negative people and use of Whip.

**Unit II :**

**Human Resource Practices :** Selection, compensation & equity, training & development, appraisal, and problems associated in maintaining equity.

**Unit III :**

**Role of HR in Family Business :** Control & collaborate, role confusion, role conflict, role clarity, handling leadership pipelines, bringing family members on board; addressing problems.

**Unit IV :**

**Law of Wages :** The laws of wages: Payment of wages act, employee PF and Misc provisions act, employee state insurance act.

**Unit V :**

**Law of Workers Social Security :** The laws of workers social security: Employees compensation act, the laws of industrial relations : Factories act, industrial disputes act, 1947.

**Unit VI :**

**Institutional Overlap :** Founders dilemma family or business and coping mechanisms, professionalization of HR practices in family business.

**Text Book :**

1. Exceptional Entrepreneurship (real life lessons from business leaders) by LPP (2006)

**Reference Books :**

1. The key to family business success - Leslie, Sam Lane, Joe Paul, Darrell Beck and William Roberts : Aspen Family Business Group.
2. Legal aspects of business, Daniel Albuquerque.





## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

Course Code : MBT656-5

Course : Product &amp; Brand Management

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. An understanding of basic concepts of product.
2. An understanding of new product planning and competitor analysis.
3. An understanding of pricing and channel strategy.
4. An understanding of basic concepts of brand management.
5. An understanding of brand extensions and strategies.
6. An understanding of branding in different sectors.

**Unit I :**

**Introduction to Product :** Product : Basic concepts, classification of products, managing product issues, difference between consumer products and industrial products, consumer adoption process.

**Unit II :**

**New Product Planning :** Defining competitive set, category attractiveness analysis, competitor analysis.

**Unit III :**

**Pricing Strategy :** Personalizing marketing, pricing strategy, channel strategy.

**Unit IV :**

**Branding :** Brand positioning, brand image and brand equity, brand loyalty and brand analysis, value addition from branding, brand-customer relationship.

**Unit V :**

**Managing Brands :** Brand selection, brand creation, brand interventions and brand extensions, brand-product relationship, brand strategies.

**Unit VI :**

**Branding in Different Sectors :** Industrial branding and positioning of industrial products and services, branding in retail and service sector, marketing research in product and brand management areas.

**Text Book :**

1. Product Management, Ramanuj Mazumdar, PHI learning Pvt. Ltd.
2. Managing Brand Equity by Aaker D: Free Press.

**Reference Books :**

1. Strategic Brand Management : building, measuring and managing brand equity, Kevin L.keller, Pearson Education.
2. The new strategic brand management : Jean-Noel Kapferer, Kogan Page.
3. Strategic Brand Management by Richard Elliot: Larry Percy, Oxford University Press, India.
4. Brand Positioning: Strategies for competitive advantage : Sengupta, Tata McGraw Hill.

## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

Course Code : MBT656-6

Course : Purchase &amp; Materials Management

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. An understanding of basic concepts in purchase management.
2. An understanding of purchasing procedures.
3. An understanding of vendor management process.
4. An understanding of principle of materials handling and evaluatio of material handling performance.
5. An understanding of concepts of inventory management.
6. An understanding of TQM, JIT and SCM.

**Unit I :**

**Purchase Management :** Overview, purchase organization, ethical concepts in purchases, purchase parameters, purchase methods.

**Unit II :**

**International Purchasing :** Problems, role in supply chain, documents used, international purchasing procedures..

**Unit III :**

**Vendor Management :** vendor evaluation-factors, advantages, parameters, vendor management process.

**Unit IV :**

**Materials Handling :** Handling principles, handling costs, unit load concept, flow pattern, material handling equipment's, evaluation of materials handling performance, safety in materials handling.

**Unit V :**

**Inventory Management :** Types of inventory, costs associated with inventory, inventory control, selective inventory control, economic order quantity, safety stocks, inventory management systems, forecasting techniques, material requirement planning.

