



# 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 2018-2020

### MASTER OF BUSINESS ADMINISTRATION





# **SHRI RAMDEOBABA COLLEGE OF ENGINEERING AND MANAGEMENT, NAGPUR - 440 013**

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**MASTER OF BUSINESS ADMINISTRATION**

Published by

**Dr. R.S. Pande**

Principal

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ISO 9001 : 2015 CERTIFIED ORGANISATION

**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.

<b>Program Outcomes</b>
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.

**I Semester Master of Business Administration**

Sr. No.	Course Code	Course	L	P	Credits	Maximum Marks			Exam Duration
						Continuous Assessment	End Sem Exam	Total	
						1	MBT581	Financial Management	
2	MBT582	Marketing Management	4	-	4	40	60	100	3
3	MBT583	Human Resource Management	4	-	4	40	60	100	3
4	MBT584	Financial Accounting	4	-	4	40	60	100	3
5	MBT585	Business Legislation	2	-	2	20	30	50	2
6	MBT586	Quantitative Techniques	4	-	4	40	60	100	3
7	MBP581	IT Skills Lab	-	2	1	25	25	50	-
8	MBP582	Communication Skills Lab	-	2	1	25	25	50	-
9	MBT587	Indian Ethos, Ethics & Sustainability	2	-	-	-	-	-	-
		<b>Total</b>	<b>24</b>	<b>4</b>	<b>24</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**II Semester Master of Business Administration**

Sr. No.	Course Code	Course	L	P	Credits	Maximum Marks			Exam Duration
						Continuous Assessment	End Sem Exam	Total	
						1	MBT588	Organization Behaviour & Development	
2	MBT589	Strategic Management	4	-	4	40	60	100	3
3	MBT590	Cost & Management Accounting	4	-	4	40	60	100	3
4	MBT591	Operations Management	4	-	4	40	60	100	3
5	MBT592	Elective I	2	-	2	20	30	50	2
6	MBT593	Entrepreneurial Skills	4	-	4	40	60	100	3
7	MBT594	Project Management	4	-	4	40	60	100	3
8	MBT595	Business Research Methods	2	-	2	20	30	50	2
9	MBP583	Lab 1	-	2	1	25	25	50	-
10	MBP583	Lab 2	-	2	1	25	25	50	-
11	MBT596	Environment Management	2	-	-	-	-	-	-
		<b>Total</b>	<b>30</b>	<b>4</b>	<b>30</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Lab Courses (select any two courses)**

Sr. No.	Course Code	Course	L	P	Credits	Maximum Marks			Exam Duration
						Continuous Assessment	End Sem Exam	Total	
						1	MBP583-1	Corporate Grooming Lab	
2	MBP583-2	Marketing Lab	-	2	1	25	25	50	-
3	MBP583-3	Financial Modeling Lab	-	2	1	25	25	50	-
4	MBP583-4	Quality Control Lab	-	2	1	25	25	50	-
5	MBP583-5	Advanced Spreadsheet Lab	-	2	1	25	25	50	-

**Programme Scheme & Syllabi For Master of Business Administration**

**Elective I (Select any one course)**

Sr. No.	Course Code	Course	L	P	Credits	Maximum Marks			Exam Duration
						Continuous Assessment	End Sem Exam	Total	
1	MBT592-1	Managerial Economics	2	-	2	20	30	50	2
2	MBT592-2	Indian Economy & Policy	2	-	2	20	30	50	2

**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 (MBP600)			-	-	6	-	-	-
<b>Total</b>			<b>32</b>	<b>0</b>	<b>38</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

**Note:** Students may avail the Winter Term under Industry Internship Scheme between Sem III and Sem IV. The scheme of examination for Winter Term shall be same as the scheme of examination for Sem IV of Master of Business Administration.

**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.

### IV Semester Master of Business Administration

Course Name	L	P	Credits	Maximum Marks			Exam Duration	
				Continuous Assessment	End Sem Exam	Total		
<b>Specialization 1 (1 Papers)</b>								
1) One Elective Course from one of the Specialization selected in Semester III. (Please refer list of electives)	Elective 5	4	0	4	40	60	100	3
<b>Specialization 2 (1 Papers)</b>								
1) One more Elective Course from specialization I. Or 2) One Elective Course from specialization II. Or 3) One open Elective Course from any other specialization/s apart from specialization I & II.	Elective 6	4	0	4	40	60	100	3
MBP 601	Project	-	12	6	100	100	200*	3
<b>Total</b>		<b>8</b>	<b>12</b>	<b>14</b>				

*Project Assessment		
	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 2 Elective Courses from specialization I.
2. Student can select 1 Elective Course from specialization I & II.
3. Student can select 1 Elective Course from specialization I and 1 more Open Elective Course from any other specialization/s apart from specialization I & II.



Second Year – Elective Subjects

Course Code	Elective
<b>Marketing Management</b>	
MBT681-1	Integrated Marketing Communication
MBT681-2	Brand Management
MBT681-3	Retail Management
MBT681-4	Sales and Distribution Management
MBT681-5	Services Marketing
MBT681-6	Rural Marketing
MBT681-7	Customer Relationship Management
MBT681-8	Industrial Marketing
MBT681-9	International Marketing
MBT681-10	Marketing Analytics
MBT681-11	Social Marketing
MBT681-12	Digital Marketing
MBT681-13	Consumer Behaviour
MBT681-14	Marketing Research
MBT681-15	Green Marketing
MBT681-16	Marketing of Banking & Financial Services
<b>Finance</b>	
MBT682-1	Corporate Taxation
MBT682-2	Security Analysis
MBT682-3	International Finance and Trade
MBT682-4	Derivatives & Risk Management
MBT682-5	Project Planning & Financing
MBT682-6	Commercial Banking in India
MBT682-7	Financial Services & Merchant Banking
MBT682-8	Management Control System
MBT682-9	Portfolio Management
MBT682-10	Mergers & Acquisition & Corporate Restructuring
MBT682-11	Wealth Management
MBT682-12	Insurance Management
MBT682-13	Behavioural Finance
<b>Human Resource Management</b>	
MBT683-1	Advanced Organizational Behavior
MBT683-2	HR Audit & Analytics
MBT683-3	Human Resource planning
MBT683-4	International HRM
MBT683-5	Organization Theory: Structures and Design
MBT683-6	Performance and Compensation Management
MBT683-7	Recent Trends in HRM
MBT683-8	Training & Development
MBT683-9	Organization Development
MBT683-10	Competency Mapping
MBT683-11	Employer Branding
MBT683-12	Industrial Relation
MBT683-13	Labour Laws
MBT683-14	Strategic HRM

Course Code	Elective
<b>Operations Management</b>	
MBT684-1	Operations Planning and Control
MBT684-2	Supply Chain Management
MBT684-3	Services Operation
MBT684-4	Quality Management
MBT684-5	World Class Manufacturing
MBT684-6	ERP
MBT684-7	Advanced Operations research
MBT684-8	Contract Management Practices
MBT684-9	Ergonomics in industrial Health & Safety Management
MBT684-10	Sourcing Management
MBT684-11	Productivity through Design and Measurement of Work
MBT684-12	Design & Analysis of Lean Production Systems.
<b>International Business</b>	
MBT685-1	International Financial Markets
MBT685-2	Foreign Exchange Management
MBT685-3	International Marketing
MBT685-4	Export Import Procedures
MBT685-5	International Economic Organizations
MBT685-6	India's Foreign Trade Policy
MBT685-7	Managing International Business Organizations
MBT685-8	International Logistics Management
<b>Entrepreneurship and Family Business</b>	
MBT686-1	Managing Human Capital
MBT686-2	Product and Brand Management
MBT686-3	Purchase and Materials Management
MBT686-4	Advanced Management Accounting
MBT686-5	International Business
MBT686-6	Launching and Managing an Enterprise
MBT686-7	Buying an Existing Business
MBT686-8	Knowledge Entrepreneur
MBT686-9	Family Business Management
MBT686-10	Business Tax Planning
MBT686-11	Entrepreneurial Finance
MBT686-12	Logistics Management
MBT686-13	Social Entrepreneurship
MBT686-14	Technology Appreciation & Intellectual Property Rights
MBT686-15	Entrepreneurial Marketing
MBT686-16	Innovation Technology Management
<b>Management</b>	
MBT 687-1	Creativity and Innovation
MBT 687-2	Leadership Skills
MBT 687-4	Sociology
MBT 687-6	CSR & Sustainability
<b>Business &amp; Data Analytics</b>	
MBT 688-1	Analytics For Business
MBT 688-2	Technical Analysis & Report Writing
MBT 688-3	Data Visualization for Managers
MBT 688-4	Business Data mining
MBT 688-5	Data Analytics
MBT 688-6	Applied Econometrics



Syllabus of Semester I, MBA (Master of Business Administration)

Course Code: MBT581

Course: Financial Management

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

Total Credits : 4

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**Course Outcomes:**

At the end of the course students will have:

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

**Unit II: Introduction To Financial Markets** - Money Market, Equity Market, Debt Market, Derivatives Market, Mutual Funds

**Unit III: 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 IV: Capital structure and Dividend**- Capital Structure -Meaning, concept of optimal capital structure, Computation of leverages, Capital gearing & leveraging, EBIT-EPS analysis. Dividend - Concept, determinants and factors affecting, relevance and irrelevance concept.

**Unit V: Working Capital Management** - Concept of working Capital, significance, types, Factors affecting working capital needs, financing approaches for working capital, and Methods of 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:**

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

**Note:** Topics mentioned in bracket & underlined are for self study.

Syllabus of Semester I, MBA (Master of Business Administration)

Course Code : MBT582

L: 4Hrs, P: 0 Hrs, per Week

Course : Marketing Management

Total Credits : 4

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**Course Outcomes :**

At the end of the course student will have

1. Understanding of basic concepts of marketing.
2. Ability to analyze consumer buying behavior and design marketing research process.
3. Knowledge about segmentation targeting and positioning.
4. Understanding of product management.
5. Ability to device pricing strategies and communication process.
6. 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: by Philip Kotler, Kevin Lane Keller, Prentice Hall

**References Books:**

1. Marketing Management-Planning, Implementation and Control: by V.S. Ramaswamy and S. Namakumari, McMillan
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 I, MBA. (Master of Business Administration)

Course Code: MBT583

Course: Human Resource Management

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

Total Credits : 4

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**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:** Objective sand 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 L: 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: MBT584

Course: Financial Accounting

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

Total Credits : 4

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**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 of 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 and 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 and company, New Delhi.
3. Advance Accounts Volume II by M.C. Shukla, T.S. Grwal, S.C. Gupta by S. Chand and company, New Delhi.

