



# **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 2020 – 2021**

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**MASTER OF BUSINESS ADMINISTRATION  
(INTEGRATED)**



Published By

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Principal

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### 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 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 by producing quality managers of highest standard to meet the needs of the society.

### Mission

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

The PEOs of MBA (Integrated) Program are :

#### No. Program Education Objectives

- PEO1** Our management graduates shall progress in their career and shall have leadership and managerial skills for achieving organizational objectives.
- PEO2** Our management graduates shall be equipped with proficiency & diagnostic skills for problem solving. enabling them to act with ingenuity, innovativeness and entrepreneurial spirit.
- PEO3** Our management graduates shall demonstrate values & professional ethics of highest standards to become socially responsible & dedicated professionals.

### Program Outcomes

Program Outcomes are statements that include various areas of interlinked knowledge and skills imbibed during the course of the program, through implementation of numerous teaching and learning, methodologies and activities. These statements envision various attributes, aspects of behaviour, and learning experiences that the

students will eventually have at the end of the program over a certain period of time.

1. PO1 - MBA (Integrated) graduates shall have requisite knowledge in the functional areas of business to achieve organizational objectives.



2. PO2 - MBA (Integrated) graduates shall have the necessary managerial competencies.
3. PO3 - MBA (Integrated) graduates shall have requisite skill sets to work and lead effectively in the collaborative team environment.
4. PO4 - MBA (Integrated) graduates shall have the analytical and critical thinking abilities for decision making and problem solving using Data Analytics.
5. PO5 - MBA (Integrated) graduates shall understand ethical & corporate governance issues and will demonstrate professional and ethical demeanor.
6. PO6 - MBA (Integrated) graduates shall have an ability to understand the business environment and shall exhibit entrepreneurial abilities in new or existing enterprise.



**Master of Business Administration (Integrated)**  
**Semester - I**

Sr. No.	Course code	Course Name	L	T	P	Maximum marks			Credits	ESE Duration (Hrs)
						Internal Assessment	End Sem Exam	Total		
1.	MIT101	English Language	4	0	0	40	60	100	4	3 Hrs.
2.	MIT102	Business Ethics & Corporate Governance	4	0	0	40	60	100	4	3 Hrs.
3.	MIT103	Business Mathematics	4	0	0	40	60	100	4	3 Hrs.
4.	MIT104	Human Skills	4	0	0	40	60	100	4	3 Hrs.
5.	MIT105	Computer Applications	4	0	0	40	60	100	4	3 Hrs.
6.	MIT106	Self-Management	4	0	0	--	--	--	--	--
7.	MIP101	Sports/Yoga	0	0	2	--	--	--	--	--
<b>Total</b>			<b>24</b>	<b>0</b>	<b>2</b>	<b>200</b>	<b>300</b>	<b>500</b>	<b>20</b>	

**Semester - II**

Sr. No.	Course code	Course Name	L	T	P	Maximum marks			Credits	ESE Duration (Hrs)
						Internal Assessment	End Sem Exam	Total		
1.	MIT107	Business Communication	4	0	0	40	60	100	4	3 Hrs.
2.	MIT108	Foreign Language	4	0	0	40	60	100	4	3 Hrs.
3.	MIT109	Business Statistics	4	0	0	40	60	100	4	3 Hrs.
4.	MIT110	Financial Accounting	4	0	0	40	60	100	4	3 Hrs.
5.	MIT111	Organizational Behavior	4	0	0	40	60	100	4	3 Hrs.
6.	MIT112	Environment Management	4	0	0	--	--	--	--	--
<b>Total</b>			<b>24</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>300</b>	<b>500</b>	<b>20</b>	

**Semester - III**

Sr. No.	Course code	Course Name	L	T	P	Maximum marks			Credits	ESE Duration (Hrs)
						Internal Assessment	End Sem Exam	Total		
1.	MIT201	Managerial Economics	4	0	0	40	60	100	4	3 Hrs.
2.	MIT202	Management Principles	4	0	0	40	60	100	4	3 Hrs.
3.	MIT203	Cost Accounting	4	0	0	40	60	100	4	3 Hrs.
4.	MIT204	Marketing Management	4	0	0	40	60	100	4	3 Hrs.
5.	MIT205	Human Resource Management	4	0	0	40	60	100	4	3 Hrs.
6.	MIT206	Working on MS Office & Tally	4	0	0	--	--	--	--	--
<b>Total</b>			<b>24</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>300</b>	<b>500</b>	<b>20</b>	



**Master of Business Administration (Integrated)  
Semester - IV**

Sr. No.	Course code	Course Name	L	T	P	Maximum marks			Credits	ESE Duration (Hrs)
						Internal Assessment	End Sem Exam	Total		
1.	MIT207	Entrepreneurship Development	4	0	0	40	60	100	4	3 Hrs.
2.	MIT208	Strategic Management	4	0	0	40	60	100	4	3 Hrs.
3.	MIT209	Management Accounting	4	0	0	40	60	100	4	3 Hrs.
4.	MIT210	Legal aspects of Business	4	0	0	40	60	100	4	3 Hrs.
5.	MIT211	Operations Management	4	0	0	40	60	100	4	3 Hrs.
6.	MIT212	Case Study Application	4	0	0	--	--	--	--	--
<b>Total</b>			<b>24</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>300</b>	<b>500</b>	<b>20</b>	

**Semester - V**

Sr. No.	Course code	Course Name	L	T	P	Maximum marks			Credits	ESE Duration (Hrs)
						Internal Assessment	End Sem Exam	Total		
1.	MIT301	Financial Management	4	0	0	40	60	100	4	3 Hrs.
2.	MIT302	Change Management	4	0	0	40	60	100	4	3 Hrs.
3.	MIT303	Consumer Behavior	4	0	0	40	60	100	4	3 Hrs.
4.	MIT304	Research Methodology	4	0	0	40	60	100	4	3 Hrs.
5.	MIT305	Family Business	4	0	0	40	60	100	4	3 Hrs.
6.	MIT306	Aptitude & Personality Development	4	0	0	--	--	--	--	--
<b>Total</b>			<b>24</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>300</b>	<b>500</b>	<b>20</b>	

**Semester - VI**

Sr. No.	Course code	Course Name	L	T	P	Maximum marks			Credits	ESE Duration (Hrs)
						Internal Assessment	End Sem Exam	Total		
1.	MIT307	Quantitative Techniques	4	0	0	40	60	100	4	3 Hrs.
2.	MIT308	Banking & Financial Services	4	0	0	40	60	100	4	3 Hrs.
3.	MIT309	E-Commerce	4	0	0	40	60	100	4	3 Hrs.
4.	MIT310	Project Management	4	0	0	40	60	100	4	3 Hrs.
5.	MIT311	General Studies	4	0	0	--	--	--	--	--
6.	MIP301	Project	--	--	8	50	50	100	4	--
<b>Total</b>			<b>20</b>	<b>0</b>	<b>8</b>	<b>210</b>	<b>290</b>	<b>500</b>	<b>20</b>	<b>20</b>



## Master of Business Administration (Integrated)

### Semester - VII

Sr. No.	Course code	Course Name	L	T	P	Maximum marks			Credits	ESE Duration (Hrs)	
						Internal Assessment	End Sem Exam	Total			
1.	-	Specialization I	Elective 1	3	0	0	40	60	100	3	3 Hrs.
2.	-		Elective 2	3	0	0	40	60	100	3	3 Hrs.
3.	-		Elective 3	3	0	0	40	60	100	3	3 Hrs.
4.	-	Specialization II	Elective 1	3	0	0	40	60	100	3	3 Hrs.
5.	-		Elective 2	3	0	0	40	60	100	3	3 Hrs.
6.	-		Elective 3	3	0	0	40	60	100	3	3 Hrs.
7.	MIT401	Advanced Excel	3	0	0	--	--	--	--	--	--
<b>Total</b>			<b>21</b>	<b>0</b>	<b>0</b>	<b>240</b>	<b>360</b>	<b>600</b>	<b>18</b>		

### Semester - VIII

Sr. No.	Course code	Course Name	L	T	P	Maximum marks			Credits	ESE Duration (Hrs)	
						Internal Assessment	End Sem Exam	Total			
1.	-	Specialization I	Elective 4	3	0	0	40	60	100	3	3 Hrs.
2.	-		Elective 5	3	0	0	40	60	100	3	3 Hrs.
3.	-		Elective 6	3	0	0	40	60	100	3	3 Hrs.
4.	-	Specialization II	Elective 4	3	0	0	40	60	100	3	3 Hrs.
5.	-		Elective 5	3	0	0	40	60	100	3	3 Hrs.
6.	-		Elective 6	3	0	0	40	60	100	3	3 Hrs.
7.	MIP401	Winter Internship Project (WIP)	--	--	8	50	50	100	4	--	--
8.	MIT422	Business Analysis	3	0	0	0	--	--	--	--	--
<b>Total</b>			<b>21</b>	<b>0</b>	<b>8</b>	<b>290</b>	<b>410</b>	<b>700</b>	<b>22</b>		