**Unit VI :**

**Modern trends in Materials Management :** Purchasing vs. supply management, TQM and quality certifications, JIT, SCM.

**Text Book :**

1. Purchasing and Materials Management, P Gopalkrishnan.

**Reference Books :**

1. Materials Management - An Integrated approach, P. Gopalkrishnan, M. Sundaresan, PHI.
2. Materials Management, Procedures, Text and Cases, A K Datta, PHI.

## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

Course Code : MBT656-9

Course : Advance Management Accounting

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. An understanding of absorption costing and activity based costing.
2. An understanding of limiting factors in decision making.
3. An understanding of differential costing in decision making.
4. An understanding of the concepts of transfer pricing.
5. An understanding of the concept of working capital.
6. An understanding of management audit functions.

**Unit I :**

**Traditional Vs. ABC :** Traditional absorption costing, activity based costing, difference between the traditional and ABC ways, relevance of ABC.

**Unit II :**

**Key Factor (Limiting) Decision Making :** Decision making based on key (limiting) factor of cost - material, labour etc.

**Unit III :**

**Incremental & Differential Costing :** Decision making - make or buy, new vs. old machinery/equipment, accept or reject.

**Unit IV**

**Transfer Pricing :** Concept, variable cost method, total cost method, market price method, negotiated price method.

**Unit V :**

**Working Capital Management :** Working Capital Management & Receivables Management

**Unit VI :**

**Audit of Management Function :** Audit of production, finance, materials management, sales & distribution, HR functions.

**Text Book :**

1. Management Accounting 1<sup>st</sup> edition : *Sudhindra Bhatt, Excel Books.*

**Reference Books :**

1. Cost and Management Accounting, *M. N. Arora, Vikas Publication.*
2. Management Control System: *Sekhar, TMH, New Delhi.*
3. Advanced Accounts Volume II: *M.C. Shukla, T.S. Grewal, S.C. Gupta, S.Chand and Company, New Delhi.*

## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

Course Code : MBT656-10

Course : International Business

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. An understanding of nature of international business and approaches.
2. An understanding of business environment.
3. An idea about the modes of entering international business.
4. An idea about global trade and trends in exports.
5. An idea of working of foreign exchange markets and exchange rate determination .
6. An idea of the corporate and business level strategies.

**Unit I :**

**International Business :** Introduction, evolution, nature of international business, stages of internationalization, international business approaches.

**Unit II :**

**International Business Environment :** Social and cultural environment, technological environment, economic environment, political environment.

**Unit III :**

**Modes of Entering International Business :** Modes of entering international business, international business analysis, modes of entry: exporting, licensing, franchising, contract manufacturing, management contracts, turnkey projects, FDI, mergers and acquisitions, joint ventures.

**Unit IV :**

**International Business - Size and Growth :** Global economy, integration of global trade, trends in exports, world import trend, global balance of trade.

**Unit V :**

**Exchange Rate Management :** Basic Concepts - balance of trade, balance of payments, exchange rate theory (purchasing power parity), working of foreign exchange markets, determination of rate of exchange, role of RBI, introduction to FEMA.

**Unit VI:**

**Strategic Management :** Corporate level strategies, business unit level strategies, selection of best strategy, ethics and global business, location decisions.

**Text Book :**

1. International Business : P. Subba Rao, Himalaya Publishing House.

**Reference Books :**

1. Business Policy and Strategic Management, William F. Glueck, McGraw -Hill.
2. International Business : John S. Hill, Managing Globalization.
3. International Business: Francis Cherunilam, Wheeler Publishing, New Delhi.
4. International Business: P. Subba Rao, Himalaya Publishing House.

**SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)**

**Course Code : MBT656-11**

**Course : Launching and Managing as Enterprise**

**L: 4 Hrs., P:0 Hrs., Per week**

**Total Credits : 4**

**Course Outcomes :**

1. An understanding of various aspects involved in setting up the venture.
2. An understanding of the basic aspects of the market.
3. An understanding of planning and control function no production.
4. An understanding of aspects involved in managing processes and people.
5. An understanding of aspects involved in IPR's.
6. A understanding of aspects involved in managing growth.

**Unit I :**

**Establishing your venture :** Identification of business opportunities, feasibility assessment, financing, selecting infrastructure, buying machinery, technology, recruitment, project implementation.

**Unit II :**

**Your Market :** marketing for small business, sales promotion, export environment.

**Unit III :**

**Production Planning and Productivity :** production planning and control, innovations, quality control.

**Unit IV :**

**Managing People & Processes :** Decision making, measuring and evaluating organizational performance, introducing change, HRM issues, motivating employees, work teams and leadership, conflict management.

**Unit V :**

**Managing IPR's :** patent, trade mark, copyright; who may apply?; process, implication for entrepreneurs.

**Unit VI :**

**Managing Growth and Other Challenges :** growth, downturns, exiting the venture, managing personal life.

**Text Book :**

1. Handbook for new entrepreneurs by P.C. Jain, EDI, Oxford Publication.

**Reference Books**

1. Entrepreneurship in Action by Mary Coulter, PHI.
2. Entrepreneurship- New Venture Creation by David. H. Holt, PHI.



## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

Course Code : MBT656-12

Course : Managing International Business

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. An understanding of various aspects involved in initiating ventures.
2. An understanding of the basic aspects of evaluating the venture..
3. An understanding of challenges faced in valuation.
4. An understanding of additional challenges faced in valuation
5. An understanding of turnaround strategies.
6. An understanding of strategies that can be adopted after establishing the business .

**Unit I:**

**Initiating Ventures :** creating new ventures, acquiring an existing venture, personal preferences, and examination of opportunities..

**Unit II:**

**Evaluating Venture :** advantages of acquiring an existing venture, evaluation, key questions to ask.

**Unit III:**

**Valuation Challenges in Entrepreneurship :** valuation, due diligence, analyzing the business, methods of valuation, synergy.

**Unit IV:**

**Valuation II :** establishing a firm's value, additional formats in valuation, avoiding startup costs, accuracy of projections.

**Unit V:**

**Turnaround Strategies :** industrial sickness, causes of industrial sickness, strategies, financial strategies, product-market strategies, assessing and identifying potential sickness-Altman Z score.

**Unit VI:**

**Harvesting the Venture :** succession strategy, exit strategy, steps for selling the business.

**Text Book :**

1. Entrepreneurship - A South Asian Perspective, by T.V. Rao ^ D. F, Kuratko, Cengage Publication.

**Reference Books :**

1. Contemporary issues in M & A, by Dr. manju Gupta, HPH.
2. M & A and Corporate Restructuring by Prasad Godbole, Vikas Publication.
3. M & A by Rajinder S. Aurora, Kavita Shetty & Sharad Kale, Oxford Publication.

## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

Course Code : MBT656-13

Course : Entrepreneurial Innovation

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. An understanding of various types of innovations.
2. An understanding of the various models of education and Enterprise cooperation.
3. An understanding of R & D in SMEs.
4. An understanding of Industrial clusters.
5. An understanding of the concept of Incubation.
6. An understanding of aspects of innovation through case studies.

**Unit I:**

**Entrepreneurial Innovations :** the Schumpeterian Model, types of entrepreneurial innovation, rules of thumb that help innovators.

**Unit II:**

**Higher Education- Enterprise Cooperation:** introduction, traditional model, the model in action, experiences from developing country.

**Unit III:**

**Managing R & D in SME's :** innovation & innplovators, R & D in innovation, R & D by SME's, generalize strategies, entrepreneurship and R & S, roe of national policy.