**Syllabus of Semester I, MBA. (Master of Business Administration)**

**Course Code : MBT 585**

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

**Course: Business Legislation**

**Total Credits : 2**

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**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 and 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 I, Master of Business Administration (MBA)

Course Code: MBT 586

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

Course: Quantitative Techniques

Total Credits : 4

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**Course Outcomes:**

1. To understand the measures of Central Tendency and Dispersion
2. To understand the degree of relationship between the variables and understand the interdependency between the variables.
3. To understand the different probability distribution and trend movement analysis based on past data.
4. To understand a business problem and be able to formulate it mathematically for obtaining an optimal solution.
5. Student will be able to do financial analysis of competition
6. Student will be able to develop a mathematical simulation of business process and apply it to validate the processes.

**UNIT I :** Measures of Central Tendency & Dispersion - 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

**UNIT IV :** Linear Programming problem: Formulation of problem, Graphical method. Simplex Technique, Interpretation, Duality.

**UNIT V :** Game theory: Saddle point, Dominance rule, Algebraic method, arithmetic method, Method of matrices, Graphical method.

**UNIT VI :** Simulation: Monte Carlo Simulation Technique, Stochastic Simulation and Random Numbers, Types of Simulation Problems, Advantages and Disadvantages.

**Text Book:**

1. Business Statistics; Dr. S. K. Khandelwal, International Book House Pvt. Ltd.
2. Operations Research - J. K. Sharma - McMillan

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



**Syllabus of Semester I, MBA (Master of Business Administration)**

**Course Code : MBP581**

**Course : IT Skills Lab**

**L: 0Hrs, P: 2 Hrs, per Week**

**Total Credits : 1**

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**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, Sum product, 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: MBP582**

**Course : Communication Skill Lab**

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

**Total Credits : 1**

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**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, Saijyoti 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 Learning

**Syllabus of Semester I, MBA (Master of Business Administration)**

**Course Code: MBT587**

**Course: Indian Ethos, Ethics and Sustainability**

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

**Total Credits : 2**

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**Course Outcomes:**

1. To understand the concept of Ethics.
2. To understand the theory of Ethics.
3. To understand various Indian Ethos and Management Lessons derived from it.
4. Help to manage stress and understand leadership approaches.
5. To understand the importance of CSR
6. To understand the need of Corporate Sustainability.

**Unit I:**

**Business Ethics :** Concept of Business Ethics, Kohlberg's Moral Development Pyramid, Categorical Imperative, Principle of Duty, Principle of Justice, Theories of Ethics Friedman's Economic Theory, Kant's Deontological Theory, Mill & Bentham's Utilitarianism Theory, Ethical issues in Finance, Marketing, HRM, IT & workplace.

**Unit II :**

**Indian Ethos History & Relevance :** Role of Indian Ethos in Managerial, Management lessons from Vedas, Mahabharata, Bible, Quran, Kautilya's Arthashastra, Stress Management-Meditation for mental health, Yoga, Indian V/s Western Management, Trans-cultural Human Values, Value system in work culture, Contemporary approaches of leadership, leadership qualities of Karta.

**Unit III :**

**CSR & Sustainability :** Objective, Definition, Evolution, Need for CSR, Strategies for CSR - Challenges and Implementation, Triple Bottom Line, Corporate Sustainability Reporting Framework, Environmental and Economic Responsibilities of Business International Standards, Sustainability indices-Principles of Responsible Investment, Challenges in main stream Sustainability reporting.

**Text Books :**

1. Business Ethics: CSV Murthy, Himalaya Publishing House
2. Ethics, Indian Ethos and Management: B. K Nair, Prof. Raja K. C. R, S. Balachandran

**Reference Books :**

1. Corporate Social Responsibility in India: Sanjay K. Agarwal
2. Business Ethics: Crane-Pub.By Oxford Press
3. Indian Ethos and Values in Management: S. N. and Gopal. R.N Ajith Shankar

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

Course Code: MBT588

Course: Organizational Behavior & Development

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

Total Credits : 4

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**Course Outcomes:**

At the end of the course students will have:

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: MBT589

Course: Strategic Management

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

Total Credits : 4

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**Course Outcomes:**

Upon successful completion of the course, students should obtain the following learning 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, VIRO 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.

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

**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: MBT590

Course: Cost & Management Accounting

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

Total Credits : 4

**Course Outcomes:**

At the end of the course students will have:

1. Ability to appreciate the importance of cost and management accounting.
2. Understanding of the applicability of cash flow statement in business.
3. Ability to make and analyze the cost sheet.
4. Understanding of service costing.
5. Ability to analyze what if analysis using CVP analysis and present various budgets.
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: Service Costing :** Operating/ Service Costing.

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

**Unit VI: Standard costing & Variance analysis :** types of standards, procedure, advantages & limitations, variances-material, labour & Over head variances.

**Text Book**

1. 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: MBT 591**

**Course: Operations Management**

**L:4 Hrs, P: 0 Hrs, per Week**

**Total Credits: 4**

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**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 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

**References 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, Mailhotra, Shrivastav, Pearson

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

**Course Code :MBT592-1**

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

**Course : Managerial economics**

**Total Credits : 2**

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**Course Outcomes:**

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

**Syllabus:**

**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 & 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 II, MBA (Master of Business Administration)**

**Course Code: MBT 592 - 2**

**Course: Indian Economy and Policy**

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

**Total Credits : 2**

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**Course Outcomes:**

1. To understand the national income concepts and its measurement and basic Macro-economic issues like unemployment, inflation.
2. To understand the structure of the Indian Economy and the Monetary & Fiscal Policy and its instruments.
3. To understand the concept of global economy and trade policies and problems and strategies to manage the economic development of India.

**Unit I :** National Income concepts and its measurement, GDP as a measure of Economic Welfare, Economic Growth versus Economic development.

**Unit II :** The Indian Economy, Structure of Indian Economy, Agriculture Sector, Manufacturing Sector, Service Sector, Fiscal Policy : Definition and Objectives of Fiscal Policy, Govt. Budget constraints and Fiscal Policy, Fiscal Policy and its Implementation, India's Taxation Policy and Reforms, Monetary Policy, Implementation of Monetary Policy.

**Unit III :** Globalization and Economic Reforms, Definition and Overview, New Industrial Trade Policy, International Trade and Trade Restrictions, Critical Analysis of Globalization.

Economic Development, The problems of Underdevelopment, Strategies for Economic Development, Sources of Economic Development, The Problem of national Debt, Development Interventions.

**Text Book :**

1. D.N. Dwivedi, Managerial Economics, 7th ed., Vikas Publication, New Delhi, 2012
2. H. L. Ahuja, Macroeconomics : Theory and Policy, 18th ed., S. Chand, New Delhi, 2012.

**Reference Books :**

1. Shaikh Saleem, Business Environment, 2th ed., Pearson Education.
2. Robert L. Sexton, Exploring Economics, 6th ed., Cengage Learning.
3. John Sloman, Economics, 6th ed., Pearson Education.
4. Irwin B. Tucker., Economics, Thomson / South - Western.
5. Roger Arnold, Economics, Cengage Learning
6. Case, Fair, Oster., Principle of economics, 10th ed., Pearson Education.

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

**Course Code : MBT 593**

**Course : Entrepreneurial Skills**

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

**Total Credits : 4**

**Course Outcomes:**

1. To provide an introduction to entrepreneurship and its development process.
2. To learn about business idea generation and preparation of Business Plan.
3. To make student understand various activities of funding agencies.
4. To provide understanding about various sources of finances.
5. To provide conceptual clarification to family business
6. To provide conceptual clarification networking, e business and growth strategies.

**Unit I: Concept of Entrepreneurship**

Entrepreneurship & Entrepreneurial Eco system - Meaning, Types of Entrepreneurship (Rural, Social, Women, etc.), entrapreneur, Key attributes an entrepreneur-Desirable and acquirable attitudes and behaviors-Readiness-The right time, right age, right conditions-Myths and realities of entrepreneurship, Factors influencing Entrepreneurship, Entrepreneurial Development Programmes (EDP), Business Incubators, start up revolution-Trends, Imperatives, benefits; Myths and realities of entrepreneurship-Transition from college/regular job to the world of start-ups.

**Unit II: Business Idea & Plan**

Types of Organization, Legal Compliances- Tax, Business Idea: Creating and appropriating value- Scarcity, choice and trade offs- Identifying 'paying customer', developing market understanding- Narrowing focus-End user profiling, Ideal Persona Sources of business idea and Evaluation. Business Plan: Uses, -Unit economics, scalability, defensibility - Venture feasibility analysis, Writing, Data collection. Business Plan Presentation, Pitching Idea, Intellectual property-copyright, trademarks.

**Unit III: Entrepreneurial Development - Agencies**

Commercial Banks - District Industries Centre - National Small Industries Corporation - Small Industries Development Organization - Small Industries Service Institute. Business Incubation, Business Clusters, Entrepreneurial Marketing strategies- pricing- Strategy-Rigor of another kind: Heuristics and Gut-feel-

**Unit IV: Mobilizing Resources**

Entrepreneurial finance: Debt, Informal capital-Friends & Family, Angel-Introduction to the world of Venture Capitalists - Evaluation criteria employed by VCs - Selecting the right VC-Financing Mix and the Financing continuum shareholding - importance of Operational Involvement, Idea / patent, Driving force and capital infusion, Go-Live-What proof of concept is needed-Minimum viable product Name of product / service-Website / Visiting card /Office space- Struggles-Causes of failure-Product/ market, financing, managerial-Resilience-How many attempts- Valuation and Harvesting-Valuation methods-Term sheet-Strategic sale, negotiations-Management succession, Buying a Business : challenges, The Search, Process, Scrutiny, Negotiation, Franchising.

**Unit V: Family Business**

Family business in India, The Founder, The Next Generation, Entry of Family Members, Non-family Managers, Succession, Corporate Social Responsibilities, Corporate Governance, Business Cases, Best Practices

**Unit VI: E-Business & Networking**

E-Business: Domain Name, Website, E-Commerce, Hosting, Building Traffic Networking: Starting & Managing a Network, Infrastructure, Best Practices Growth Strategies: Stages of Growth, Global Expansion, Relocation, Financing Growth, Business Cases

**Text Book:**

1. Rajeev Roy : Entrepreneurship, Oxford Publications

**Reference Books:**

1. Vasanta Desai: Dynamics of entrepreneurial development and management, Himalaya Publishing House
2. Peter F. Drucker: Innovation and development, Harper Business
3. M.V. Deshpande: Entrepreneurship of small scale industries, Himalaya Publishing House, Bombay.

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

**Course Code: MBT 594**

**Course: Project Management**

**L:4 Hrs, P: 0 Hrs, per Week**

**Total Credits: 4**

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**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 resources.