**Master of Business Administration (Integrated)**

**Semester - IX**

Sr. No.	Course code	Course Name	L	T	P	Maximum marks			Credits	ESE Duration (Hrs)		
						Internal Assessment	End Sem Exam	Total				
1.	-	Specialization I	Elective 7	3	0	0	40	60	100	3	3 Hrs.	
2.	-		Elective 8	3	0	0	40	60	100	3	3 Hrs.	
3.	-		Elective 9	3	0	0	40	60	100	3	3 Hrs.	
4.	-	Specialization II	Elective 7	3	0	0	40	60	100	3	3 Hrs.	
5.	-		Elective 8	3	0	0	40	60	100	3	3 Hrs.	
6.	-		Elective 9	3	0	0	40	60	100	3	3 Hrs.	
7.	MIP501	Summer Internship Project (SIP)			--	--	8	50	50	100	4	--
8.	MIT501	Corporate Social Responsibility			3	0	0	0	--	--	--	--
			<b>Total</b>	<b>21</b>	<b>0</b>	<b>8</b>	<b>290</b>	<b>410</b>	<b>700</b>	<b>22</b>		

**Semester - X**

Sr. No.	Course code	Course Name	L	T	P	Maximum marks			Credits	ESE Duration (Hrs)		
						Internal Assessment	End Sem Exam	Total				
1.	MIP503	Industry Application Project*			--	--	16	200	200	400	8	--
			<b>Total</b>	<b>8</b>	<b>0</b>	<b>16</b>	<b>200</b>	<b>200</b>	<b>400</b>	<b>8</b>		

<b>*Industry Application Project Assessment</b>		
	Marks	
Viva-voice	100	Assessment By External Examiner
Project defense through presentation	100	
Overall Project Valuation	200	Assessment By Internal Examiner
<b>Total marks</b>	<b>400</b>	





## Programme Scheme & Syllabi, Master of Business Administration (Integrated)

### List of Electives

Students have to opt any two Specializations. In each Semester from VII to IX students will be taught three Electives from each specialization selected.

### Elective Subjects

Course Code		Elective	Marketing	
		<b>Entrepreneurship and Family Business</b>		
MIT401-1	Family Business Management		MIT404-1	Integrated Marketing Communication
MIT401-2	Advance Management Accounting		MIT404-2	Brand Management
MIT401-3	Purchase & Materials		MIT404-3	Industrial Marketing
MIT401-5	Business Tax Planning		MIT404-4	Retail Management
MIT401-6	Managing Human Capital		MIT404-5	Sales Management
MIT401-7	Product & Brand		MIT404-6	Services Marketing
MIT401-8	Entrepreneurial Finance		MIT404-7	Rural Marketing
MIT401-9	Logistics Management		MIT404-8	Customer Relationship Management
MIT401-10	International Business		MIT404-9	Marketing Channel Management
MIT401-11	Launching and Managing an Enterprise		MIT404-10	International Marketing
MIT401-12	Buying an Existing		MIT404-11	Digital Marketing
MIT401-13	Entrepreneurial Innovation		MIT404-12	Marketing Analytics
MIT401-14	B2B Marketing		MIT404-13	Marketing Research
MIT401-15	Knowledge Entrepreneurship		MIT404-14	Social Marketing
MIT401-16	Social Entrepreneurship		MIT404-15	Green Marketing
MIT401-17	Technology Appreciation and Intellectual Property Rights		MIT404-16	Marketing of Banking & Financial Services
MIT401-18	Entrepreneurial Marketing		MIT 404-17	Customer Experience & Relationship Management
MIT401-19	Innovation Technology Management			
		<b>Finance</b>	<b>Operations</b>	
MIT402-1	Financial Services Management		MIT405-1	Enterprise Resource Planning
MIT402-2	Commercial Banking in India		MIT405-2	Quality Management
MIT402-3	Merger & Acquisition and Corporate Restructuring		MIT405-3	Services Operation
MIT402-4	Security Analysis		MIT405-4	Advanced Operations Research
MIT402-5	International Finance and Trade		MIT405-5	Contract Management
MIT402-6	Project Planning & Financing		MIT405-6	Practices Lean Management
MIT402-7	Corporate Taxation		MIT405-7	Operations Planning & Control
MIT402-8	Derivatives & Risk Management		MIT405-8	Supply Chain Management
MIT402-9	Portfolio Management		MIT405-9	World Class Manufacturing
MIT402-10	Management Control System		MIT405-10	Advanced Project Management
MIT402-11	Insurance Management		MIT405-11	Ergonomics in Industrial Health and Safety Management
MIT402-12	Wealth Management		MIT405-12	Sourcing Management
MIT402-13	Behavioural Finance		MIT405-13	Productivity Through Design & Measurement of Work
		<b>Human Resources</b>	MIT405-14	Design & Analysis of Lean Production Systems
MIT403-1	Advanced Organization Behavior			
MIT403-2	Recent Trends in HRM			
MIT403-3	HR Audit & Analytics			
MIT403-4	Training & Development		<b>Data Analytics</b>	
MIT403-5	Human Resource Planning		MIT406-1	Business Data Mining
MIT403-6	Industrial Relations		MIT406-2	Applied Econometrics
MIT403-7	International HRM		MIT406-3	Data Visualization for Managers
MIT403-8	Performance & Compensation Management		MIT406-4	Data Mining using Orange
MIT403-9	Labor Laws		MIT406-5	Statistics using R
MIT403-10	Organization Theory: Structures & Design		MIT406-6	Customer Analytics
MIT403-11	Organization Development		MIT406-7	Data Analytics
MIT403-12	Competency Mapping		MIT406-8	Web Analytics
MIT403-13	Employer Branding		MIT406-9	Power BI
MIT403-14	Strategic HRM			



**Syllabus for Semester I, MBA  
(Integrated)**

**Course Code : MIT101**

**Course : English Language**

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

**Total Credits : 4**

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**Course Outcomes**

1. Awareness about the basics of grammar.
2. Understanding the usage of grammar.
3. Understanding about speaking skills.
4. Knowledge about how to converse in different situations.
5. Understanding about language and listening skills.
6. Understanding about written communication.

**Unit - I : Basics of grammar and usage :** How to improve command over spoken and written English with stress on Noun and Pronoun, Verb Tense and Adjective. Sentence errors, Punctuation.

**Unit - II : Grammar :** Articles, preposition, antonyms, synonyms, one word substitutes, Direct and Indirect Speech, Tenses and Uses. Figure of speech, Subject-Verb Agreement, Active-Passive Voice, Business Idioms and Business Phrases

**Unit - III : Speaking Skills :** Phonetics, Pronunciation (identification of sounds, vowels & consonants), Rhyming words, Vocabulary building for effective communication, common errors in spoken English.

**Unit - IV : Oral Communication :** Basic Steps to Effective Oral Communication, giving feedback, encouraging others, interviewing prospective employees, managing differences, communicating with difficult people.

**Unit - V : Reading & Listening Skills :** Reading Skills - Types, importance, reading comprehension exercises. Listening Skills - Definition, importance, styles. Three modes of listening. The concept of Active Listening.

**Unit - VI : Written Composition :** Paragraph writing - principles, style, story writing, Précis Writing Method of Procedure, Essay Writing, Types of essay.

Sessions will be conducted in the computer Lab for certain topics from the syllabus.

**Text Book**

1. English Grammar and Composition, Wren and Martin, S. CHAND Publication.

**Reference Books:**

1. Essential Grammar in Use with Answers: A Self-Study Reference and Practice ... by Raymond Murphy, Cambridge University Press, 3rd Edition
2. English Made Easy- By Mary Hosler, Mc Graw Hill , 5th Edition
3. English language Skills- By Aruna Knoneru, Mc Graw Hill
4. Build your Business Grammar-By Bowen, Cenage Learning India
5. What To Say And How To Say It - By Donald H. Weiss, Jaico Books





**Syllabus for Semester I, MBA  
(Integrated)**

**Course Code : MIT102**

**Course : Business Ethics & Corporate Governance**

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

**Total Credits : 4**

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**Course Outcomes**

1. Understanding of basic concept of Ethics, Values and morals.
2. Understanding ethical decision making using deontological and teleological approach.
3. Knowledge of business ethics and its Indian scenario.
4. Concepts of Corporate Governance and its Codes.
5. Understanding of ethics in Marketing and HRM and its various issues.
6. Knowledge of ethical issues in industry related to its operations and products.

**Unit - I : Ethics an Introduction**

Concept of ethics, Types of Ethics, Values & Ethics - Meaning & Types of Values, Ethical Action-Morals, Morality, Moral development pyramid, Beliefs & their Role. Business & its stakeholders. Social Responsibility - Concept of CSR. Ecological Concerns - Air, Water, Land Pollution.

**Unit - II : Ethical Decision Making**

Normative Framework -Principle of personal benefit, Principle of Social Benefit, Principle of Neutralization, Categorical Imperative, Principle of Duty, Principle of Justice and Principle of Lawfulness. Approaches / Theories of ethics -Kant's Deontological theory, Mill & Bentham's Utilitarianism theory, Aristotle's Virtue based ethics - Case studies on inspirational life stories of individuals.

**Unit - III : Business Organizational Ethics**

Ethics in Business - Myth & Reality, Need and Importance of Business Ethics, Approaches to Business Ethics, The Indian Business scene; LPG & Global trends in business ethics, Code of Conduct in Business, Ethical Dilemmas, Professional ethics.

**Unit - IV : Corporate Governance**

Objectives, issues, importance and principles, Corporate Governance codes and practice, Structure and Process of Corporate Governance, Cadbury report, CII recommendations, OECD Principle, Corporate Governance & Investment - ethical investing, Insider trading, Case studies - Tata Finance, Enron case & UTI case.