**Unit IV:**

**Promoting Industrial Clusters in India :** Characteristics of clusters, support for SME's: the indian scenario.

**Unit V:**

**Incubation :** public and private incubators, financial assistance by TDB, seed support for STEP/ TBI's, TBI in India.

**Unit VI:**

**Case Studies :** ITC e-Choupal, Dr. Reddy's, Google, Apple, Du-Pont etc.

**Text Book :**

1. Entreprenrship theory at the crossroads:- Paradigms and Praxis by Mathew J Manimala, Biztantra.

**Reference Books**

1. Entrepreneurship and New Venture creation by A. Sahay and V. Sharma, Excel books.

## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

Course Code : MBT656-14

Course : B2B Marketing

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. An understanding of various aspects involved in setting up the venture.
2. An understanding of the basic aspects of the market.
3. An understanding of planning and control function no production.
4. An understanding of aspects involved in managing processes and people.
5. An understanding of aspects involved in IPR's.
6. An understanding of aspects involved in managing growth.

**Unit I :**

**Establishing your Venture :** Identification of business opportunities, feasibility assessment, financing, selecting infrastructure, buying machinery, technology, recruitment, project implementation.

**Unit II :**

**Your Market :** marketing for small business, sales promotion, export environment.

**Unit III :**

**Production Planning and Productivity :** production planning and control, innovations, quality control.

**Unit IV :**

**Managing People & Processes :** Decision making, measuring and evaluating organizational performance, introducing change, HRM issues, motivating employees, work teams and leadership, conflict management.

**Unit V :**

**Managing IPR's :** patent, trade mark, copyright; who may apply?; process, implication for entrepreneurs.

**Unit VI :**

**Managing Growth and Other Challenges :** growth, downturns, exiting the venture, managing personal life.

**Text Book :**

1. Handbook for new entrepreneurs by P.C. Jain, EDI, Oxford Publication.

**Reference Books**

1. Entrepreneurship in Action by Mary Coulter, PHI.
2. Entrepreneurship- New Venture Creation by David. H. Holt, PHI.

## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

Course Code : MBT656-15

Course : Knowledge Entrepreneurship

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. An understanding of entrepreneurship in knowledge economy.
2. An understanding of knowledge management and intellectual capital.
3. An understanding of the requirement of different stakeholders.
4. An understanding of scope for knowledge entrepreneurship.
5. An ability to identify and assess specific opportunities.
6. An understanding of traits of becoming a knowledge entrepreneur.

**Unit I :**

**Entrepreneurship in knowledge Economy :** abundant and accessible information, implications and consequences, knowledge based opportunities.

**Unit II :**

**Managing Knowledge and Intellectual Capital :** knowledge management, knowledge exploitation, knowledge creation as a corporate priority, protecting intellectual capital.

**Unit III :**

**Requirement of Different Stakeholders :** customers, suppliers, investors, unity and diversity, ten essential freedoms.

**Unit IV :**

**Monitoring trends and Scope for Knowledge Entrepreneurship :** freedom of operations, understanding issues, effective issue monitoring.

**Unit V :**

**Identifying and Assessing Specific Opportunities :** establishing search criteria, searching for improvement opportunities, building job support tools, differentiation.

**Unit VI :**

**Becoming a Knowledge Entrepreneur :** The knowledge Entrepreneur challenge of launching a new product, creating launch support tool, examples of best practices.

**Text Book :**

1. The Knowledge Entrepreneur by Colin Coulson-Thomas, Kogan Page Publications.

**Reference Books**

1. Entrepreneurship : Innovations and Strategy by Dr.Ch. Sudipta Kishore Nanda, Dr. Tapan Kumar Lenka, HPH.
2. Entrepreneurship & Innovation Management by R. Gopal, Pradip Manjrekar.

**SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)****Course Code : MBT656-16****Course : Family Business Management****L: 4 Hrs., P:0 Hrs., Per week****Total Credits : 4****Course Outcomes :**

1. An understanding of shareholders priorities.
2. A basic idea about roles of people in succession planning.
3. An idea about HUF and Muslim law.
4. An understanding of valuation of family business.
5. An understanding of importance of strategies in family business .
6. An idea about the current trends.