**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, McGraw 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 II, MBA (Master of Business Administration)**

**Course Code: MBT 595**

**Course: Business Research Methods**

**L: 2 Hrs. Per week**

**Total Credits: 2**

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**Course Outcome :**

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 choosing the right 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:**

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

**Reference Book:**

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. Research Methods for Business By Uma Sekaran & Roger Bougie (Wiley India Edition)
5. Marketing Research By Malhotra & Dash (Pearson Publication)

**Syllabus of Semester II, MBA. (Master of Business Administration)**

**Course Code : MBT596**

**Course : Environment Management**

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

**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 II, Master of Business Administration (MBA)**

**Course Code: MBP583-1**

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

**Course : Corporate Grooming Lab**

**Total Credits : 1**

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**Course Outcomes :**

1. To understanding corporate dressing.
2. Understanding body language and corporate etiquettes.
3. Understanding the basics of Public speaking.
4. Understand how to 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, MBA (Master of Business Administration)

Course Code : MBP583-2

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

Course : Marketing Lab

Total Credits : 1

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**Course Outcomes :**

1. Ability to assess consumer choices and preferences.
2. Ability to analyze marketing environment, demand and preparing research plan.
3. Ability to analyze consumer market & business market, designing STP and creating brand equity.
4. Ability to prepare product & pricing strategies and managing services.
5. Ability to assess retail scenario and managing wholesale & logistics.
6. Ability to crate integrated marketing communication plan, new market offerings and annual marketing control plan.

**Unit I:**

**Experiments based on:** Marketing strategies & plans, forecasting, marketing research, customer value, customer relationship, consumer market, business market, infographic 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, Kevin Lane Keller, Prentice Hall

**References Books:**

1. Marketing Management-Planning, Implementation and Control: by V. S. Ramaswamy & S. Namakumari, McMillan
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, MBA. (Master of Business Administration)**

**Course Code: MBP583-3**

**Course: Financial Modeling Lab**

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

**Total Credits : 1**

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**Course Outcomes:**

At the end of the course students will have:

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 & 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 Business Professionals, 2nd Edition, by K. Scott Proctor, Wiley India Publication.

**Reference Book:**

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

**Syllabus of Semester II -MBA (Master Of Business Administration)**

**Course Code: MBP583-4**  
**L:0Hrs., P:2 Hrs., Per week**

**Course: Quality Control Lab**  
**Total Credits : 1**

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**Course Outcomes :**

At the end of the course students will be able to:

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: MBP583 - 5**

**Course: Advance Spreadsheet Lab**

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

**Total Credits : 1**

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**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.

**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
2. Total Quality : Management : Poornima M Charantimath, Pearson



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

Course Code: MBT681-1

Course: Integrated Marketing Communication

L: 4Hrs, P: 0 Hrs, per Week

Total Credits : 4

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**Course Outcomes:**

1. Understanding of concept of marketing communication.
2. Understanding of role of IMC in marketing communication process.
3. Ability to analyze the major variables in the communication system: the source, the message & 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, direct marketing and other media, IMC planning process, role in branding, audience contacts, 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:** Traditional vs Modern media: online and mobile advertising-social media for advertising and promotion, 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.

**Reference Books:**

1. Principles of Advertising and IMC: by Duncan, Tom, McGraw Hill.
2. Integrated Marketing Communications: by Pickton, D. and Broderick, A., Prentice Hall.
3. Using advertising and promotion to build brands: by Blyth, J., Pearson.
4. Advertising management: by Jethwaney, Oxford.
5. Building the Indian Brand: by Kapoor, MacMillan

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

**Course Code: MBT681-2**

**Course: Brand Management**

**L: 4Hrs, P: 0 Hrs, per Week**

**Total Credits : 4**

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**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.

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

**Text Book:**

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

**Reference Books:**

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

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

**Course Code: MBT681-3**

**Course: Retail Management**

**L: 4Hrs, P: 0 Hrs, per Week**

**Total Credits : 4**

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**Course Outcomes:**

1. Understanding of the context and concept of retailing.
2. Ability to handle responsibilities in operating retail functions.
3. Ability to reach a point of decision and help the management in making scientific and informed decisions on merchandising.
4. Understanding of the concept of private labels, category management and large retail establishments.
5. Ability to design the store layout and merchandise display.
6. Understanding of the use of 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, establishing a pricing strategy, supply chain Management.

**Unit VI: Marketing & Technology :** Retail marketing and branding, information systems, human interface, E-retailing, use of IT in retail.

**Text Book :**

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

**Reference Books :**

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

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

Course Code : MBT681-4

Course : Sales and Distribution Management

L: 4Hrs, P: 0 Hrs, per Week

Total Credits : 4

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**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 behavior and channel conflicts.

**Unit I:** Introduction to sales management, selling skills and selling strategies, selling process, social & ethical concern in sales.

**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, sales analytics.

**Unit V:** Introduction to distribution channel management, distribution channel strategies, designing customer oriented marketing channels.

**Unit VI:** Managing channel member behavior: channel relationships, channel control, channel power and channel conflict.

**Text Book:**

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

**Reference Books:**

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

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

Course Code : MBT681-5

Course : Services Marketing

L: 4Hrs, P: 0 Hrs, per Week

Total Credits : 4

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**Course Outcomes:**

1. Understanding of the concept of services, its characteristics and challenges.
2. Understanding of consumer behavior and consumer expectations in services.
3. Gaining the knowledge on customer perception and service recovery.
4. Understanding of the service development and design.
5. Understand the role of employees and customers in service delivery.
6. Gaining the 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 Behavior in Services:** Search, experience, and credence properties customer choice, consumer experience, post experience evaluation, 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 service scape, strategic roles of the service scape.

**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, Pricing of services - Approaches to pricing services, pricing strategies, communicating the service, service leadership.

**Text Book**

1. Services Marketing: by Valarie A Zeithaml, Dwayne D Gremler et al, Tata McGraw-Hill.

**Reference Books:**

1. Services Marketing: by Govind Apte, Oxford University Press.
2. Services Marketing: by Harsh Verma, Pearson.
3. Services Marketing: by Vinnie Jauhari, Oxford University Press.
4. Services Marketing: by Rajendra Nargundkar, Tata McGraw-Hill.
5. Services Marketing: by K. Rama Mohana Rao, Pearson.

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

Course Code: MBT681-6

L: 4Hrs, P: 0 Hrs, per Week

Course : Rural Marketing

Total Credits: 4

**Course Outcomes:**

1. Understanding of the rural economy and rural marketing environment.
2. Understanding of rural consumer buying behavior, 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 Behavior: Characteristics of rural consumer, Factors influencing consumer behavior, 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, producers and entrepreneurs at the BOP, alternative market initiatives at BOP, ethical issues.

**Note for Unit VI:** Students will spend 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: MBT681 - 7

Course: Customer Relationship Management

L: 4Hrs, P: 0 Hrs, per Week

Total Credits: 4

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**Course Outcomes:**

1. Understanding of basic concept of CRM.
2. Understanding of customer loyalty, retention and CRM process.
3. Understanding of CRM operation.
4. Understanding of technology and application of CRM.
5. Understanding of technology and application of CRM.
6. Ability to Apply and assess CRM.

**Unit I : An introduction to CRM :** Introduction, evolution, concept of CRM, types of CRM, CRM models, technological components of CRM, CRM integration in an organization : customer - centric approach, factors responsible for integration.

**Unit II : Customer Loyalty and Retention :** Introduction, customer life cycle, customer value, customer lifetime value, acquisition of customer, from customer acquisition to customer loyalty, retention of customers, CRM Process.

**Unit III : Analytical CRM :** Database management, levels of data abstraction, categorization of database, database applications, data warehousing, integrating data with data warehousing technology, data based management software, customer profiling and database management, Market implications, Data analysis and data mining.

**Unit IV : CRM Operations :** Customer loyalty and retention management, segmentation, customer lifetime value, loyalty programme, recovery management, complaint management, experience & retention management, managing waiting customer, increasing wallet share, RFM analysis, retention strategies, CRM in marketing channels.

**Unit V : CRM Technology, implementation and application :** Technological developments in CRM, E-CRM, CRM solution and its components, CRM software, sales force automation and mobile, CRM implementation.

**Unit VI : Application & assessment of CRM :** Benefits of CRM application, assessment of SRM, benefits. ROI in CRM, hurdles faced during CRM, failure of CRM, limitations.

**Text Book :**

1. Customer Relationships Management : by N.H. Mullick, Oxford university Press.

**Reference Books :**

1. The CRM Handbook : by Jill Dyche, Vikas Publishing House.
2. Customer Relationships Management : by William, G. Zikmund, Raymond McLeod Jr. and Faye W. Gilbert, Wiley.

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

Course Code: MBT681-8

Course: Industrial Marketing

L: 4Hrs, P: 0 Hrs, per Week

Total Credits: 4

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**Course Outcomes:**

1. Understanding of industrial and buyer markets and their differences.
2. Ability to devise segmentation, target and positioning of products.
3. Understanding of the process of new product development.
4. Understanding of various channels and personal selling.
5. Understanding of the role of various communication methods.
6. 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, market opportunity identification-analysis & evaluation.

**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, environmental changes impacting supply chain power.

**Unit V Industrial Communication:** Industrial communication and direct marketing, managing sales promotion, Publicity, role of advertising, integrating the promotional program, customer relationship management strategies for business markets.

**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 Havaladar, McGraw Hill Publication.

**Reference Books :**

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

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

Course Code: MBT681-9

Course: International Marketing

L: 4Hrs, 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 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 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, 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: MBT681-10

Course: Marketing Analytics

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

Total Credits: 4

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**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 charts. 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, Mc Graw 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: MBT681-11

Course: Social Marketing

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

Total Credits : 4

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**Course Outcomes:**

1. Understanding of social marketing and the concepts of behavior change for social good.
2. Ability to analyze the social marketing environment with respect to the social planning process to 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 non-profit 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 behavior 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 behavior.

**Unit VI:** Unit comprises of three different cases from three different areas of current schemes of the government.

**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: MBT681-12

Course: Digital Marketing

L: 4Hrs, P: 0 Hrs, per Week

Total Credits : 4

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**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 medial 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 :** Website design, online offer - online space / selling, 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 & Data Analytics :** 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, data and analytics, social listening, web analytics, social media analytics.

**Text Books**

1. Digital Marketing: by Raghavendra K & Shruti Prabhakar, HPH
2. eMarketing: The Essential Guide to Digital Marketing: by Rob Stokes (2010), Quirk Education.
- 3 The Art of Digital Marketing: by Ian Dodson, Wiley.

**Reference Books**

1. Social Media Marketing: Strategies for Engaging in Facebook, Twitter & Other Social Media: by Liana Evans, Que Publishing
2. E-Marketing: by Strauss, J. and Frost, R., Pearson Education, Inc.



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

Course Code : MBT681-13

Course: Consumer Behaviour

L: 4Hrs, P: 0 Hrs, per Week

Total Credits: 4

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**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, personality as influencers, consumer perception and attitude formation.
5. Understanding of consumer decision making and models of decision making.
6. Understanding of group, organizational and institutional behavior.

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

**Unit V: 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

**Unit VI: Consumer Behavior:** Groups and consumer behavior, organizational and institutional consumer behavior, culture and consumer behavior, consumer behavior in the networked era, alternative views on consumer behavior, alternative views on consumer behavior ethics and consumer behavior.