**Unit - V : Ethical Issues in Marketing & HRM**

Introduction; Principles of Ethical Marketing; Ethical approaches to buyer- seller relationship; Ethics in Pricing; Ethics in product labelling and packing; Ethics in promotion; Social and Ethical criticism of Advertising & Media, Ethics in personal Selling. HRM & Ethics; Privacy Issues, Restructuring and layoffs and Whistle Blowing.



### **Unit - VI : Ethical Issues in Industry**

Ethical issues in Production management Services, Product Design, Features, Quality standards, Safety, Obligation to inform consumer, Ford Pintocase; Ethics Audit - Formal committees, Auditing Process.

#### **Text Books**

1. Business Ethics and Corporate Governance - B N Ghosh, Tata McGraw Hill Education Pvt. Ltd.

#### **Reference Books**

1. Business Ethics - Concept & Practice - B. H. Agalgatti & R. P. Banerjee - (Nirali Publication)
2. Ethics in Business & Management - R. P. Banerjee (Himalaya Publication)
3. Business Ethics. by Crane - Pub. By Oxford Press
4. Corporate Governance & Business Ethics - (Text & Cases), U. C. Mathur, Macmillan India Ltd
5. Business Ethics - CSV Murthy, Himalaya publishing House.





Syllabus for Semester I, MBA  
(Integrated)

Course Code : MIT103

Course : Business Mathematics

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

Total Credits : 4

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**Course Outcomes**

1. Students will understand various types of ratios, proportions & their applications
2. Students will understand Profit & loss, Discounts happening in business transactions
3. Understanding of calculation of SI & CI and Set theory
4. Ability to perform various operations on Matrices
5. Students will understand the basics on Arithmetic & Geometric progressions
6. Students will have understanding of Permutations & Combinations

**Unit - I : Ratio, Proportion and Percentage Ratio :** Definition, Continued Ratio, Inverse Ratio, Proportion, Continued Proportion, Direct Proportion, Inverse Proportion, Variation, Inverse Variation, Joint Variation, Percentage- Meaning and Computations of Percentages.

**Unit - II :** Profit And Loss Terms and Formulae, Trade discount, Cash discount, Problems involving cost price, Selling Price, Trade discount and Cash Discount. Introduction to Commission and brokerage, Problems on Commission and brokerage.

**Unit - III : Interest & Set Theory :** Simple Interest, Compound interest (reducing balance & Flat Interest rate of interest), Problems- Set Theory: Sets, Subsets, Equality of two sets, Null set, Universal set, Complement of a set, Union and intersection of sets. Difference of two sets, Venn diagram, De Morgan's laws, Cartesian product of two sets, Laws of algebra of sets (with proof), Applications of set theory.

**Unit - IV : Matrices and Determinants (upto order 3 only) :** Multivariable data, Definition of a Matrix, Types of Matrices, Algebra of Matrices, Determinants, Adjoint of a Matrix, Inverse of a Matrix via and adjoint Matrix.

**Unit - V : Progressions :** Arithmetic Progression, Geometric Progression - Introduction & concept, formulae for nth term of an A.P. & G.P. (without Proof) ; Sum to n term of A.P. & G.P. (without Proof), arithmetic & geometric problems based on the formula studied.

**Unit - VI : Permutations and Combinations :** Permutations of 'n' dissimilar objects taken 'r' at a time (with or without repetition).  $nPr = \frac{n!}{(n-r)!}$  (without proof). Combinations of 'r' objects taken from 'n' objects,  $nCr = \frac{n!}{r!(n-r)!}$  (without proof) problems, Applications.

**Text Book**

1. Business Mathematics By S P Rajagopalan, R Sattanathan, 2nd Edition, Tata McGraw Hill

**Reference Books**

1. Business Mathematics-By Dr. Amarnath Dikshit & Dr. Jinendra Kumar Jain.
2. Business Mathematics -By V. K. Kapoor - Sultan chand & sons, Delhi.
3. Business Mathematics -By Bari, New Literature publishing company, Mumbai
4. Business Mathematics & Statistics- By NG Das & JK Das, McGraw Hill.
5. Business Mathematics -II - By J. K. Singh, Deepti Rani. Himalaya Publishing House.





**Syllabus for Semester I, MBA  
(Integrated)**

**Course Code : MIT104**

**Course : Human Skills**

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

**Total Credits : 4**

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**Course Outcomes**

1. Better understanding of individual behavior.
2. Basic understanding of Intelligence.
3. Knowledge of basic HR concepts of perception.
4. Understanding of various personality traits
5. Better understanding of concept of attitude.
6. Awareness of concept of six thinking hats& leaning skills

**Unit - I : Foundations of individual behavior :** Personal factors, Psychological factors, Organizational systems and resources and environmental factors. Models of Individual Behaviour.

**Unit - II : Intelligence :** Concept of intelligence, intelligent quotient, Measurement of intelligence, Factors influencing intelligence, Concept of emotional intelligence.

**Unit - III : Perception :** Meaning of perception, Perceptual process, managing the perception process.

**Unit - IV : Personality :** Concept and nature of personality, Determinants of personality, Personality structure- Big five personality model & Myers-Briggs Indicator.

**Unit - V : Attitude :** Concept and nature of Attitude, Components of attitude, Formation of attitude, Changing attitudes, Major Job attitudes.

**Unit - VI : Effective Thinking& Leaning :** Thinking Skills, Thinking Styles, Concept of Six Thinking Hats, Meaning & definition of learning, principles of learning & learning styles.

**Text Book**

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

**Reference Books**

1. Organisation Behaviour: Luthans8thTataMcGraw Hill.
2. Six Thinking Hats, Edward de Bolo, Penguin Books.
3. ORGB, Nelson, Quick and Khandelwal, Cengage Learning.





**Syllabus for Semester I, MBA  
(Integrated)**

**Course Code : MIT105**

**Course : Computer Applications**

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

**Total Credits : 4**

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**Course Outcomes**

1. Awareness about the Objectives and role of IS in Business Organization with particular reference to Management Levels.
2. Understanding various Management support systems.
3. Getting acquainted with Database
4. To get familiar with SDLC
5. Understanding about E-Commerce
6. To learn Emerging Technologies & Trends

**Unit - I : Introduction : IS :** Concepts & Definitions, Classification and types of IS, Definition, Purpose, IT support to Business Process & People, Using Information Technologies for a Competitive Advantage, Innovative & futuristic Information Systems.

**Unit - II : Management Support Systems :** Transaction Processing System, DSS, Executive Information system.

**Unit - III : Managing Data :** Databases & Database Management Systems, Database Models, Data Warehousing, Data Mining-Analysis and Data Marts.

**Unit - IV : System Development :** Concept of System, Types of Systems - Open, Closed, Deterministic, Probabilistic, etc., System Development Life Cycle - System Analysis, Design and Implementation, Need for System Analysis.

**Unit - IV : E-Commerce :** Overview of E-Business & E-commerce, E-commerce Business Models, Major Categories of E- Commerce, E-C Mechanisms, E-Commerce Supporting Technologies: Electronic Payment System, Web Marketing & SEO, Ethical & Legal issues.

**Unit - VI : Emerging Technologies & Trends :** Business Intelligence, Artificial Intelligence, Use of Social Networks in Business, Business Analytics, Cloud Computing.

**Text Books**

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

**Reference Books**

1. Management Information System(South-Asian Perspective), Cengage Learning, Nilanjan Chattopadhyay, CENGAGE Learning.
2. Management Information System- By Javadekar, W.S., Tata MacGraw Hill Publication, 2003.
3. Management Information System- By CSV Murthy, Himalaya Publication.
4. Computer Application in Business- By Dr. R. Parameswaran, S. Chand Publication, 2012





**Syllabus for Semester I, MBA  
(Integrated)**

**Course Code : MIT106**

**Course : Self Management**

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

**Total Credits : 0**

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**Course Outcomes**

1. It will provide awareness of the need for Self Development through conscious efforts.
2. Course will enhance the presentation & Public Speaking skills.
3. Course will develop the group discussion & debating skills of students
4. Course will Develop inter personal Skills, mold them as Team Players and develop leadership qualities.
5. The Students will understand the techniques of Time Management.
6. The course will help the students to. Learn Corporate Etiquettes.

**Unit - I : Importance of Self-Management**

Understanding the type of one's personality - Understanding one's areas of Strength and areas that requires improvement through SWOT Analysis, Identifying the Goals the students wish to pursue.

**Unit - II : Public Speaking and Presentation Skills**

Essentials of Public Speaking -The role of body language in public speaking- Tips for effective Public Speaking-Learning the tricks from powerful public speakers -The importance of practice. -Practice sessions. : Presentation Skills: 4 P's of presentation: Plan, Prepare, Practice and Present. Use of Visuals- Presentation Aids-How to make an effective presentation-Practice sessions.

**Unit - III : Debating**

Fundamentals of Debating-, role of the speakers- techniques and rules of debating, Group Discussion- types of Group Discussion-Why Group Discussion? - Roles of the members in a group discussion- Skills developed by Group Discussion, Utility of Group discussion.

**Unit - IV : Inter personal Skills**

Working as team, Essentials of a good team, Communicating as team, Aligning individual goals to team goals. Characteristics of a good team player, Team activities -identifying one's team skills -Steps to improve one's team playing skills.