**Unit I:**

**Ownership of an Enterprise Built to Last :** shareholder priorities, responsibility of shareholders, values and principles, effective governance.

**Unit II:**

**Succession and Transfer of Power :** role of CEO, transfer of power, exit styles, roles of CEO spouse, implications.

**Unit III:**

**HUF and Muslim Law :** distinctive features of HUF, mode of creation of HUF, and amendments in hindu succession act, Muslim law.

**Unit IV:**

**Financial Consideration and Valuation of the Family Business :** financial measures that matter, financial statement analysis, the dupont approach to return on equity (roe), what is your business worth? business valuation and valuation methods, nonfinancial returns and costs not captured by business valuation.

**Unit V:**

**Creating A Strategy :** strategic planning and family business, the zero sum family dynamics, stages of business development, life cycle stages influencing family business strategy, creating value with unique business model.

**Unit VI:**

**Current Trends in Family Business :** innovation introduced, inclusion of new business, ecommerce in family business.

**Text Book :**

1. Family Business, Ernesto Poza, Third Edition, Cengage Learning.

**Reference Books**

1. Family Business Management, by Dr. Kanchan Naidu, Prof. Kanak Wadhvani, HPH.
2. Family business in India-Sudipt Dutta, Sage (1997).
3. The Keys to Family Business Success-Leslie, Sam Lane, Joe Paul, Darrell Beck and William Roberts: Aspen Family Business Group.
4. Who moved my cheese? Dr. Spencer Johnson, Random House.
5. I M OK YOU'RE OK, Thomas A. Harris.

## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

Course Code : MBT656-18

Course : Entrepreneurial Finance

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. An understanding of various sources of finance.
2. An idea about the working of SSIs and their financing requirements.
3. An understanding of the loan documentation.
4. An understanding of the process of preparation of project financing report.
5. An understanding and utility of Business Plan .
6. An idea about credit rating and the importance of credit rating.

**Unit I :**

**Sources of Finance :** Bank finance- term loan, CC limit, OD limit, loan against pledge, unsecured loan, venture capital funding, crowd funding, debentures, equity shares, PE funding.

**Unit II :**

**Small Scale Industries :** Meaning, importance, growth of SSIs, regulatory requirements, special financing needs, issues & implications. IPO platform for SMEs.

**Unit III :**

**Loan Documentation :** documents for processing of loan-project report, constitution details, promoters, fixed assets, material and various sanctions, approvals and clearances.

**Unit IV :**

**Project Financing :** preparation of project financing report - components of report, market, technical and financial feasibility, appraisal of term loans by financial institutions.

**Unit V :**

**Business Plan :** preparation of business plan-feasibility studies, appraisal of business plan by venture capital and PE funds.

**Unit VI :**

**Credit Rating & Insurance :** credit rating by rating agencies like CRISIL, CARE, ICRA to assess the credit worthiness of small enterprise, benefits of credit rating; different insurances for business.

**Text Book :**

1. Introduction to Project Finance : H R Machiraju, Vikas Publications.

**Reference Books**

1. The Perfect Business Plan made Simple : William Lasher, Random House.
2. The Business Plan Workbook : Collin Barrow, KPI.
3. Small Scale Industries in India : Problems and Policy Initiatives : K. Vijayarani, K. R. Vijayarani, Susan F. Hensonow, Intl Specialized Book Service Inc.

## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

Course Code : MBT656-19

Course : Logistics Management

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. A basic understanding of importance of logistics in marketing.
2. A basic understanding of integration of logistics and the barriers to integration.
3. A basic understanding of the application of IT in logistics.
4. A basic understanding about transportation and warehousing.
5. A basic understanding of store house operations .
6. A basic understanding of logistical measurement.