**Text Book:**

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

**Reference Books:**

1. Consumer Behavior: Insights from Indian Market: by Majumdar Ramanuj, PHI Publication.
2. Consumer Behaviour, 1/e: by Mukherjee Srabanti, CENGAGE Learning.
3. Marketing Resarch: by Naresh Malhotra, Pearson Publication.



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

Course Code : MBT681-14

Course : Marketing Research

L: 4Hrs, P: 0 Hrs, per Week

Total Credits : 4

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**Course Outcomes:**

- 1) Understanding of marketing research process and literature review.
- 2) Understanding of qualitative research & methods.
- 3) Understanding of quantitative research & methods
- 4) Understanding of descriptive statistics.
- 5) Understanding of basics of hypotheses testing.
- 6) Ability to develop a research proposal.

**Unit I: Research paradigms & the marketing research process.**

Literature Review: Identifying, accessing and managing sources of information and scholarly literature-academic writing and referencing-Steps in literature review development, argumentation.

**Unit II: Qualitative Methods:** The nature and types of qualitative research, data collection methods, primary and secondary sources, types of data analysis methods, writing up qualitative research.

**Unit III : Quantitative Methods:** Data and Variables, the Nature of Quantitative Research, Descriptive and Inferential Statistics, Sampling, Designing Questionnaires, Scaling and Coding, , Data Entry and Screening.

**Unit IV : Correlation & regression,** tabular and graphic methods of displaying data.

**Unit V : Hypothesis Testing,** z test, t test, chi square, ANOVA, reliability.

**Unit VI : Developing research proposal:** purpose, nature and evaluation, content and format, practical considerations, timelines, budgets, supervision management, presentation and defence of proposals, research ethics.

**Text Book:**

1. Marketing Research-An Applied Orientation: by Naresh Malhotra & Satyabhushan Dash, Pearson.
2. Essential of Marketing Research: by William Ziakmund & 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: MBT681-15

Course: Green Marketing

L: 4Hrs, P: 0 Hrs, per Week

Total Credits : 4

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**Course Outcomes:**

1. Understanding of green marketing and the consumption-environment interface.
2. Understanding of providing value via product innovation and integrated marketing programmes.
3. Understanding of delivering value via retailing, supply cycle and pricing.
4. Understanding of role of household consumption and consumption in services sector.
5. Understanding of role of industrial consumption and energy consumption in transportation.
6. Understanding of green marketing and sustainability reporting.

**Unit I: An overview of Green Marketing :** Introduction to green marketing, why green marketing?, Group that needs to understand green marketing, the environment & consumption, the environmental effect on consumption.

**Unit II : Providing value via sustainable marketing strategies:** Discovering value via market analysis, producing value via innovation, communicating value via integrated marketing programmes.

**Unit III: Providing value via sustainable marketing strategies:** Delivering value via sustainable supply cycle strategies, delivering value in retailing, proclaiming value via sustainable pricing strategies.

**Unit IV: Macroeconomics energy consumption :** Role of household consumption, consumer decision making process, energy consumption in the services sector.

**Unit V: Macroeconomics energy consumption :** Energy consumption in the transportation sector, role of industrial consumption.

**Unit VI: Green marketing and sustainability reporting :** Purpose, benefits and overview of sustainability reporting, reporting economic value, environmental value.

**Text Book:**

1. Green marketing-Theory, practice and strategies : by Robert Dahlstrom, Cengage Learning India Pvt. Ltd.

**Reference Books:**

1. Green Marketing Perceptions and Opinions: by Nicola J Troup, LAP Lambert Academic Publishing.
2. Guerrilla Marketing Goes Green: Winning Strategies to Improve Your Profits and Your Planet: by Jay Conrad Levinson, Wiley India Pvt Ltd.

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

Course Code: MBT681-16

Course: Marketing of Banking & Financial Services

L: 4Hrs, P: 0 Hrs, per Week

Total Credits : 4

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**Course Outcomes:**

1. Understanding of the importance of banking services, NBFCs and role of customer service.
2. Understanding of trends in modern banking and various banking products.
3. Understanding of key aspects of customer loyalty.
4. Better understanding of various Financial Services available in India.
5. Understanding of Compliance issues.
6. Understanding the nature and management of business risks.

**Unit I: Introduction:** Role of banks, Payment Banks and NBFCs in credit supply to Indian businesses and consumers, Definition and Principles of Insurance. Types of customers and their accounts, KYC guidelines of the RBI, non-resident accounts, importance of customer service in banks - customer satisfaction and delight.

**Unit II: Changing expectations and perceptions, features of modern banking :** Emerging trends in banking -e-banking , universal banking, m-banking, payment wallets. Banking products - Wholesale banking, Retail banking -personal/consumer loans, home loans, vehicle loans, educational loans, etc. International banking, bank assurance, credit cards, debit cards, other retail banking products.

**Unit III: CRM in banking services :** Loyalty programs, grievance redressal mechanisms, priority banking, technological aspects of banking.

**Unit IV: Marketing of financial services :** Special features, service marketing mix, channels for banking services, Role of DSA/DMA in marketing bank products.

**Unit V: Regulatory framework in Financial Services:** Role of SEBI, RBI, AMFI, IRDA.

**Unit VI: Risk Management:** Nature of business risks, Types of business risks, Risk mitigation, Role of rating agencies such as CRISIL, CARE, etc.

**Text Book :**

1. Principles & Practices of Banking: by IIBF, Macmillan.
2. Management of Financial Services: by Bhalla. V.K.-Anmol, New Delhi.

**Reference Books :**

1. Elements of Banking and Insurance: by JyotsnaSethi, Nishwan Bhatia, PHI Learning.
2. Customer Service & Banking Codes and Standards: by IIBF, Taxmann.

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

Course Code: MBT682-1

Course: Corporate Taxation

L: 4 Hrs, P: 0 Hrs, per Week

Total Credits: 4

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**Course Outcomes:**

At the end of the course students will have:

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 organizations.

**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: Compliances :** Registration, Input Tax Credit, Payment of Tax, Returns.

**Text Book:**

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

**Reference Books:**

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

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

Course Code: MBT 682-2

Course: Security Analysis

L: 4 Hrs, P: 0 Hrs, per Week

Total Credits: 4

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**Course Outcomes:**

At the end of the course students will have

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, 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 1/E, 2002
3. Investment Science: David G. Luenberger, Oxford Univeristy 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: MBT 682-3**

**Course: International Finance and Trade**

**L: 4 Hrs, P: 0 Hrs, per Week**

**Total Credits: 4**

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**Course Outcomes :**

At the end of the course students will have

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: MNCs:** 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: MBT682-4

Course: Derivatives & Risk Management

L: 4 Hrs, P: 0 Hrs, per Week

Total Credits: 4

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**Course Outcomes:**

At the end of the course students will have:

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. Dubofsky & 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: MBT 682-5**

**Course: Project Planning and Financing**

**L: 4 Hrs, P: 0 Hrs, per Week**

**Total Credits: 4**

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**Course Outcomes:**

At the end of the course students will have:

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.
5. Awareness and procedures about various sources of finance.
6. Awareness about characteristics and special needs of SSIs.

**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: Bank Finance :** Term Loan, CC Limit, OD Limit, Loan against pledge, Unsecured Loan, Venture Capital Funding, Crowd Funding, Debentures, Equity Shares, PE Funding.

**Unit VI: Financing of small scale industry :** Meaning, importance, growth of SSIs, Special financing needs and sources, issues & implications.

**Text Books:**

1. Project Management: Shilpi Jauhari & 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: MBT682-6

L: 4 Hrs, P: 0 Hrs, per Week

Course: Commercial Banking in India

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 a commercial bank and its deposit portfolio.
4. The students will understand the deployment of Funds by the banks in various Assets.
- 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 Definition 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 in 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 Policy 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, Guarantee Issued, Indemnities. 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 Statements; 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 sector. (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: MBT682-7**

**Course: Financial Services & Merchant Banking**

**L: 4 Hrs, P: 0 Hrs, per Week**

**Total Credits: 4**

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**Course Outcomes :**

At the end of the course students will have:

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 finance 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: MBT682 - 8

Course: Management Control System

L: 4 Hrs, P: 0 Hrs, per Week

Total Credits: 4

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**Course Outcomes:**

At the end of the course students will have:

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 MIS and ERP.
6. 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, Bench marking 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-à-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 & 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 : MBT682 - 9

Course : Portfolio Management

L: 4 Hrs, P: 0 Hrs, per Week

Total Credits : 4

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**Course Outcomes :**

At the end of the course students will have

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-Treyner, 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 1/E, 2002
3. Investment Science: David G. Luenberger, Oxford Univeristy 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 : MBT682-10

Course : Mergers & Acquisition and Corporate Restructuring

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

Total Credits : 4

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**Course Outcomes :**

At the end of the course students will have

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 takeover defences - Preventive as well as Active.
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, and 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 : MBT682-11

Course : Wealth Management

L: 4 Hrs, P: 0 Hrs, per Week

Total Credits : 4

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**Course Outcomes :**

At the end of the course students will have:

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. Be able to understand 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 80CCC iii. 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: MBT682-12

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 Characteristics 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 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 premium and tax benefits.

**Text Book:**

1. Insurance and Risk Management by P. K. Gupta, second edition, HPH.

**Reference Books :**

1. Principles of Insurance, by Dr. (Ku.) Shakti Prathaban and Dr. N.P. Dwivedi, HPH
2. Banking Risk and Insurance Management by N R Mohan Prakash, Vikas Publication

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

Course Code: MBT682-13

Course: Behavioural Finance

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

Total Credits : 4

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**Course Outcomes:**

1. An understanding of Conventional Finance, Prospect Theory and Market Efficiency.
2. An understanding of Behavioural Science Foundations.
3. An understanding of Investor Behaviour.
4. An understanding of Social forces and market outcomes.
5. An understanding of corporate finance and money measurement.
6. An understanding of Real world applications in finance.

**Unit I : Conventional Finance, Prospect Theory and Market Efficiency :** Foundations of conventional finance: Expected utility, Asset pricing theory and market efficiency, Prospect theory, framing and mental accounting. Limits to arbitrage, anomalies and investor sentiment.

**Unit II: Behavioural Science Foundations :** Heuristics and biases, Overconfidence, Emotion.

**Unit III : Investor Behaviour:** Investor behaviour stemming from heuristics and biases, The impact of overconfidence on investor decision-making, Emotion-based investor Behaviour.

**Unit IV : Social Forces and Market Outcomes :** Social forces: Selfishness or altruism? Social forces and Behaviour, Behavioural explanations for anomalies, Aggregate stock market puzzles.

**Unit V: Corporate Finance and Money Management :** Irrational markets, Irrational managers, Money management and Behavioural investing, Neuro finance and trading.

**Unit VI : Retirement, Pensions, Education, Debiasing and Client Management :** Understanding retirement saving and investment Behaviour and improving DC pensions, Debiasing, education, and client management.