**Unit - V : Time Management**

Time management in day to day life-Importance and benefits of time management, Preparing schedules to achieve efficiency and productivity.







### **Unit - VI : Corporate Etiquettes**

Courtesy, dressing sense, body language.-appropriate posture, phone manners, E Mail etiquettes, thank you notes, discipline and punctuality , hospitality towards clients, active listening skills, non-verbal communication: personal space.

### **Text Book**

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

### **Reference Books**

1. Intercultural Communication for Business - By O'Rourke IV/ Tuleja, Cenage India Learning, 1st Edition
2. Resume Writing & Interviews -By Munish Bhargava, Mc Graw Hill
3. Journey Towards Success Group Discussion & Personal interview -B Dr. G F Surya, Sai Jyoti Publication





**Syllabus for Semester I, MBA  
(Integrated)**

**Course Code : MIP101**

**Course : Sports / Yoga**

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

**Total Credits : 0**

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**Course Outcomes**

Upon completion of this course, students will demonstrate the ability to:

1. Understand the Fundamental rules & regulations & demonstrate the Fundamental skills of at least two games. (On basis of Available Choices)
2. Know the Individual role and Group dynamics in achieving the goal.
3. Know the Importance to maintain the Health Related Fitness in Whole Life.
4. Maintain Discipline, Social and Moral Values with Leadership Qualities.

To conduct sports / yoga classes with the objective of maintaining health, fitness and wellness of students as well as create awareness about need for good health and physical fitness. The objective would also be to develop team spirit, social skills as well as identify and develop leadership qualities in students through various sports group activities. Training of students to understand the Fundamental rules of various games would also be an important objective. Sport activities would also be conducted with the objective to provide recreation to the students which is an important neutralizer for stress. Additionally, the objective would be to evaluate fitness of students so as to recommend and conduct specific Yoga and Sport activities.

**Course will cover the following**

1. Fundamental Rules & Regulations of any Two Games (for Best Available Choices)
2. Practicing the Games
3. Practicing For Health Related Fitness Components.





**Syllabus for Semester II, MBA  
(Integrated)**

**Course Code : MIT107**

**Course : Business Communication**

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

**Total Credits : 4**

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**Course Outcomes**

1. Knowledge about the basics of Business Communication.
2. Understanding of how to make business writing effective.
3. Knowledge about the various types of business letters.
4. Awareness about the employment process communication.
5. Knowledge of the various types of corporate communications and public presentation.
6. Understanding the legal and ethical aspects of communication.

**Unit - I : Overview of communication in business**

Meaning and Definition - Process - Functions - Objectives - Importance - Essentials of good communication - Communication barriers - Overcoming communication barriers, Communication and organizational effectiveness, Perception, Formal and informal communication systems, Communication networks and communication technology.

**Unit - II : Effective business writing**

Style, word-usage, organization, mechanics, and form (including electronic mail with attached documents) for specific objectives, Primary and secondary research for business report-writing including electronic databases, Revising and proofreading, Writing for maximum effect; using language checkers.

**Unit - III : Letters - Need and functions of letter writing**

Planning & layout of letter writing - Essentials of effective correspondence, Drafting of letters and Email - Letter to the Principal, Enquiries and replies - Placing and fulfilling orders - Complaints and follow-up - Sales letters - Writing SMS Using Short hand and Symbols.

**Unit - IV : Interpersonal Skills**

Employment Process: Cover letter, resume, and interviewing skills. Interpersonal Communication: Communicating in teams, efficient and productive meetings. Intercultural Communication: Challenges, sensitivity, improving intercultural communication skills.

**Unit - V : Public presentation and Corporate Communication**

Audience analysis, Research Organization of presentation Delivery of presentation, Nonverbal communication (including business etiquette and protocol). Meeting, Notice, agenda, Minutes & resolution, Internal Communication Memos & Circulars. Corporate Brochures, Public Relations, Press Release and Press Conference.



### **Unit - VI : Legal & ethical considerations**

Business communicators, Equal employment opportunity, Invasion of privacy, Misrepresentation and fraud, Ethical perspectives and their implications for responsible communication, Applications of communication Group decision making, conflict & negotiation public relations.

### **Text Book**

1. Basic Business Communication - By Lesikar, R.V. and M.E. Flatley, New York. McGraw-Hill.

### **Reference Books**

1. Business Communication -By Nawal, Cenage India Learning.
2. Intercultural Communication for Business - By O'Rourke IV/ Tuleja, Cenage India Learning.
3. Resume Writing & Interviews -By Munish Bhargava, McGraw Hill.





**Syllabus for Semester II, MBA  
(Integrated)**

**Course Code : MIT108**

**Course : Foreign Language**

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

**Total Credits : 4**

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**Course Outcomes**

1. Students understand and learn to speak German.
2. Students construct sentences in German independently.
3. Students are able to read texts in German language.
4. Students apply the acquired German Language skills practically.
5. Students update themselves of the facts of Germany.
6. Students are able to write essays and translate sentences of elementary level German Language

**UNIT 1:** German alphabet, Numbers, Reading the Clock, Timings of the Day, Seasons, Days of the Week, Months, Nouns (Colours, Names of Fruits/Vegetables/Animals/Body Parts, etc.), Articles, Cases, Introducing oneself

**UNIT 2:** Verbs, Modals, Pronouns, Prepositions, Expressions and Daily Conversations in German

**UNIT 3:** Reading and comprehension, Introduction to Fiction in German Language

**UNIT 4 :** Professions in German Language, Relations in German Language, At the Restaurant, At the Market, In the Classroom, At Home.

**UNIT 5 :** Facts about Germany, Vocabulary Building

**UNIT 6:** Essays, Translations.

**Text Book**

1. German Made Easy: Agundez Diego. A, Goodwill Publishing House, New Delhi

**Reference Books**

1. German Made Easy: Agundez Diego. A, Good will Publishing House, New Delhi
2. Better German: Otto Christian, Viva Study mates, New Delhi
3. Langenscheidt's Euro dictionary German: Goyal Publishers, New Delhi





**Syllabus for Semester II, MBA  
(Integrated)**

**Course Code : MIT109**

**Course : Business Statistics**

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

**Total Credits : 4**

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**Course Outcomes**

1. The course will create awareness about the meaning, functions, scope, and limitations of statistics and its application in the business and research
2. Students will acquire knowledge of measures of central tendency like mean, mode, median, quartiles, Deciles and Percentiles etc.
3. Students will know about measures of dispersion like range, Quartile Deviation, Mean Deviation and Standard Deviation and Skewness.
4. Students will get acquainted with Correlation analysis and its applications.
5. The course will also make students learn about Regression analysis and its application.
6. The course will acquaint students with the concepts of probability and Tree Diagram.

**Unit - I : Introduction, Data Condensation and graphical Methods**

Meaning, functions, scope, distrust and limitations of statistics. - Statistical data collection-primary and secondary data, methods of collecting data, classification, tabulation and presentation of statistical data, Raw data, attributes and variables, classification, frequency distribution, cumulative frequency distributions. Graphs - Histogram, Frequency polygon. Diagrams - Multiple bar, Pie, Subdivided bar.

**Unit - II : Measures of Central Tendency**

Introduction, Mean-Mode-median-Quartiles-Decile- percentile for raw data, frequency table and frequency table with range.

**Unit - III : Measures of Dispersion and Skewness**

Introduction, range, coefficient of range, inter-quartile range, quartile deviation, mean deviation, standard Deviation, variance.

**Unit - IV : Correlation Analysis**

Simple Correlation, Two-way Frequency distribution and Rank Correlation.

**Unit - V : Regression Analysis**

Introduction & meaning, Basic linear regression, numerical on regression equation of X on Y and regression equation of X on Y.



### Unit - VI : Elementary Probability Theory

Types of events, Multiplication and Addition Theorems, basic tree diagram.

#### Text Book

1. Business Statistics - By Dr. S.K. Khandelwal, international Book House Pvt. Ltd.

#### Reference Books

1. Statistical Methods - By S.P.Gupta - S.Chand & CO.
2. J.K. Sharma - Business Statistics - Pearson Publications
3. Statistics, Theory, Methods & Applications - Sancheti & Kapoor
4. Statistical Methods - Digambarpatri
5. Business Mathematics & Statistics- By NG Das & JK Das, McGraw Hill





**Syllabus for Semester II, MBA  
(Integrated)**

**Course Code : MIT110**

**Course : Financial Accounting**

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

**Total Credits : 4**

**Course Outcomes**

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

**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 Sole Proprietor :** Preparation of Trading and Profit & Loss Account and Balance Sheet of sole proprietary business

**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. Book-Keeping & Accountancy, Dr. S. A. Naringrekar, Maharashtra state board of secondary and higher secondary Education (state board book of Standard XI of commerce faculty).
2. Double Entry Book-Keeping, V. Wason, S. Chand (CBSE board book of Standard XI of commerce faculty).