**Unit I :**

**Elements of Logistics Management :** Underlying philosophy, supply chain and competitive performance, marketing and logistics interface, work of logistics.

**Unit II :**

**Integrated Logistics :** Operational objectives, barriers to integration, logistical performance cycles.

**Unit III :**

**Information and Forecasting :** designing LIS applications, information architecture, application of IT, forecasting process, characteristics, approaches.

**Unit IV :**

**Transportation & Warehousing :** principles, participants, modal characteristics, transport economics, role of warehousing, warehouse design, types and strategies..

**Unit V :**

**Storehouse Operations & Control :** organizing, store location & layout, store keeping, physical verification, security & safety.

**Unit VI :**

**Logistical Measurement :** dimensions, internal performance measurement, asset measurement, quality measurement, perfect order, external performance measurement.

**Text Book :**

1. Logistics Management : Rakesh P. Singh, Satish C. Aliawadi, PHI.

**Reference Books :**

1. Logistics Management : Ailawadi Satish C. & Singh P. Rakesh, PHI Learning Pvt. Ltd.
2. Logistic Management: A Competitive Advantage for the New Millennium, Kunal Sharma, Global India Publications.

## SYLLABUS OF SEMESTER II, MBA. (Master of Business Administration)

Course Code : MBT657-1

Course : Creativity and Innovation

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. Understand the concept of creativity
2. Understand the theories of creativity
3. Understand the concept of creative problem finding and solving
4. Understand the concept of brainstorming
5. Understand synetics and paradigm breaking techniques
6. Understand the evaluation methods and implementing the ideas.

**Unit I:**

**Creativity :** Definitions, Invention and creativity, Ideas and how they arise, Importance of creativity in business, Conditions in which creative thinking is required most, Characteristics.

**Blocks of Creativity :** Problem solving, Mindset, Barriers to an individual's creativity, Dealing with an individual's blocks to creativity, Techniques to overcome blocks, Blocks to organizational creative thinking and ways to solve it, Elements and conditions of creative organizations.

**Unit II:**

**Theories of Creativity and the Creative Problem Solving Process :** Brain as an information processor convergent and divergent thinking, the conditions for creative thinking, Theories of creative problem solving, The cognitive theory of creativity, Problem solving mechanisms, The creative problem solving process, Cases.

**Unit III:**

**Objective Finding, Fact Finding and Problem Finding :** Objective finding, Fact finding, Dimensional analysis, Problem finding, Redefinition Approaches: laddering, goal orientation, boundary examination, progressive abstractions, Analytical techniques: Decomposable matrices, cause-and-effect diagrams.

**Unit IV:**

**Brainstorming and its Variants :** Classical brainstorming, process of brainstorming, Wildest-idea variant, Stop-and-go brainstorming, Round-robin brainstorming.

**Lateral Thinking and Associated Methods :** Awareness, Assumptions, Alternatives, Provocative methods, Metaphorical thinking, Analogy.

**UNIT V:**

**Synetics :** Synetics, Conducting Synetics sessions, Synetics in action.

**Paradigm Breaking Techniques and Some Miscellaneous Ideation Methods :** Vision building, symbolic miscellaneous ideation, Cliches, proverbs and maxims, storyboarding.

**UNIT VI:**

**Evaluation :** Sorting , Evaluation methods, Advantage-disadvantage tables, PMI : Plus/Minus/ Interesting, Castle technique, Pay-off tables, Decision trees.

**Implementing Ideas :** Ideas are not readily implemented, Sources of resistance to change, Role of communication in overcoming resistance to change, Putting ideas into practice, Climate for change, Cases.

**Text Book :**

1. Creative Problem Solving for managers: Developing Skills for Decision Making and Innovation.  
Author : Tony Proctor

**Reference Books :**

1. TRIZ : Innovation and Inventive Problem Solving. handbook, Authors : Pavel Livotov, Vladimir Petroy.
2. Jugaad Innovation, Authors : Navi Radjou, Dr. Jaideep Prabhu, Dr. Simone Ahuja.