**Text Book:**

1. Behavioural finance : psychology, decision-making, and markets, by Lucy F. Ackert, Richard Deaves, Mason, OH South-Western Cengage Learning, [2010]

**Reference Books:**

1. Behavioural finance by Suchita Singh and Shilpa Bahi, Vikas Publishing House (1 January 2015).
2. Behavioral Finance: Understanding the Social, Cognitive, and Economic Debates (Wiley Finance) by Edwin Burton and Sunit Shah, Wiley; 1 edition (March 20, 2013).
3. Behavioral Finance by William Forbes, Wiley (2011).

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

Course Code : MBT 683-1

Course: Advanced Organizational Behavior

L: 4 Hrs, P: 0 Hrs, per Week

Total Credits: 4

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**Course Outcomes :**

1. To understand how Motivational theories are applied in organisations.
2. To understand power and political behavior in organisations.
3. To understand what is leadership and theories of leadership.
4. To understand Work Stress and its management for individuals and organisations.
5. To understand the basics of transactional analysis.
6. To understand application of transactional analysis in an organisational setting.

**Unit I : Applied Motivational Practices :** Types of Organisational Rewards, Job Design, Factors affecting Job Design & its approaches. Model of Job Design, Behavior Modification.

**Unit II : Power & Political Behavior :** Dynamics & Indicators of Power, Sources of Power, Power Tactics, Politics & Political Behavior in Organization.

**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. Aswathappa, 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.

**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, Impact of HR practices on employee productivity and organizational effectiveness, impact of good HR practices: the Indian experience, 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** - Date: ownership and forms, First Step: Determine the Key Performance Indicators Second Step: Analyze and Report the Data Relationships, Optimization, and Predictive Analytics, Predictive Analytics, Interpreting the Results, Predicting the Future Structural Equation Modeling.

**Text Books :**

1. HRD Audit; T. V. Rao; SAGE Publication
2. Predictive Analysis for Human Resources; Dr. Jac Fitz-enz John R. Mattox II; Wiley Publication

**Reference Books :**

1. The New HR Analytics; Dr. Jac Fitz-enz; AMCOM

**Note:** The underlined topics are for self-study?

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

Course Code : MBT683-3

Course: Human Resource Planning

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 4

**Course Outcomes:**

1. Understanding of the topical 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: Concept of 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 labour 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 : MBT 683-4

Course: International HRM

L: 4 Hrs, P: 0 Hrs, per Week

Total Credits: 4

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**Course Outcomes:**

At the end of the course the students will have:

- 1) Understanding on 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, advantages, disadvantages, implications; Centralized Vs. decentralized recruitment; Micro-level sources of recruitment; recruitment techniques; Selection: the expatriate system, expatriate failure, selection techniques.

International Performance Management: challenges, areas to be appraised, organizational role expectations, who should appraise the performance, system of performance appraisal, problems, effectiveness.

**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. Subba Rao, Himalaya Publishing House

**Reference Books :**

1. International Human Resource Management: Monir Tayeb, 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 : MBT683-5

Course : Organization Theory: Structures and Design

L: 4 Hrs, P: 0 Hrs, per Week

Total Credits: 4

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**Course Outcomes:**

1. Understanding of the basics of organizational theories and design.
2. Understanding of strategy as a determinant of organizational structure.
3. Understanding of external factors that impact organizational design.
4. Understanding of the impact of power and organizational culture on organizational design.
5. Understanding of the impact of information and technology on organizational design.
6. Understanding of the impact of organizational size and life cycle on organizational design.

**Unit I: Introduction to Organizational Theory:** Organization: Definition, Dimensions of Organizational Design, Evolution of Organizational Theory and Design, Organic and Mechanistic Designs, Contemporary Design Ideas.

**Unit II: Organizational Strategy and Structure:** Organizational Structure, Organizational Design Alternatives, Strengths and Weakness of Various Design Alternatives, Role of Strategic Direction in Organizational Structure, Framework for Selecting Strategy and Design.

**Unit III: External Factors and Design:** Organizational Ecosystems and Resource Dependence, Collaborative Networks, Building Global Capabilities, Designing Structure to Fit Global Strategy, Organizational Environment and Changes, Adapting and Responding to a Changing Environment.

**Unit IV: Managing Organizational Processes :** Power and Organizations, Interdepartmental Conflict, Organizational Decision Making, Organizational Design and Culture, Organizational Culture, Learning and Performance, Organizational Innovation.

**Unit V: Internal Factors :** Technology and Information: Information for Decision Making, Level and Focus of Control Systems, IT Impact on Organizational Design, Core and Non-Core Departmental Technology, Impact of technology on Job Design.

**Unit VI: Internal Factors :** Organizational Size and Life Cycle: Organizational Life Cycle, Organizational Size, Bureaucracy and Control, Other forms of Control, Organizational Decline and Downsizing.

**Text Book:**

1. Organization Theory and Design, Richard L. Daft; Cengage India

**Reference Books :**

1. Organization Theory: Structures, Designs, and Applications; 3rd Revised Edition; Stephen Robbins, Mary Matthew; Pearson Education.
2. Understanding Organizations: Organizational Theory And Practice; Madhukar Shukla, Prentice Hall.
3. Organizational Theory; David Crowther, Miriam Greene

**Note:** The underlined topics are for self study.



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

**Course Code: MBT683-6**

**Course: Performance and Compensation Management**

**L: 4 Hrs, P: 0 Hrs, per Week**

**Total Credits: 4**

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1. Understanding of basic concepts of performance management system.
2. Understand parts of performance management.
3. Understanding of basic concepts 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 methods, rating errors during appraisal.

**Unit II : Parts of Performance Management :** Planning employee performance, monitoring and mentoring performance, stocktaking performance and potential.

**Unit III : Introduction to compensation management :** Role of compensation in organization, 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, strategic 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, economic value added.

**Text Book :**

1. Compensation Management - Tapomoy Deb, Excel Books
2. Compensation Management - Dipak Kumar Bhattacharya, Oxford Publications

**Reference Books :**

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

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

Course Code: MBT 683-7

Course: Recent Trends in HRM

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 4

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**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:** 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 : MBT 683-8**

**Course: Training & Development**

**L: 4 Hrs, P: 0 Hrs, per Week**

**Total Credits: 4**

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**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 training 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 & Objectives 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 for 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 Body Language, Developing creativity.

**Unit VI: Cost of Training & Evaluation of Training :** Direct & Indirect Cost, Measurement of training effectiveness, Models of Training 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 Development Strategy - Dr. B. Rathan Reddy Publication - Himalaya Publication House.
2. Human Resource and Personnel Management - Text and cases, K. Aswathappa, Publication - McGraw-Hill Publishing co. Ltd.
3. Human Resource Management , Tenth Edition, Gary Dessler, Publication- Pearson Education

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

Course Code : MBT 683-9

Course: Organization Development

L: 3 Hrs, T: 1 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. Awareness of human process, organizational process, techno structural interventions & their application.
5. Awareness 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 field 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 structural 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  
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 : MBT683-10

Course : Competency Mapping

L: 4 Hrs, P: 0 Hrs, per Week

Total Credits : 4

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**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 in HR function of remuneration and organizational culture.

**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: Competency Mapping next steps:** Generic Competencies, Applying generic competency model for Leadership Role, Resistance and recommendations to Competency model.

**Unit VI: Application of Competency Mapping :** Competency Linked Competitive remuneration and its implications, Competency based compensation structure, Development centers and managerial evaluations, competency driven culture.

**Text Book:**

1. 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

**Note:** The underlined topics are for self study

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

Course Code: MBT 683 -11

Course: Employer Branding

L: 4 Hrs, P: 0 Hrs, per Week

Total Credits: 4

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**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 for 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 (This topic is for self-study), 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 Morsley, 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 : MBT 683-12

Course: Industrial Relations

L: 4 Hrs, P: 0 Hrs, per Week

Total Credits: 4

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**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 & Functions of Working of Offices Attached To Labour Ministry:** 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).

**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.



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

Course Code : MBT 683-13

Course: Labour Laws

L: 4 Hrs, P: 0 Hrs, per Week

Total Credits: 4

**Course Outcomes:**

1. Students will have 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, Nature of Industrial Disputes, 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: MBT 683-14

Course: Strategic HRM

L: 4 Hrs, P: 0 Hrs, per Week

Total Credits: 4

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**Course Outcomes :**

1. Understanding the basics of strategic human resource management
2. Understanding staffing and selection functions
3. Understanding different stages in career management and career management systems
4. Understanding strategic importance work-life integration
5. Understanding employee relations, separation and retention management
6. Understanding the strategic perspective on different HR functions

**Unit I: Introduction to Strategic Human Resources Management:** Human Resources Strategy, Strategic HR vs. Traditional HR, Evolution of SHRM, Strategic Fit, Distinctive Human Resources Practices, Theoretical Perspective on SHRM, Barriers to SHRM, Alternative HR Strategies.

**Unit II : Acquiring Human Resources:** Strategic Sourcing, methods of employee selection, new approaches to executive selection, staffing process and its evaluation, strategic recruitment and selection (Permanent vs. Temporary Employees)

**Unit III : Managing Careers :** Career planning, development and management, career stages, designing and implementation of career management systems.

**Unit IV: Work-Life Integration :** Work-family relationships, work-life issues, work-life issues, work-family conflict, work-life balance, work-life integration, family-friendly workplace, work-family culture, development of work-life initiatives, strategic approach to work-life integration.

**Unit V: Strategic Employee Relations :** Managing Employee Relations, Unions and Strategic Collective Bargaining, Reductions in force, Turnover, Employee Retention and Retirement.

**Unit VI: Strategic Perspective on HR Functions:** Strategic HR Planning, Hiring and firing decisions, Competency-based Job Analysis, Linkage between Business Strategy and Training, Strategic Linkage of Performance Management, Strategy and Compensation.

**Text Book:**

1. Strategic Management of Human Resources: by Jeffrey A. Mello, Cengage Learning

**Reference Books :**

1. Strategic Human Resource Management: by Rajesh Vishwanathan, Himalaya Publishing House
2. Strategic Human Resource Management - A General Management Approach: by Charles R. Greer, Pearson

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

Course Code : MBT 684-1

Course : Operations Planning & Control

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

Total Credits : 4

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**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 & 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, Universal 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 Second Year (Semester III/IV), MBA (Master of Business Administration)

Course Code : MBT684-2

Course : Supply Chain Management

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

Total Credits : 4

**Course Outcomes :**

At the end of the course students will have :

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, Vehicle 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 a supply chain, Vendor managed inventory, CPFR, Supply chain mapping, supply chain process restructuring, Postpone the point of 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, Pearson Education.