**Reference Books:**

1. Financial Accounting Monga, J.R. and Girish Ahuja; Eighteenth Edition, Mayoor Paper Backs, 2003.
2. Accounting for Manager Bhattacharya, S.K. and J. Dearden; - Text and Cases, Third Edition, Vikas Publishing House, 2003.
3. Financial Accounting: Fundamental Gupta, R.L. and V.K. Gupta; Sultan Chand Publishers, 2003
4. Fundamentals of Accounting & Financial Analysis: By Anil Chowdhry (Pearson Education)
5. Accounting Made Easy By Rajesh Agarwal & R Srinivasan (Tata McGraw -Hill)







**Syllabus for Semester II, MBA  
(Integrated)**

**Course Code : MIT111**

**Course : Organisation Behaviour**

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

**Total Credits : 4**

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**Course Outcomes**

1. Understand the basic framework of OB.
2. Understand motivation & different theories of motivation.
3. Understand Group & team Dynamics in the organisation.
4. Understand conflict & various types of conflict.
5. Understand the Organisation culture & various determinants of Job satisfaction.
6. Understand the concept of Change & processes related to Change.

**Unit - I : Introduction to Organization Behaviour :** Definition, Importance, Scope, Fundamental Concepts of OB, And Evolution of OB.

**Unit - II : Motivation :** Definition, Importance, Motives-Characteristics, Classification of motives - Primary & Secondary motives, Theories of Motivation

**Unit - III : Group Dynamics :** Concept of Group & Team, Theories of Group Formation, Formal and Informal Groups, Importance of Teambuilding.

**Unit - IV : Conflict Management :** Conflict Management: Definition, Traditional vis- à-vis Modern view of conflict-Types of conflict- Intrapersonal, Interpersonal, Intra-group and Inter-group, Constructive and Destructive conflict.

**Unit - V : Organisation Culture :** Organisation Climate, Factors Affecting Organisation Climate, Determinants & Measurement of Job Satisfaction.

**Unit - VI : Organisation Change and Development :** Characteristics & Objectives, Nature, levels of change, Pressures for change, The Domino effect, Responses to change, Force field analysis, Change process, Resistance to change, Dynamics of change.

**Text Book**

1. Organisation Behaviour Text, Cases & Games: K Aswathappa, Himalaya Publishing House

**Reference Books**

1. Organisation Behaviour: Luthans 8th Tata McGraw Hill
2. Organisation Behaviour: Robbins, 9th Pearson Education Asia
3. Principal of Organizational Behaviour: 4th Ed. By R. Fincham-Oxford
4. Organisational Behaviour Human Behaviour at Work: Newstrom & Davis, 10th, Tata Mc Graw Hill.





**Syllabus for Semester II, MBA  
(Integrated)**

**Course Code : MIT112**

**Course : Environment Management**

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

**Total Credits : 0**

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**Course Outcomes**

1. Acquaintance with PIL, RTI & Role of NGOs in social equity
2. Awareness about the Ecosystems and how they work.
3. Knowledge about Environmental Clearance & Sustainable Development
4. Acquaintance with disasters & disaster management
5. Knowledge about renewable & Non-renewable resources.
6. Knowledge of issues with construction of dams & forest degradation

**Unit - I : Introduction and public opinion :** PIL, Role of NGOs and Environmental Activism, RTI Act & Real life cases.

**Unit - II : Ecosystems and how they work :** Types of Eco-Systems, Geosphere - Biosphere and Hydrosphere introduction. Major issues of Biodiversity, Biosphere reserves, National Parks and sanctuaries, Natural Resources.

**Unit - III : Concept of sustainability and international efforts for environmental protection :** Concept of Sustainable Development, Environmental Clearance & its process.

**Unit - IV : Natural Disasters :** Floods, earthquakes, cyclones, landslides, disaster management Bhopal Gas tragedy, Disaster Management.

**Unit - V : Renewable and non-renewable resources :** Defining resources, classification of resources, soil and land degradation, economic development and resources use, natural resources accounting. Energy needs, renewable and non-renewable energy resources, introduction to solar energy and its availability, wind power and its potential, hydropower as a clean source of energy, coal, oil, natural gas etc. introduction to bio fuel.

**Unit - VI : Forest / Dams :** Forest degradation and management, hazard based environmental issues, Fast depletion of forest resources and their regeneration, environmental issues related to Mega Hydroelectric Projects / Dams, resettlement and rehabilitation of people; its problems and concerns, Narmada dam case.

**Text Book**

1. Gupta N.C. -By Social Auditing of Environmental Law in India, edited book, New Century Publications, Delhi- 2003.

**Reference Books**

1. Environmental Law and Policy in India, Cases, materials and statutes,- By Divan, Shyam and Rosen Ceranz; Armin second edition, Oxford University Press, 2001.
2. Environmental Management -By Uberoi, N.K., Excel Books, New Delhi, 2000.
3. Environment management -By GN Pandey, Vikas Publishing House.





Syllabus for Semester III, MBA  
(Integrated)

Course Code : MIT201

Course : Managerial Economics

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

Total Credits : 4

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**Course Outcomes**

1. It will provide understanding the basic theoretical framework of microeconomics.
2. Understanding demand and consumer behavior
3. Understanding supply and supplier behavior
4. Understanding of various market structures & pricing policies
5. Knowledge of Business Cycle concept
6. Knowledge of Monetary & Fiscal Policy

**Unit - I : Nature and fundamental concepts :** Analysis of Demand, Significance, estimation of demand; Elasticity of Demand, Techniques and Importance of Demand forecasting; Basic Mathematical Problems related to demand estimation and elasticity of demand.

**Unit - II : Consumer Function :** Consumer Surplus, Cardinal & Ordinal Theory, Indifference Curve, Marginal Rate of Substitution.

**Unit - III : Production & Production Function :** Concept, Forms of production function, Law of variable Proportions, Returns to scale. Cost concept, Short term and long term cost output relationship, Cost curves, Economies of scale.

**Unit - IV : Market Structures :** Perfect Competition, Monopoly, Monopolistic Competition & Oligopoly - kinked demand curve and cartels.

**Unit - V : Business cycles :** Concept, Causes & Impact, Measures to control Business cycles. Pricing : Objectives of pricing, factors involved, Cost plus pricing, marginal cost pricing, price discrimination and pricing over Life Cycle of a Product.

**Unit - VI : Monetary & Fiscal Policy :** Monetary and fiscal- objectives and Instruments; Inflation and Deflation, types, causes and control of inflation, Exchange Rate: Fixed & Flexible.

**Text Books**

1. Business Economics; Mishra & Puri, Himalaya Publishing House
2. Managerial Economics; D M Mithani, 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



**Syllabus for Semester III, MBA  
(Integrated)**

**Course Code : MIT202**

**Course : Management Principles**

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

**Total Credits : 4**

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**Course Outcomes**

1. It will provide understanding of various management theories and their applications.
2. Students will understand the role of planning in the success of the enterprise.
3. Students will understand the role of organizing and learn about different organization structures and their pros & cons
4. Student will learn Various approaches to problem solving & decision making
5. Student will learn the concepts of coordination and directing and understand the different leadership types.
6. The students will learn the control processes and their importance.

**Unit - I : Introduction to Management**

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

**Unit - II : Planning**

Concept - Nature - Importance - Types of Planning - Strategic and Operational Plans Policy, Procedures, Methods, Rules, Budget, Mission, Objectives - Process of Planning - Barriers to effective planning - Making Planning effective - Planning Premises (Concept & types).

**Unit - III : Organizing**

Concept - Principles involved - Types of organization structure - Combining Jobs: Departmentalization, Span of Control, Delegation of Authority, Authority & Responsibility, Accountability - Authority, relationship - Line function and staff - Basics of delegation of responsibility and authority. Centralization and decentralization of authority and the pros and cons of each - Span of control - Pros and cons of narrow and wide spans of control.

**Unit - IV : Decision Making**

Concept - Types - Approaches to Problem Solving - Steps involved - methods of decision making - Individual vs. Group Decision Making.



### **Unit - V: Coordination & Directing**

Importance and need for coordination - Principles of coordination - Methods of achieving effective coordination Concept of Direction - Importance - Principles - Effective supervision - Quality of work life - Morale Building - Concept of Leadership - Leadership Styles - Leadership development. A Comparative study of main features of Japanese Management and Z culture of American Companies.

### **Unit - VI : Control**

Concept - Planning and Control relationship - Types of control ((a) Feed forward control (b) Concurrent Control (c) Feedback Control) - Process of Control - Problems of Control Process - Requirements of Effective control.

### **Text Book**

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

### **Reference Books**

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





Syllabus for Semester III, MBA  
(Integrated)

Course Code : MIT203

Course : Cost Accounting

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

Total Credits : 4

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**Course Outcomes**

1. Awareness about basic concepts of cost accounting and Methods & Techniques of costing.
2. Ability to prepare Cost Sheet and tender.
3. Understanding reconciliation of cost & financial accounts.
4. Understanding of Job and Batch costing, operating costing
5. Understanding of Contract Costing
6. Understanding of Process Costing.

**Unit - I : Introduction :** Limitations of Financial Accounting, Meaning of costing and cost Accounting Objectives and Functions of cost Accounting, Advantages and Limitations of Cost Accounting, Difference between Financial and Cost Accounting, Meaning of Cost, Cost Unit & Cost Centre, Methods & Techniques of Costing.

**Unit - II : Cost Sheet and Tender :** Classification of Costing, Elements of Cost, Preparation of Cost Sheet and Tender.

**Unit - III : Reconciliation :** Reconciliation of Cost & Financial accounts, reasons of difference, Procedure for reconciliation.