## SYLLABUS OF SEMESTER II, MBA. (Master of Business Administration)

Course Code : MBT657-2

Course : Leadership Skills

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

## Course Outcomes :

1. Knowledge of what is leadership.
2. Knowledge and understanding of Leadership Traits.
3. Knowledge and understanding of Leadership Skills.
4. Understanding of different leadership Styles.
5. Understanding of team leadership.
6. Understanding leadership & change.

## UNIT I :

**Introduction to Concept of Leadership :** What does leadership mean Definitions, Nature of Leadership, Components of leadership, Leadership and its Role in Business, difference between a Manager and a leader, Myths about Leadership? **Leadership & Values** - Types and importance of values..

## UNIT II :

**Leadership Traits :** Leadership Traits, What is Personality & traits, The big 5 Model of Personality, Trait approach to leadership, Leadership Traits and effectiveness, Achievement motivation Theory, Leader motive profile theory, Why do leaders fail? Problems with trait theory.

## UNIT III :

**leadership Skills :** Technical, Human, Conceptual. **Basic leadership skills-** Communication, Listening, Assertiveness, and Stress management etc. **Skills required to deal with followers-**Delegating skills, feedback, Tem building and building a high performance team, Empowerment, Managing performance. **Skills which suits to specific situations-**Goal setting skills, leading a Meeting, problem solving skills, Improving creativity, Conflict management.

## UNIT IV :

**Leadership & Behaviour :** Behavioral theories, leadership studies in the area of behavioral Approach-Contingency Theories, Autocratic Democratic, Transistinal, Transformational, Servent leadership, Neuroleadership, examples of different styles.

## UNIT V :

**Team & Leadership :** nature of teams, Difference between teams & groups, Type of teams-problem solving, self managed, cross functional, virtual. Team effectiveness, Characteristics of effective team, role of leadership in team effectiveness, Ginnett's team Leadership model, Impediments to team effectiveness, Team Building.

## UNIT VI :

**Leadership & Change :** Nature of Change, Causes of Organizational Change, Resistance to Change, overcoming resistance to change, ROle of leadership in Change management, Approaches to change management, Leadership role in Management of Change-charismatic, Tranformational, Transactional & Strategic Leadership. Characteristics of Change leader, leading for organizational learning & Innovations.

## Text Book :

1. Team Building & Leadership - Ms. Neelam S. Bhargav, Mr. Gaurav Bhargav, Himalaya Publishing House.

## Reference Books :

1. High Performance Leadership - G. Vijayaragavan, Himalaya Publishing House.
2. Leadership - Sanjay Saxena, Purnima Awasthi - PHI Learning's Pvt. Ltd.

## SYLLABUS OF SEMESTER II, MBA. (Master of Business Administration)

Course Code : MBT657-3

Course : Business Analytics

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. Optimize business decisions that take multiple input variables to predict between two possible outputs.
2. Model decisions under a variety of future uncertain states, depending on the decisions maker's proneness or aversion to risks.
3. Compute correlation where, at first glance, there seem to be none-correlation between data points in a time series.
4. Compute the regression model for time series data that has correlation within itself.
5. Optimize business situations where two variables do not move in a linear fashion.
6. Model continuous outcomes that depend on more than one input variable.

**UNIT I :**

**Business Analytics :** Concepts of business analytics, difference between analytics and analysis, Broad types of business analytics, Organizations benefits from using analytics.

**UNIT II :**

**Understanding Data :** Importance of data, difference between data, information and knowledge, various stages of data maturity, data mining approach to business intelligence and business analytics.

**UNIT III :**

**Analytical decision making :** Process, breaking the problem to key questions, social media analytics.

**UNIT IV :**

**Statistics :** Use of statistics in BA, type of data, frequency distributions, measures of central tendency, measures of dispersion and shape, correlation, linear regression, ANOVA, time series.