**Reference Books:**

1. Supply Chain Management Strategy, Planning and Operation: Chopra, S, and P. Meindl, Pearson Education.
2. Logistics and Supply Chain Management: Cases and Concepts, Raghuram, G. and N. Rangaraj, 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 : MBT 684-3  
L:4 Hrs., P:0 Hrs., Per week

Course: Services Operation  
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 - dependency 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 :** Service scape 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 systems - essential features, queue configurations, 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 Management:** James Fitzsimmons, Mona Fitzsimmons, Tata McGraw Hill Publications
2. **Service Operations Management:** Johnston Robert & Clark, Graham, Prentice Hall Publications

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

**Course Code : MBT684-4**

**Course : Quality Management**

**L:4Hrs., P: 0Hr, Perweek**

**Total Credits : 4**

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**Course Outcome:**

At the end of the course the students will have:

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 :** 7QC 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:** Bench marking, Five S, Total Productive Maintenance, Quality Management Systems, Environmental Management Systems.

**Text Book:**

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

**Reference Book:**

1. Total Quality Management: Kanishka Bedi
2. Total Quality: James R Evans, Cengage Learning
3. Total Quality Management: Poornima M Charantimath, Pearson
4. Quality Management Demystified: Sidkemp, Tata McGraw Hill
5. Total Quality Management: N Gupta, B Valarmathi, tata McGraw Hill

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

Course Code: MBT 684-5

Course: World Class Manufacturing

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

Total Credits : 4

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**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 :** Emergence 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 B o o k s , New Delhi – 2008.
2. Hammer, Michael and James Champy. Reengineering the corporation-A Manifesto for Business revolution, Nicholas Brealey Publishing, London.- 1993



Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)

Course Code : MBT684-6

Course : Enterprise Resource Planning

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

Total Credits : 4

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**Course Outcomes:**

At the end of the course students will have:

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 Vendors, Consultants 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, Baan 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:** Lifecycle, issues in implementing ERP packages, pre-evaluation 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, Ellen Monk, and Bret Wagner.

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

Course Code : MBT 684-7  
L:4 Hr., P:0 Hrs., Per week

Course: Advanced Operations Research  
Total Credits : 4

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**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 travelled 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 and Capacity Planning.

**Text Book**

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

**Reference Books**

2. Operation Research-Problems and Solution -J K Sharma by Macmillan Publishers
3. 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 684-8

Course: Contract Management Practices

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

Total Credits : 4

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**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 : UNDERSTANDING 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 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 breakdown structure (CWBS) as a tool - Responsibility matrix - Schedules - Contract administration plans are a must - Pre-performance meetings, Kick off 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 selection

**UNIT VI: CONTRACT ADMINISTRATION REAL LIFE CHALLENGES AND CLOSURE**

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

**Text Book:**

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

**Reference Books:**

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

Course Code: MBT 684-9

Course: Ergonomics in Industrial Health & Safety Management

L: 4 Hrs, P: 0 Hrs, per Week

Total Credits: 4

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**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 & Olfactory 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 & 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 (Catsons 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: MBT 684-10

Course: Sourcing Management

L: 4 Hrs, P: 0 Hrs, per Week

Total Credits: 4

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**Course Outcomes :**

1. Understanding purchasing and supply process
2. Understanding supplier evaluation and selection
3. Understanding tools and techniques for purchasing analysis
4. Understanding strategic cost management
5. Understanding supply performance measurement and evaluation
6. Understanding emerging Purchasing and supply chain strategies

**Unit I :** Introduction to Purchasing and Supply Chain Management: A New Competitive Environment ,Why Purchasing Is Important ,Understanding the Language of Purchasing and Supply Chain Management, Achieving Purchasing and Supply Chain Benefits, The Supply Chain Umbrella, Purchasing Objectives ,Strategic supply management roles and responsibilities, improving the Procure to Pay Process, Approval, Contract, and Purchase Order Preparation, Types of Purchases.

**Unit II :** Strategic Sourcing::Aligning Supply Management and enterprise objectives, Category Strategy Development, Types of Supply Management Strategies, E-Reverse Auctions, Evolving Sourcing Strategies, The Supplier Evaluation and Selection Process, Key Supplier Evaluation Criteria, Developing a Supplier Evaluation and Selection Survey, Reducing Supplier Evaluation and Selection Cycle Time.

**Unit III :** Purchasing and Supply Chain Analysis, Tools and Techniques: Project Management Learning-Curve Analysis Value Analysis/Value Engineering Quantity Discount Analysis Process Mapping Overview of Supplier Quality Management Factors Affecting Supply Management's Role in Managing Supplier Quality.

**Unit IV:** Strategic Sourcing Process: Strategic Cost Management, A Structured Approach to Cost Reduction, Price Analysis, Total Cost of Ownership, Collaborative Approaches to Cost Management.

**Unit V:** Supply Performance Measurement and Evaluation: Purchasing and Supply Chain Performance Measurement and Evaluation, Purchasing and Supply Chain Performance Measurement Categories, Developing a Performance Measurement and Evaluation System Performance Benchmarking: Comparing Against the Best, A Summary of Purchasing Measurement and Evaluation Characteristics.

**Unit VI :** Future Trends: Expanding the Mission, Goals, and Performance Expectations, Developing Category Strategies Will Become Broader and More Complex, Developing and Managing Suppliers as a Truly Extended Part of the Organization, Designing and Operating Multiple Supply Networks to, Meet Customer Requirements, Managing and Enabling the Future Supply, Management Organization and Measurement Systems.

**Text Book :**

1. Sourcing and Supply Chain Management: 5th edition Cengage learning by Handfield, Monczka, Giunipero, Patterson.

**Reference Books :**

1. Strategic Sourcing and Category Management by Magnus Carlson.
2. Strategic Global Sourcing Best Practices by Fred Sollish and John Semanik.

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

Course Code: MBT 684-11

Course: Productivity through Design and Measurement of Work

L: 4 Hrs, P: 0 Hrs, per Week

Total Credits: 4

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**Course Outcomes :**

1. Student shall be able to learn the history of workstudy
2. Student shall be able to perform method study
3. Student shall be able to use tools like therbligs
4. Student shall be able to formulate standard operating procedures for simple works
5. Student shall be able to perform Time study and calculate standard time
6. Student shall be able to learn new techniques post mechanization and automation

**Unit I : Concept of Productivity**

Productivity, Definition and scope of Motion & Time study, History of Motion and Time study, General problem solving process

**Unit II : Process Analysis**

Work methods design, Developing better method, Process Analysis, Activity charts

**Unit III : Micromotion study**

Use of fundamental hand motions, Micromotion study, Film analysis

**Unit IV : Motion study**

Motion study, mechanization, Automation, SOPs, Standardization

**Unit V : Time study**

Equipment, Making the time study, determining rating factor, Allowances and time standards

**Unit VI : Predetermined Time standards**

PMTS, work sampling, MOST and types of MOST.

**Text Book :**

1. Barnes, Ralph M., "Motion and Time Study Design and Measurement of Work

**Reference books :**

1. Work Study - ILO

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

**Course Code: MBT 684 - 12**  
**L: 4 Hrs, P: 0 Hrs, per Week**

**Course: Design and Analysis of Lean Production Systems**  
**Total Credits: 4**

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**Course Outcomes :**

1. Student shall be able to correlate production and inventory in the Lean context
2. Student shall be able to learn about various production alternatives and Kanban systems
3. Student shall be able to evaluate the Production system
4. Students shall be able to identify and eliminate wastes in systems
5. Students shall be able to understand the system of shop floor controls
6. Students shall be able to learn few Japanese terminologies of Lean and shall be able to do bottleneck scheduling

**Unit I : Introduction to Production System and Production models**

Production system, Types of Production systems, Role and Types of Inventory, Justification of Inventory (in brief), Role of Information, Principles of Production Systems, Production System models, Systems perspective.

**Unit II : Decentralized Pull Systems 1**

Techniques for Production Authorization, Kanban Systems.

**Unit III : Decentralized Pull Systems 2**

Integration through the Supply Chain, CONWIP

**Unit IV : Lean Manufacturing & JIT**

Lean, JIT Production systems, Improving the Production Environment, Improving Product flow, The transition to Lean.

**Unit V : Shop Floor Control: Systems and Extensions**

Control System Architecture, Manufacturing Execution systems, Design and Control of Flow shop systems, Re-Entrant flow lines, Tool Management Systems, FMS.

**Unit VI : TOC and Lean**

Concept of Jidoka, Genchi Gembutsu, Gemba, Heijunka, Scheduling system requirements, Goals & Measures of performance Bottleneck scheduling.

**Text Book :**

1. Askin, Ronald G. & Goldberg, Jeffrey B, "Design and Analysis of Lean Production Systems"

**Reference books :**

1. Liker, J - The Toyota way



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

Course Code : MBT685-1

Course : International Financial Markets

L: 4 Hrs, P: 0 Hrs, per Week

Total Credits : 4

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**Course Outcomes :**

At the end of the course students will have:

1. Understanding of History of International Financial Management.
2. Understanding of European Monetary 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., 2nd ed., New Delhi, Anmol, 2001

**Reference Books:**

2. Managing International Investment and Finance: Bhalla, V K., New Delhi, Anmol, 1997
3. Multinational Finance: Buckley, Adrian.. 3rd ed., Englewood Cliffs, Prentice Hall Inc., 1996
4. Multinational Business Finance: Eiteman, David K and Stonehill, Arthur I.. California, Addison-Wesley
5. 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 : MBT685-2**

**Course: Foreign Exchange Management**

**L: 4 Hrs, P: 0 Hrs, per Week**

**Total Credits: 4**

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**Course Outcomes :**

The student will have:

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, 2nd ed., 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 : MBT685 - 3  
L: 4 Hrs, P: 0 Hrs, per Week

Course: International Marketing  
Total Credits: 4

**Course Outcomes :**

At the end of the course students will have:

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 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, 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.  
Global Marketing Management: Warren J. Keegan, Prentice Hall Inc

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

**Course Code : MBT685-4**

**Course: Export Import Procedures**

**L: 4 Hrs, P: 0 Hrs, per Week**

**Total Credits: 4**

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**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, Export promotion organizations, 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: MBT685-5**

**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, 4th edn. 2004, PHI Learning

**Reference 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 : MBT685-6**

**Course: India's Foreign Trade Policy**

**L: 4 Hrs, P: 0 Hrs, per Week**

**Total Credits : 4**

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**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 Unites and Export and Trading House Schemes.