**Unit - IV : Introduction to Job and Batch Costing :** Operating Costing: Introduction to Job and Batch costing, Operating costing (service costing)

**Unit - V : Contract Costing :** Definition & features, Costing of running contracts, Costing of contracts near completion, Cost plus contract.

**Unit - VI : Process Costing :** Process Costing, Process Losses & Gains, Valuation of Work-in-Progress.

**Text Book**

1. A textbook of Cost and Management Accounting 10th Edition: M N Arora, Vikas Publishing House Pvt Ltd.
2. Management Accounting 1st Edition: Sudhindra Bhatt, Excel Books.

**References Books**

1. Financial Cost and Management Accounting 2nd Edition: 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





**Syllabus for Semester III, MBA  
(Integrated)**

**Course Code : MIT204**

**Course : Marketing Management**

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

**Total Credits : 4**

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**Course Outcomes**

1. The students will have understanding of basic concepts of marketing
2. Students will be acquainted with consumer behavior and buying decision process
3. Students will have knowledge of market segmentation and positioning strategies
4. Student will acquire knowledge of basic product management
5. Students will have knowledge of pricing, IMC and distribution
6. Student will have understanding of marketing evaluation and control techniques

**Unit - I : Understanding Marketing Management**

Core Concepts of Marketing, nature and concept of Marketing, Marketing Mix, Service Marketing- Introduction and 7P's of 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 & Repositioning; Marketing Strategies - Market leader and Market Challenger 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

**Unit - VI : Market Evaluation and Controls**

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



### **Text Book**

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

### **Reference Books**

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







**Syllabus for Semester III, MBA  
(Integrated)**

**Course Code : MIT205**

**Course : Human Resource Management**

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

**Total Credits : 4**

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**Course Outcomes**

1. Understanding of roles and responsibilities of HR department in industries.
2. Have knowledge to understand job analysis and design jobs.
3. Understand job evaluation and estimate HR requirements.
4. Able to conduct recruitment & selection process.
5. Able to understand training methods.
6. Have clarity of employee compensation

**Unit - I : Introduction of HRM :** Nature, scope, objectives, Importance and functions, Evolution of the concept of HRM, Human resource management in India; Roles of HR manager, Practice in Industry

**Unit - I : 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 (HRP), Need and Benefits of HRP, Process of HRP, Factors Affecting HRP, Responsibility for HRP

**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 :** Introduction of Training, Objectives and Importance of Training, Classification of Training Methods/Techniques, Training Process, Reasons of Training Failure

**Unit - VI : Employee Remuneration :** Compensation (Direct & Indirect), Employee Benefits: Meaning, Types of Benefits & Services, Concept of Incentive Payments: Individual & Group plans, Employee Welfare & Social Security

**Text Books**

1. Human Resource and Personnel Management - Text and Cases: K. Ashwathappa, Tata McGraw Hill Education Pvt. Ltd.
2. Personnel and Human Resource Management - P.Subba Rao, Himalaya Publishing.

**Reference Books**

1. Human Resource Management: P. Jyothi, Publication, Oxford University Press
2. A Text Book of Human Resource Management: C. B. mamoria and S.V. Gankar, Himalaya Publishing House & Co.





**Syllabus for Semester III, MBA  
(Integrated)**

**Course Code : MIT206**

**Course : Working on MS Office & Tally**

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

**Total Credits : 0**

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**Course Outcomes**

1. Understanding MS-Word, Excel & Power-point and their usage
2. Understanding Tally

**Unit - I : Text Processing (MS-Word)**

Features of Word Processor, Getting Started with MS-Word, Basic Word Processing concepts, creating a Document, Opening an Existing Document, Saving a Document, Editing and Formatting Document, Formatting Paragraph Printing a Document.

**Unit - II : Spreadsheet (MS-Excel)**

Starting MS-Excel, Concepts of MS-Excel, Features of MS-Excel, Moving Around the Worksheet, Opening, saving a workbook, Display more or Fewer sheet Tabs, Entering Data, Undo Mistakes, Redo actions, Selecting the Cells, Editing Data, Move or Copy data within cell, Copy only value comments or cell formats, Delete Cells, Rows or Columns, Insert blank Cells, Row, Columns, Creating Chart, Printing a Worksheet.

**Unit - III : Presentation Graphics (MS-PowerPoint)**

Starting MS-PowerPoint, Create a new Blank Presentation, What is Slide?, Entering Text in Slide, Editing and Formatting Text in a Slide Adding Design Template to Slide, Applying Shadow to the Text, Applying colour Scheme, Animation Effects, Slide Shows.

**Unit - IV : Tally**

Gateway of Tally, Masters Data Entry, Transactions data entry, Generation of reports, Balance Sheet, P&L A/c, Cash Flow Statement, Ratio Analysis, Stock management.

**Text Book**

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





Syllabus for Semester IV, MBA  
(Integrated)

Course Code : MIT207

Course : Entrepreneurship Development

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

Total Credits : 4

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**Course Outcomes**

1. To understand Entrepreneurship and its importance in economy.
2. Understanding of different types of entrepreneurs and family business and career in entrepreneurship.
3. Understand the process of idea generation and making business plan.
4. Knowledge of entrepreneurial support system and financial incentives.
5. To understand Entrepreneurship in India and the concept of CSR.
6. Understand ancillary opportunities in different economic sectors.

**Unit - I : Entrepreneurship** : Definition of Entrepreneurship, Traits of an entrepreneur, Innovation and incubation, Relationship with the Economic Development, Barriers to Entrepreneurship (Factors affecting Growth of Entrepreneurship).

**Unit - II : Entrepreneurship Trends** : Strategic Management and entrepreneurship, Forms Types of Entrepreneurship, Family Business, Choice of Entrepreneurship as a Career, Cases from Indian Industry.

**Unit - III : Business Idea & Business Plan** : Identifying & Developing Entrepreneurial Potential, Business Ideas Generation Process, and Evaluation of Business Idea. The ED Cycle, Building the Business Plan, Venture capital investments.

**Unit - IV : Entrepreneurial Support Systems & financial incentives** : Activities of SIDBI, EDI, NIESBUD, DIC, NABARD Government policy, Agency supporting entrepreneurial development Industrial estates.- Backward area benefits, Schemes for educated unemployed.

**Unit - V : Entrepreneurship in India** : MSMEs in India, the NGO Factor in EDP-INDIA, Corporate Social Responsibility (CSR) Opportunities in different Economic Sectors: Agro Industries, Logistics, BPO, Banking and Finance.

**Unit - VI : Business Model Canvas** : Value proposition and Differentiation, Customer Segmentation , Customer relationships, Channels, Key Partnerships, Key activities, Key Resources, Revenue streams, Cost Structure.

**Text Book**

1. Entrepreneurship, Rajiv Roy, Oxford Publication

**References Books**

1. Entrepreneurship 6 th edition. Robert D Hisrich, Tata McGraw-Hill.
2. Kuratko- Entrepreneurship - A Contemporary Approach, (Thomson Learning Books)
3. Small-Scale Industries and Entrepreneurship. Desai, Vasant (2003). Himalaya Publishing House, Delhi.





**Syllabus for Semester IV, MBA  
(Integrated)**

**Course Code : MIT208**

**Course : Strategic Management**

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

**Total Credits : 4**

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**Course Outcomes**

1. It will provide understanding of Vision, Mission & goals and other basic concepts of Strategic management
2. Students will gain knowledge of various models for internal & external analysis
3. Students will have knowledge of strategy formulation at Corporate level grand strategies
4. Students will get acquainted with Business level & functional level strategies
5. Understanding of portfolio analysis model by students
6. Students will learn how to do strategic evaluation & controls

**Unit - I : Strategic management**

Introduction to strategic management, Strategic decision making, Strategic management process; Difference between Policy, Strategy and Tactics. Vision, Mission & goals, Hierarchy of objectives & strategies, setting of Objectives.

**Unit - II : External analysis & internal analysis**

Environment analysis Components of External environment, Components of Internal environment, Environmental scanning. Industry Analysis Framework for industry analysis Michael Porter's Analysis ,Usefulness of industry analysis SWOT analysis, Resource analysis- Organisation capabilities & competitive advantage ,Value chain analysis; Concept of synergy -Core competency, Competitive analysis - Interpreting the five forces model

**Unit - III : Strategy Formulation Corporate level strategy**

A) Growth-Concentration, Horizontal, Vertical, B) Diversification- Concentric, conglomerate. C) Expansion through Cooperation; Merger, Acquisitions, Joint ventures & strategic alliances D) Stability -Pause/proceed with caution, No change, Profit strategies. E) Retrenchment -Turnaround, Captive Company Strategy, Selling out Bankruptcy, Liquidation

**Unit - IV : Business Level strategy & Functional level strategy**

A) Business Level strategy- Competitive advantage, Low cost strategy, Differential strategy and Focus strategy, B) Functional level strategy Operations strategy, Marketing strategy, Financial strategy, Human Resource strategy.



### **Unit - V : Portfolio Approach & analysis**

Portfolio analysis, advantages & disadvantages, BCG Matrix, General Electric's Business Screen,, Introduction to Balance scorecard.