**UNIT V :**

**Using Excel (Module 1) :** Using data analysis pack, performing descriptive analysis tests under data analysis tab, validation business assumptions, developing business models to validate assumptions

**UNIT VI :**

**Using Excel (Module-2) :** Performing inferential analysis tests under data analysis tab, Using Slicer, owerpivot and Power view for visual analytics

**Text Book :**

1. The elements of statistical learning-Trevor Hastie, Robert Tibshirani, Jerome Friedman-Springer Publications (Open source available on <http://statweb.stanford.edu/~tibs/ElemStatLearn/>)

**Reference Book :**

1. Business Research Methods, Zikmund, William G. (2009), Cengage Learning India Private Ltd., New Delhi.

## SYLLABUS OF SEMESTER II, MBA. (Master of Business Administration)

Course Code : MBT657-4

Course : Sociology

L: 4 Hrs., P:0 Hrs., Per week

Total Credits : 4

**Course Outcomes :**

1. To understand the fundamentals of sociology.
2. To understand the various sociological theories.
3. To understand the concept of leadership.
4. To understand decision making and its process.
5. To understand communication in the context of organizations.
6. To understand the concept of Conflict in the organizational context.

**UNIT I :**

**Fundamentals of Sociology :** Nature, scope, significance, basic concepts, institutions, social process.

**UNIT II :**

**Sociological Theories :** Theories of -Auguste Comte, Herbert Spencer, Emile Durkheim, Talcott Parsons, Max Weber, Karl Marx.

**UNIT III :**

**Leadership :** Nature, Importance, Styles and their implications, Formal and Informal leadership, Emotional intelligence.

**UNIT IV :**

**Decision Making :** Nature, conditions, models, Barriers, Styles.

**UNIT V :**

**Communication :** Interpersonal communication, Organizational communication, Communication networks.

**UNIT VI :**

**Conflict :** Levels of conflict, types of conflict, Conflict resolution, Negotiation and conflict resolution.

**Text Book :**

1. Fundamentals of Sociology - By : Vidya Bhushan, D.R. Sachdeva, Pearson.

**Reference Books :**

1. Organization Behavior Text, Cases & Games: K Aswathappa, Himalaya Publishing House.
2. Sociology - By Haralombus & Holborn, Collins Education.

**SYLLABUS OF SEMESTER II, MBA. (Master of Business Administration)**

**Course Code : MBT657-5**

**Course : Technical Analysis & Report Writing**

**L: 4 Hrs., P:0 Hrs., Per week**

**Total Credits : 4**

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**Course Outcomes :**

1. To understand the trend analysis by virtue of moving averages.
2. Understand the concept and calculations of Bollinger band.
3. Understand the different methods to draw and interpret the charts.
4. Understanding variation in data through different chart pattern.
5. Importing data in spreadsheet and processing the data.
6. Writing the report and interpreting the report through spreadsheet.

**UNIT I :**

Simple Moving Averages, Generalizing simple moving averages, Removing Formula Errors, Exponential Moving average.

**UNIT II :**

Bollinger Bands - Introduction, Basic Calculations, Generalized Bollinger band Computation, Bollinger Bands Charts in excel.

**UNIT III :**

Candlestick charts, open-high-low-close charts, Line Charts.

**UNIT IV :**

Chart Pattern-Head and Shoulders, Cup and Handle, Double top and Bottom, Tripple top and triple bottom.

**UNIT V :**

Understanding and executing Data tab, Proces Tab, report Tab, Connecting to data source.

**UNIT VI :**

Creating the simple spreadsheet report, Creating different template of reports, Building dynamic reports.

**Text Book :**

1. Guide to technical analysis and Candleticks by Ravi Patel-Buzzingstock publication House, Mumbai.

**Recommended Books**

1. How to make money trading with Candlestick Charts by Balkrishna M Sadekar, Vision Books India.





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