**Text Book :**

1. Export Import Procedures and documentation: Jain Khushpat, Dr. W. K. Acharya, Himalaya Publication House

**Reference Books :**

1. International Business Environment and Management :Bhalla, V.K. 8th ed., 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., Common wealth 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: MBT685-7

Course: Managing International Business Organizations

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

**References:**

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: MBT685-8

Course: International Logistics Management

L: 4 Hrs, P: 0 Hrs, per Week

Total Credits: 4

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**Course Outcomes :**

At the end of the course students will have:

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** - Drivers 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: MBT686-1

Course: Managing Human Capital

L: 4 Hrs, P: 0 Hrs, per Week

Total Credits: 4

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**Course Outcomes :**

At the end of the course students will have:

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:** Types 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 Keys 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: MBT686-2

Course: Product & Brand Management

L: 4 Hrs, P: 0 Hrs, per Week

Total Credits: 4

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**Course Outcomes:**

At the end of the course students will have:

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 : MBT686-3

Course: Purchase & Materials Management

L: 4 Hrs, P: 0 Hrs, per Week

Total Credits: 4

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**Course Outcomes:**

At the end of the course students will have:

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 evaluation 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: MBT686-4

Course: Advanced Management Accounting

L: 4 Hrs, P: 0 Hrs, per Week

Total Credits: 4

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**Course Outcomes :**

At the end of the course students will have:

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 1st 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: MBT686-5

Course: International Business

L: 4 Hrs, P: 0 Hrs, per Week

Total Credits: 4

**Course Outcomes:**

At the end of the course students will have:

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.
3. International Business: John S. Hill , Managing Globalization
4. International Business: Francis Cherunilam, Wheeler Publishing , New Delhi.
5. International Business: P. Subba Rao, Himalaya Publishing House

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

**Course Code: MBT686-6**

**Course: Launching and Managing an Enterprise**

**L: 4 Hrs, P: 0 Hrs, per Week**

**Total Credits: 4**

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**Course Outcomes:**

At the end of the course students will have:

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 businesses, 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: MBT686-7**

**Course: Buying an Existing Business**

**L: 4 Hrs, P: 0 Hrs, per Week**

**Total Credits: 4**

**Course Outcomes:**

At the end of the course students will have:

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: MBT686-8

Course: Knowledge Entrepreneur

L: 4 Hrs, P: 0 Hrs, per Week

Total Credits: 4

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**Course Outcomes:**

At the end of the course students will have:

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: MBT686-9

Course: Family Business Management

L: 4 Hrs, P: 0 Hrs, per Week

Total Credits: 4

**Course Outcomes:**

At the end of the course students will have:

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 Businesses.
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, Role of CEO spouse, Implications.

**Unit III: HUF & MUSLIM LAW:** Distinctive features of HUF, Mode of Creation of HUF, and Amendments in Hindu Succession Act, Muslim Law.

**Unit IV: Financial Considerations 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 businesses, 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. IMOKYOU'RE OK, Thomas A. Harris

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

Course Code : MBT686-10

Course : Business Tax Planning

L: 4 Hrs, P: 0 Hrs, per Week

Total Credits : 4

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**Course Outcomes:**

At the end of the course students will have:

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 compliances 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 organizations.

**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: Compliances**

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: MBT686-11

Course: Entrepreneurial Finance

L: 4 Hrs, P: 0 Hrs, per Week

Total Credits: 4

**Course Outcomes :**

At the end of the course students will have:

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 :**

2. The Perfect Business Plan made Simple: William Lasher, Random House
3. The Business Plan Workbook: Collin Barrow, KPI
4. 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: MBT686-12

Course: Logistics Management

L: 4 Hrs, P: 0 Hrs, per Week

Total Credits: 4

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**Course Outcomes:**

At the end of the course students will have:

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 & 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 :**

2. Logistics Management, Ailawadi Satish C. & Singh P. Rakesh, PHI Learning Pvt. Ltd.
3. Logistic Management: a Competitive Advantage for the New Millennium, Kunal Sharma, Global India Publications.

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

Course Code: MBT686-13

Course: Social Entrepreneurship

L: 4 Hrs, P: 0 Hrs, per Week

Total Credits: 4

**Course Outcomes:**

1. An understanding of social entrepreneurship and its uniqueness.
2. An understanding of Legal setup for social entrepreneurship.
3. An understanding of social innovation and entrepreneurship in India.
4. An understanding of various social challenges.
5. An understanding of wealth creation through social entrepreneurship.
6. An understanding of role of social entrepreneur.

**Unit 1 : Introduction to Social Entrepreneurship :** Features of Social entrepreneurship, Difference between social and Business entrepreneurship. Difference between social entrepreneurship and Activism, Relationship of social enterprises to other companies, government agencies and markets.

**Unit 2 : Legal setup :** legal setup for 'Not for Profit' organization and 'For Profit' social enterprise, Forms of Organization.

**Unit 3 : Social innovation and entrepreneurship in India :** Education, Agriculture, Healthcare, Renewable Energy, Manufacturing, and Skill Development.

**Unit 4 : Challenges: Financial constraints :** Funding, Incubation and Micro Financing. Social challenges.

**Unit 5 : Wealth Creation :** Economic value, social innovation and sustainability. Case studies.

**Unit 6 : Social Entrepreneur - A Change Agent :** What does social entrepreneur do? Sustainability: Is social entrepreneurship the way of business for tomorrow.

**Text Book:**

1. Social Entrepreneurship (What Everyone Needs To Know), by David Bornstein and Susan Davis, Oxford University Press.

**Reference Book :**

1. How to Change the World: Social Entrepreneurs and the Power of New Ideas, by David Bornstein, Oxford University Press.
2. Introduction to Social Entrepreneurship 1st Edition, by Teresa Chahine, CRC Press; 1 edition (May 3, 2016)
3. The Business of Good: Social Entrepreneurship and the New Bottom Line by Jason Haber, Entrepreneur Press (May 10, 2016)



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

Course Code: MBT686-14

Course: Technology Appreciation and Intellectual Property Rights

L: 4 Hrs, P: 0 Hrs, per Week

Total Credits: 04

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**Course Outcomes:**

1. The course will provide an introduction to Intellectual Property Rights
2. Students will understand about Trademark Law and Geographical Indication
3. The course will give knowledge about Patent laws & its licensing
4. The students will understand the concept of Copyright and its rights
5. The course will provide an overview about Industrial designs
6. Students will understand about Intellectual Property Management & its valuation

**Unit I :**

**Introduction to Intellectual Property Rights :** Concepts of IPR, The economics behind development of IPR: Company perspective, International protection of IPR.

**Unit II :**

**Trademark Law and Geographical Indication :** Concept of trademarks, Importance of brands and the generation of "goodwill", Trademark: A marketing tool, Trademark registration procedure, Infringement of trademarks and Remedies available, Assignment and Licensing of Trademarks, Trademarks and domain names, Concept of Geographical Indication.

**Unit III :**

**Patent Law :** Introduction to Patents, Procedure for obtaining a Patent, Licensing and Assignment of Patents, Software Licensing, General public Licensing, Compulsory Licensing, Infringement of Patents.

**Unit IV :**

**Copyrights :** Concept of Copyright Right, Assignment of Copyrights, Registration procedure of Copyrights, Infringement (piracy) of Copyrights and Remedies.

**Unit V :**

**Designs :** Concept of Industrial Designs, Registration of Designs, Piracy of registered designs and remedies.

**Unit VI :**

**IP Management :** Concept of IP Management, Intellectual Property and Marketing, IP asset valuation.

**Reference Books :**

1. Intellectual Property for Managers and Investors: A Guide to Evaluating, Protecting and Exploiting IP: Steven Frank
2. Biotechnology and Intellectual Property Rights : Singh, Kshitij Kumar

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

Course Code: MBT686-15

Course: Entrepreneurial Marketing

L: 4 Hrs, P: 0 Hrs, per Week

Total Credits: 04

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**Course Outcomes:**

1. An understanding of Business Markets.
2. An understanding of Targeting and segmentation.
3. An understanding of the Positioning and New Product Planning.
4. An understanding of various channels and personal selling.
5. An understanding of the role of various communication methods.
6. An understanding of pricing strategies and policies.

**Unit I : Business Markets**

Introduction to markets - B2B, B2C, understanding buying & buyer behavior, difference between consumer and industrial sales, buyer seller relationship.

**Unit II: Targeting & Segmentation**

Marketing mix, segmentation criteria, Marketing intelligence and marketing research.

**Unit III: Positioning and New Product Planning**

Usefulness, elements, methods, positioning experiences, Product strategy, PLC, NPD- Classification, Factors, and Process.

**Unit IV: Sales Management**

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: Communication**

Communication and direct marketing, managing sales

**Unit VI: 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 Havaladar, McGraw Hill Publication.

**Reference Books:**

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

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

Course Code: MBT686-16

Course : Innovation Technology Management

L: 4 Hrs, P: 0 Hrs, per Week

Total Credits: 04

**Course Outcomes:**

1. An understanding of the main issues in the management of innovation and technology
2. An understanding of how technological innovation drives the long-term competitiveness
3. Knowledge of Technology Adoption, Diffusion, and Absorption, Technology Innovation-Innovation Process
4. Awareness of selection and Implementation of New Technologies
5. An understanding of Product Technology
6. Awareness of Knowledge Based Technologies and Knowledge Management

**Unit I : Introduction to Innovation Technology Management :** Concept, Role and Significance of Innovation Technology Management, Impact of Technology on Society and Business- Technology and competition; Key issues in managing technological innovation, Forms of Technology- Process technology; Product technology.

**Unit II : Technology Strategy and Competitiveness :** Technology Strategy-Technology strategy and management; Elements of an accessible technology strategy, Innovation Management, Competitive Advantage- Components of competitive advantage; Creating competitive advantage using value chain, Technology Management Evaluation or Assessment.

**Unit III : Technology Adoption, Diffusion, and Absorption :** Technology Adoption, Technology Diffusion - Perspectives of innovation diffusion process; Activities necessary for diffusion process, Technology Absorption- Role of technology absorption; Benefits of technology absorption; Constraints in technology absorption, Technology Package and Technological Dependence, Indian Experience in Technology Absorption Efforts, Issues Involved in the Management of Technology Absorption and Government Initiatives. Technology Innovation-Innovation Process.

**Unit IV : Selection and Implementation of New Technologies :** Automation Decisions: New Technologies, Selection of a New Technology, Implementation of New Technology, Automation- Automation and automation technology; Automation decisions.

**Unit V : Product Technology :** Product Development, Role of Government in Technology Management, Technology Development and Competition, Managing Research & Development (R & D), Intellectual Property Management.

**Unit VI : Knowledge Based Technologies and Knowledge Management:** Knowledge Based Technology and Techniques - Knowledge based technology process; Tools and techniques, Role of Artificial Intelligence Techniques, Knowledge Management Techniques for Technology Management.

**Reference Book:**

1. Handbook of Technology and Innovation Management Edited by Scott Shane Case Western Reserve University, A John Wiley and Sons, Ltd., Publication.
2. The Oxford handbook of innovation (Series Oxford Handbooks in Business and Management), J Fagerberg, D.C. Mowery, and R.R. Nelson (Eds.), Oxford University Press, 2006.

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

Course Code: MBT 687-1

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

Course: Creativity and Innovation

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 synectics 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, 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 : Synectics :** Synectics, Conducting Synectics sessions, Synectics in action. **PARADIGM-BREAKING TECHNIQUES AND SOME MISCELLANEOUS IDEATION METHODS:** Vision building, symbolic representation miscellaneous ideation techniques, Cliches, proverbs and maxims, story boarding.