### **Unit - VI : Strategic Implementation evaluation & Control**

7 s framework- (separate variables in details), Strategic Business Unit (SBU), Merits & Demerits of SBU; Leadership and organization culture Establishing strategic evaluation & control

### **Text Book**

Strategic Management : John A. Pearce II, Richard B. Robinson Jr. and AmitaMital, Tata 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, Tata McGraw Hill Publications
5. Contemporary Strategy Analysis: Robert Grant, John Wiley Publications.





Syllabus for Semester IV, MBA  
(Integrated)

Course Code : MIT209

Course : Management Accounting

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

Total Credits : 4

**Course Outcomes**

1. To get acquainted with basic knowledge of Management Accounting.
2. Understanding the implications of various financial ratios in decision making.
3. Getting acquainted with Fund flow & Cash flow Statement.
4. Understanding break-even & Cost-volume-Profit Analysis.
5. Understanding the concept of budgetary control and its application in business.
6. Understanding standard costing & Variance analysis.

**Unit - I : Introduction :** Definition and meaning, Characteristics, Scope, and Functions of Management Accounting. Difference between Financial Accounting & Management Accounting, Difference between Cost Accounting & Management Accounting.

**Unit - II : Financial Statement analysis & Interpretation :** Meaning of financial statement, Principal tools of analysis, Ratio Analysis - classification of various ratios, Reading the balance sheet and other financial data to comment on the financial soundness of the firm.

**Unit - III : Fund Flow statement & Cash flow statement :** Meaning, Uses & preparation of Fund Flow statement & Cash flow statement

**Unit IV: Marginal costing (Break-even analysis) :** Break-even Analysis, Assumptions & Limitations, Profit Volume ratio, Cash Break-even, Margin of safety, Angle of Incidence, graphical representation of Break-even analysis.

**Unit - V : Budgeting and Budgetary Control :** Definition & Meaning of budgetary system, Budgeting process, Flexible Budgeting, Cash Budgeting

**Unit - VI : Standard costing & Variance analysis :** Standard Costing: - Meaning, Concept, Applicability, advantages & limitations. Standard Costing Vs. Budgetary Control. Variances :- Material variances.

**Text Books**

1. A textbook of Cost and Management Accounting 10th Edition: M N Arora, Vikas Publishing House Pvt Ltd.
2. Management Accounting 1st Edition: Sudhindra Bhatt, Excel Books.

**References Books**

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





**Syllabus for Semester IV, MBA  
(Integrated)**

**Course Code : MIT210**

**Course : Legal Aspects of Business**

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

**Total Credits : 4**

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**Course Outcomes**

1. Awareness of rights of citizens with respect to trade, profession & occupation.
2. Understanding of legal aspects of formation and composition of company.
3. Clarity to form and know the legal implications of partnership firm.
4. Understanding of essential elements of contract.
5. Awareness of intellectual properties and Right to Information Act.
6. Awareness as a consumer and know the legal process of filing a consumer complaint.

**Unit - I : Administration of law & legal system in India :** Introduction to legal aspects of Business in general; Components of Legal System, Freedom of Trade, Profession and Occupation (Constitutional Provisions).

**Unit - II : The Companies Act (1956) :** Definition & characteristics of a company, Kinds of Companies, Provisions relating to Registration: Memorandum of Association, Articles of Association; Directors - Powers, position and duties. Winding Up of the Company

**Unit - III : The Partnership Act, 1932 :** Nature, Different types of partner, Difference between Partnership & Company, Reconstitution of partnership firm, Dissolution of partnership firm.

**Unit - IV : Indian Contract Act (1872) :** What is a contract, Different types of contract, Essential elements of a valid contract, Competency to enter in contracts (Sec. 11 & 12), Consent - Free consent, Coercion, undue influence, fraud, misrepresentation, mistake (sec 13-23), Void Agreement (sec 24-30), Consequences of breach of contract (sec 73-75).

**Unit - V : Intellectual Property Rights :** Scope, Provisions & overview. Right to Information Act 2005 - Scope, Provisions & overview.

**Unit - VI : Consumer Protection Act :** Scope, Provisions & overview. Definition of Consumer, Consumer Dispute & Consumer Complaint, Consumer Dispute Redressal machinery: Composition & jurisdiction.

**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. Business Law: N. D. Kapoor, S. Chand & Co.
4. Company Law 11th Ed.: Singh Avtar, Eastern Book Co., Lakhnow
5. Business Law 2nd Ed.: M. C. Kuchha, Vikas Publication House, New Delhi





**Syllabus for Semester IV, MBA  
(Integrated)**

**Course Code : MIT211**

**Course : Operations Management**

**L: 4 Hrs, T: 0 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 (Single Server Model).

**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 for Semester IV, MBA  
(Integrated)**

**Course Code : MIT212**

**Course : Case Study Application**

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

**Total Credits : 0**

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**Course Outcomes**

1. Students will get acquainted with the case study methodology of management education.
2. Students will learn to apply their knowledge of theory in real life situations.
3. Students will practice to hone their skills of problem solving using a combination of principles learnt in Finance, Human Resources, Marketing and such other subjects.
4. Students will learn to work in a group and resolving conflicts through discussions.
5. Students will learn management skills like negotiation skills, deliberation, coordination, communication, delegation etc.
6. It will give students an impetus to have a practical approach in application of their knowledge.

30 lectures would be conducted for the subject The Institute shall allot three case studies in the area of HR, Marketing and Finance in Case study Application to each student which may be from any relevant subject of the syllabus, specialization subject or may be interdisciplinary in nature. The students are expected to solve all the case studies & the internal examiner appointed by the Director/HOD of the Institute would ask the student to explain & present these cases solved by the student.





**Syllabus for Semester V, MBA  
(Integrated)**

**Course Code : MIT301**

**Course : Financial Management**

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

**Total Credits : 4**

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**Course Outcomes**

1. Knowledge of the basics of Financial Management Concepts.
2. To learn the concept of cost of capital and making decisions regarding raising of capital.
3. To understand the concept of Capital structure evaluation and related decisions.
4. To build knowledge about financing and estimation of Working capital management.
5. To understand the concepts of TVM, capital budgeting decisions and evaluation of projects.
6. Understanding of mergers, acquisitions and various other types financial restructurings

**Unit - I : Introduction to Financial Management :** Concept of Business Finance, Functions of Finance, scope of Finance, Role of a Finance Manager, Goals & objectives of Financial Management, Functional areas.

**Unit - II : Cost of Capital :** Long Term sources of finance, Concept, meaning & importance, Opportunity Cost of capital, Cost of different sources of finance, Weighted average cost of capital & factors affecting cost of capital.

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

**Unit - IV : Working Capital Management :** Concept of working capital, significance, types of working capital, Factors affecting working capital needs, financing approaches for working capital, working capital estimation and calculation.

**Unit - V : Capital Budgeting Decision :** Time Value of Money, Capital budgeting - Introduction, techniques of capital budgeting -Pay Back Method, Accounting Rate of Return, Net Present Value, Profitability Index, and Internal Rate of Return.

**Unit - VI : Mergers, Acquisitions and Financial Restructuring :** Mergers and Acquisitions: Types, Styles of Mergers, Corporate Restructuring.

**Text Book**

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

**Reference Books**

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





**Syllabus for Semester V, MBA  
(Integrated)**

**Course Code : MIT302**

**Course : Change Management**

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

**Total Credits : 4**

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**Course Outcomes**

1. Understanding the framework of Change management
2. Understand various models of Change Management.
3. Understand the different OD interventions.
4. Understand impact of Change Management on organizational effectiveness
5. Understand different Change Management Strategies and Strategic Change Management.
6. Understand Globalisation & its impact on Organisation.

**Unit - I : Organizational Change :** an overview, Nature, levels and dilemmas of change, Types of changes, Importance of change, Pressures for change, The Domino effect, Responses to change, Resistance to change, Dynamics of change.

**Unit - II : Models of Change :** Characteristics of effective Change program, System model of change, Force field analysis, Continuous Change process model, Change and Transition management, Organizational Growth model.

**Unit - III : Change & Organizational Development :** Nature of Organizational Development, OD team and Intergroup Interventions, Structural Intervention, comprehensive interventions.

**Unit - IV : Managing Organizational Change :** Change management Principles, Change Transition for individual Employees, Organizational Improvement process, Execution and Implementation of change improvement system, Commitment curve, Change management iceberg

**Unit - V : Change Management Strategies :** Introduction, definition, principles of change management strategies, Philosophies of strategic change management, steps for strategic change management, Selection of organizational change strategy

**Unit - VI : Globalization and organizational change development :** Development, factors promoting globalization and technology transfers, Globalization challenge for managing organizational transformation, Globalization and organizational transformation.

**Text Book**

1. Organization Change and Development, Kavita Singh, Excel Books

**Reference Books**

1. Organizational Change and Development, Dipak Kumar Bhattacharyya, Oxford Publication.
2. Organization Change Theory and Practice , Warner Burke, Sage Publication.
3. Organization effectiveness and change management, V. G. Kondalkar, PHI Learning.





Syllabus for Semester V, MBA  
(Integrated)

Course Code : MIT303

Course : Consumer Behaviour

L: 4Hrs, T:0Hrs. 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 behaviour.

**Unit - I : Consumer Behavior** : An Overview: Introduction, meaning, definition, scope, relevance of consumer behavior, development of consumer behavior study, growth of consumer research, consumer behavior & 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 Behaviour** : Groups and Consumer Behaviour, Organizational and Institutional Consumer Behaviour, Culture and Consumer Behaviour, Consumer Behaviour in the networked era, Alternative views on Consumer Behaviour. Alternative views on Consumer Behaviour-Marketing Ethics and Consumer Behaviour.