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

Course Code: MBT 687-2

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, Team 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 & Behavior** - Behavioral theories, leadership studies in the area of behavioral Approach-Contingency Theories, Autocratic, Democratic, Transitional, Transformational, Servant 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, Transformational, 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 III/IV, MBA. (Master of Business Administration)

Course Code: MBT 687-4

Course : Sociology

L: 4 Hrs, P: 0 Hrs, per Week

Total Credits: 4

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

**Course Code: MBT 687-6**

**Course: CSR & Sustainability**

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

**Total Credits : 4**

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**Course Outcomes:**

1. To understand the critical elements of a CSR initiative
2. To understand the implementation issues of a CSR initiative
3. To develop a strategic communication plan for CSR
4. To acquire the skills to develop own knowledge about the key issues in sustainability and corporate social responsibility,
5. To apply the knowledge of sustainability and corporate social responsibility to the current socio-economic topics,
6. To have a clearer understanding of global sustainable and CSR issues, especially in the context of responsible banking.

**Unit I: Corporate Social Responsibility :** Corporate Social Responsibility and Sustainability: Objectives-Definition-Evolution- Need for CSR Theoretical perspectives-Corporate citizenship-Business practices.

**Unit II: Business Idea & Plan :** Strategies for CSR - Challenges and implementation-Evolution of corporate governance-Governance practices and regulation-Structure and development of boards-Role of capital market and government-Governance ratings.

**Unit III: Entrepreneurial Development - Agencies :** Future of governance- innovative practices-Case studies with lessons learnt. Sustainability: Meaning and Scope Corporate Social Responsibility and Corporate Sustainability.

**Unit IV: Mobilizing Resources :** Sustainability Terminologies and Meanings-Why is Sustainability an Imperative-Sustainability Case Studies-Triple Bottom Line (TBL).

**Unit V: Family Business :** Corporate Sustainability Reporting Frameworks-Global Reporting Initiative Guidelines-National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business International Standards.

**Unit VI: E? Business & Networking :** Sustainability Indices-Principles of Responsible Investment- Challenges in Mainstreaming Sustainability Reporting- Sustainability Reporting Case Studies.

**Text Book:**

2. Sanjay K Agarwal : Corporate Social Responsibility in India , Sage Publications



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

Course Code: MBT 688-1

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

Course: Analytics For Business

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 decision 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 : Inferential Statistics:** Statistics: Z-Test, T-test, Paired T-test, ANOVA, Chi-Square Test

**UNIT IV : Descriptive Statistics:** Frequency distributions, measures of central tendency, measures of dispersion and shape, correlation and regression

**UNIT V : Using Excel (Module-1):** Using data analysis pack, performing descriptive analysis tests under data analysis tab, validating business assumptions, developing business models to validate assumptions

**UNIT VI : Using Excel (Module-2):** Performing inferential analysis tests under data analysis tab, Using Slicer, overpivot 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 III / IV, MBA (Masters of Business Administration)**

**Course Code: MBT 688-2**

**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. Understanding 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, Triple top and triple bottom

**Unit V : Understanding and executing Data tab,** Process 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 Candlesticks 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

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

Course Code : MBT 688-3

Course: Data Visualization for Managers

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

Total Credit : 4

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**Course Outcomes**

1. Describe the strategic importance of visualization in analyzing Data
2. Understand the business intelligence toolkit and concept of data modeling
3. Describe the importance of data filtration for business intelligence and decision-making
4. Charting the data in different layouts
5. Using map visuals to filter and map the data
6. Construct effective data visuals for different types of data sets

**Unit I :** Introduction to data visualization, benefits of data visualization, Data Visualization for Analysis and Decision-Making, Making Performance Comparisons.

**Unit II :** BI tool Kit, Power view, Data modeling.

**Unit III :** Filtering data in power view-Different types of filters, filtering different data types, multiple and advance filters, visualization level filters, filter hierarchy.

**Unit IV :** Charts in power view, multiple charts, specifying the layout of multiple chart visualization, scatter charts, bubble charts.

**Unit V :** Mapping data-bing maps, Maps in power view, Filtering map data, Multi value series, highlighting map data, multiple maps by region, drilling down in maps.

**Unit V :** Discovering and loading data, The get and transform query, data set shaping, Filtering data.

**Text book :**

1. High Impact Data Visualization in Excel with Power View, 3D Maps, Get & Transform and Power BI -Adam Aspin-Second Edition(2016)-APress.

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

Course Code: MBT 688-4

Course : Business Data mining

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

Total Credit: 4

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**Course Outcomes**

1. Describe the concept of data mining
2. Knowledge discovery is the effort to find information from data
3. Identify combinations of things that frequently occur together
4. Know how to choose a data mining technique for a specific problem
5. Enabling data mining analysts with the ability to identify general groupings in the data
6. Use statistical evaluation to compare the accuracy of two or more models

**Unit I : Data mining** Processing the information and getting to know your data, Case Studies-Birth Data, Alumni Donations

**Unit II : Market basket analysis :** Definition, Co-occurrence, Demonstration (Fit, Profit, Lift), market basket Limitation

**Unit III : Association rules:** Methodology, A Priori algorithm, Non Negative matrix factorization

**Unit IV : Data Mining Techniques:** Decision Trees, A basic Covering rule algorithm, Generating associating rules, choosing data mining technique

**Unit V : Cluster Analysis:** K-Means Clustering, Clustering algorithms, clustering methods

**Unit VI : Formal Evaluation Technique:** Tools for evaluation, Comparing supervised learners model, evaluating supervised model with numeric output, attribute evaluation for mixed data type

**Text book:**

1. Data mining-A tutorial based Primer, Second edition, Richard J Roiger, CRC Press, Taylor & francis group

**Reference Books:**

1. Data mining and business analytics with R- Johannes Ledolter, Wiley, ISBN 978-1-118-44714-7 (cloth)
2. Data mining with R-learning with case studies- Luís Torgo, CRC Press-Taylor and Francis Group- ISBN 978-1-4398-1018-7 (hardback)

Syllabus of Semester III / IV, MBA (Masters of Business Administration)

Course Code : MBT 688-5

Course : Data Analytics

L: 4 Hrs, P: 0 Hrs, per Week

Total Credits : 4

**Course Outcomes:**

1. To understand the basics of the SPSS
2. To understand the Data Visualizations
3. To understand the Non-Parametric Tests
4. To understand the importance of Multivariate data analysis.
5. To understand the forecasting models.
6. To understand the concept of Clustering Techniques.

**Unit I : Basics of SPSS :** entering variables, sort cases, weight cases, Transform data - compute new variable, recoding new variable, replace missing values.

**Unit II : Data Visualizations :** Principal Component analysis, multidimensional scaling, Spectral Analysis.

**Unit III : Non-parametric tests :** Wilcoxon test, Mann-Whitney test, Kruskal-Wallis H-test, Chi Square & Cross Tabs.

**Unit IV :** Scale reliability, Factor analysis, Discriminate Analysis.

**Unit V :** Forecasting -Finite state machines, recurrent models, Autoregressive models.

**Unit VI :** Clustering – cluster partitions, Sequential clustering, Relational Clustering, Cluster tendency assessment, cluster validity.

**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 (Prentic Hall of India Pvt. Ltd.)
3. Business Research Methods By Zikmund (Thomson Learning Books)
4. Marketing Research By Malhotra & Dash (Pearson Publication)
5. Data Analytics 0 models and algorithms for intelligent data analysis - Thomas A Runkler - Springer Vieweg

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

Course Code: MBT 688-6

Course: Applied Econometrics

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

Total Credits : 4

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**Course Outcomes:**

1. Understand the basics of econometric models and its formulation for business problems.
2. Understand the various problems in regression analysis and its remedies.
3. Understand and gain the knowledge regarding advanced regression models and its application for decision making.
4. Understanding the simultaneous equation models with problems, remedies and applications.
5. Understanding of time series analysis and its use in business and economic forecasting.
6. Understand the panel data techniques for forecasting for cross-section and time-series nature of data.

**UNIT I :**

**Basic Econometrics:** Nature, meaning and scope of econometrics; Simple and general linear regression model - Assumptions, Estimation (through OLS approach) and properties of estimators; Gauss - Markov theorem; Concepts of R-square and adjusted R-square; Concept and analysis of variance approach and its application in regression analysis; Estimation of non-linear equations - parabolic, exponential, geometric, hyperbolic, modified exponential; Gompertz and logistic functions.

**UNIT II :**

**Problems in Regression Analysis:** Multi collinearity: Nature, problem and remedies, Auto-correlation: Nature, problem and remedies, Heteroscedasticity: Nature, problem and remedies, Specification error: Nature, problem and remedies.

**UNIT III :**

**Regressions with Qualitative Independent Variables:** Dummy variable technique - Testing structural stability of regression models, Comparing two regressions, interaction effects, seasonal analysis, piecewise linear regression, use of dummy variables, Regression with dummy dependent variables. The LPM, Logit, Probit and Tobit models - Applications.

**UNIT IV :**

**Simultaneous Equation Models:** Introduction and examples; the simultaneous equation bias and inconsistency of OLS estimates; The identification problem; Rule of identification - order and rank Conditions; Methods of estimating simultaneous equation system; Recursive methods and OLS; Indirect least squares (ILS), 2SLS, 3SLS and ML methods - Applications.

**UNIT V :**

**Time Series Analysis:** Stationarity, Unit roots, co-integration-spurious regression, Dickey-Fuller test, Engle-Granger test, Random walk model, Forecasting with ARIMA modeling Box-Jenkins methodology; Vector auto regression; Problems with VAR modeling - Applications.

**UNIT VI:**

**Panel Data Techniques:** Panel data techniques. Random coefficients model' fix effects model; Random effect model. Applications.

**Text Book:**

1. Gujarati D.N., Basic Econometrics, McGraw Hill, New Delhi.

**Reference Books:**

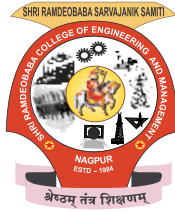
1. Dongherty C (1992), Introduction to Econometrics, oxford University Press, New York.
2. Koutsoyiannis, A. (1977), Theory of Econometrics (2nd ed), The Macmillan Press Ltd., London.
3. Maddala, G.S. (Ed) (1993), Econometric Methods and Application (2 Vols), Aldershot, U.K.
4. Krishna K.L. (Ed) (1997), Econometric Applications in India, Oxford University Press, New Delhi.
5. Madani, G.M.K. (2000): Introduction to Econometrics: Principles and applications, Oxford University Publications.
6. Patricia E Gaynor and Rickey C Kirk Patrick (1994) : Introduction to Time Series and Forecasting in Business and Economics, Magraw Hill Publications.
7. Croxton F.E. Cowden D.J. and Klein S. Applied General Statistics, Prentice Hall New Delhi.
8. William H. Greene. (2008) Econometric Analysis. Pearson Education Publication New Delhi
9. Amemiya T. (1985), Advanced Econometrics, Harvard University Press, Cambridge, Mass.
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Shri Ramdeobaba Temple on Campus



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