**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 Research: by Naresh Malhotra, Pearson Publication.





**Syllabus for Semester V, MBA  
(Integrated)**

**Course Code : MIT304**

**Course : Research Methodology**

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

**Total Credits : 4**

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**Course Outcomes**

1. Understanding the basic fundamentals of Research Methodology
2. Ability to conceptualize research design process
3. Ability to choose sampling technique for research
4. Understanding the tools & techniques of data collection
5. Ability to design Questionnaire
6. Understanding of how to write a Project report

**Unit - I : Research Methodology-Introduction :** Meaning, Objectives & Types of Research, Research Process, Criteria of Good Research

**Unit - II : Research Problem & Design :** Selection & Techniques involved in research problem, Features & important concepts related to Research Design, Types of Research Design.

**Unit - III : Sampling Design :** Census & Sample Survey, Steps in Sample Design, Criteria & Characteristics of Good Sample Design, Probability & Non Probability Sampling Technique, Sampling Errors.

**Unit - IV : Measurement & Scaling Techniques :** Measurement Scales, Sources of errors, Tests of sound measurement, Meaning of scaling, Important Scaling Techniques.

**Unit - V : Data Collection :** Collection Of Primary Data, Collection Of Secondary Data, And Selection Of Appropriate Method For Data Collection.

**Unit - VI : Processing, Interpretation And Report Writing :** Processing Operations, Problems In Processing, Meaning Of Interpretation, Technique Of Interpretation, Different Steps In Writing Report, Layout Of The Research Report, Types Of Reports.

**Text Book**

1. Research Methodology: Methods and Techniques by C. R. Kothari, New Age International Publishers.

**Reference Books**

1. Research Methodology By P. Paneerselvam, Prentice Hall of India Pvt. Ltd.
2. Business Research Methods by Zikmund, Thomson Learning Books
3. Research Methodology by Dr. Deepak Chawla & Dr. Neena Sondhi, Vikas Publishing House Pvt. Ltd.





Syllabus for Semester V, MBA  
(Integrated)

Course Code : MIT305

Course : Family Business

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

Total Credits : 4

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**Course Outcomes**

1. Understanding of importance and uniqueness of family business.
2. Develop skills for successfully managing a business enterprise.
3. Understanding and dealing with various issues related to conflict in the family business.
4. Understanding the concept of family governance and importance of innovation in generating new business idea.
5. Understanding of succession planning in family business.
6. Ability to understand the concept of philanthropy.

**Unit - I : Introduction to Family Business :** Entrepreneurship and Family Business, Role and importance of family business; forms of organization for family business. The nature, importance, and uniqueness of family business,

**Unit - II : The family's relationship with the business :** Developing a strategic vision & building teamwork, Professional Management of the Family Firm, How family- business-ownership systems predictably evolve, Managing business, family and shareholder relationships including family,

**Unit - III : Conflict Management :** Dealing with nepotism and encouraging professionalism in the family business, Encouraging change in the family business system; Women's issues in the family business; Developing family members as family business managers and /or shareholders

**Unit - IV : Formalities of launching a new venture :** Human resource management and leadership perspective, the role of balanced board of directors, family governance in multi generational family firms Getting Started: Type of startup ideas, using innovative thinking to generate business idea, internal and external analysis to identify business ideas.

**Unit - V : Succession Planning :** The leadership challenge, Managing succession and continuity; Designing effective family business boards and family governance; Practices of successful family companies and business families

**Unit - VI : Building financial security and Control :** Wealth management: family offices and philanthropy, Ingredients for responsible leadership; Family relations, Marketing research for the new venture.

**Text Books**

1. Arora, R. and Sood, S.K. Fundamentals of Entrepreneurship and Family Business Management. Ludhiana: Kalyani Publishers.

**Reference Books**

1. Desai, V. Family-Scale Industries and Entrepreneurship. Mumbai: Himalayan Publishing House
2. Jain, R. Governance of Family Firms. New Delhi: Macmillan India Ltd.
3. Ramachandaran, K. Managing a New Business Successfully, New Delhi: Global Business Press.





**Syllabus for Semester V, MBA  
(Integrated)**

**Course Code : MIT306**

**Course : Aptitude & Personality Development**

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

**Total Credits : 0**

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**30 lectures would be conducted for the subject**

Various topics related with Aptitude and personality development will be taught to students. Under aptitude development various topics will be broadly covered under sections of Quantitative methods, Data interpretation and analysis, Logical reasoning, visual reasoning etc. Interviews and group discussion will be majorly covered under personality development program.





Syllabus for Semester VI, MBA  
(Integrated)

Course Code : MIT307

Course : Quantitative Techniques

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

Total Credits : 4

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**Course Outcomes**

1. Students will have knowledge of Measures of central tendency & dispersion & relationship
2. Students will understand formulation of hypothesis.
3. Students will understand the concept of statistical significance and types of errors.
4. Students will understand the application of parametric tests of one and two sample
5. Students will understand the application of parametric tests of dependent and multiple sample
6. Students will be able to understand non parametric tests and their relevance.

**Unit - I : Measures of Central Tendency :** Mean, median, mode. Measures of dispersion - Standard Deviation, Regression and Correlation Analysis- Regression: Method of Least Squares, Regression Coefficient. Pearson Coefficient Correlation, Coefficient of Determination

**Unit - II : Introduction to Hypothesis Testing :** Introduction and meaning of Hypothesis, Formulation of The Null and Alternative Hypotheses, Components of Hypothesis, Procedure, Limitations of Hypothesis testing

**Unit - III :** Hypothesis Testing Test Statistic, Practical Significance Versus Statistical Significance, Decision-Making Risks Type I Error, Type II Error, The p-Value Approach to Hypothesis Testing.

**Unit - IV : Z Test :** Single Mean and two mean, T-test - About a single, about difference of means,

**Unit - V : Paired sample, One way ANOVA, Chi Square test :** Test of independence, Test of Goodness of Fit.

**Unit VI : Non-parametric tests :** Wilcoxon test, Rank test, Mann - Whitney test, Kruskal - Wallis H-test.

**Text Books**

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

**Reference Books**

1. Research Methodology By Dr. Deepak Chawla & Dr. Neena Sondhi (Vikas Publications)
2. Business Statistics By Dr. S K Khandelwal ( International Book house Pvt. Ltd)
3. Research Methodology By R. Paneerselvam ( Prentice Hall of India Pvt. Ltd)
4. Business Research Methods By Zikmund (Thomson Learning Books)
5. Marketing Research By G C Beri third edition (McGraw Hill)
6. Marketing Research By Malhotra & Dash (Pearson Publication)







**Syllabus for Semester VI, MBA  
(Integrated)**

**Course Code : MIT308**

**Course : Banking & Financial Services**

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

**Total Credits : 4**

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**Course Outcomes**

1. The Course will provide an overview of the banking system and the current scenario.
2. Course will develop an understanding of the financial markets and their relevance to the economic growth.
3. The students will understand the concept and working of Mutual Funds.
4. The Students will get an overview of the Insurance industry and their products.
5. The course will help the students to learn about housing finance and credit rating services.
6. The students will get an understanding about the regulatory environment covering the financial services.

**Unit - I : Introduction to Banking**

Definition of Banks and Banking-, Journey of Banking in India, Four Distinct Phases of Indian Banking- Role of banks as important aids to trade, Functions of Banks, Types of Services provided by the banks- The Indian Commercial Banking structure-Types of Banks in India- New trends in Banking Innovations in Banking-Electronic Banking

**Unit - II : Introduction to Financial Markets**

Capital Markets and Money Markets. Importance of Capital Markets-Primary and Secondary Markets: and the distinction between them - Management of IPO - Stock exchanges in India: BSE, NSE. -Money Market-Meaning and Participants-Nature and Role of money market in India, Money Market Instruments- Sub markets of Money Market-Commodity market, forex market.

**Unit - III : Mutual funds: Mutual funds**

Definition, Concept of Mutual Funds -Structure of a Mutual Fund company- Advantages and disadvantages of mutual funds-Types of Mutual Fund schemes, Asset management companies -SEBI Requirements for Asset management companies (AMC), History of Mutual Fund Industry in India- Current developments in MF Industry.

**Unit - IV : Insurance: Insurance**

Meaning, overview, Principles of Insurance -Classification of Insurance, Elements of an Insurance Contract, types - life and general- advantages, scope of growth in India.



### **Unit - V : Housing Finance & Credit ratings**

Housing Finance - Housing Finance in India- Institutional Structure of Housing Finance-National Housing Bank. Credit ratings - Origins, definition, advantages, credit rating agencies - global and Indian, Symbols, CRISIL, ICRA equity ratings, scope in India.

### **Unit - VI : Regulatory Framework**

Role of RBI, SEBI, AMFI and IRDA as a Regulatory Authority.(Self Learning).

### **Text Book**

1. The Indian Financial System and Development: Vasant Desai, Himalaya Publishing house

### **Reference Books**

1. Indian Financial System: M Y Khan, Tata McGraw Hill
2. Principles of Bank Management: Vasant Desai, Himalaya Publishing house, Delhi
3. Financial Markets : Gorden & Natrajan, Himalaya Publishing House





Syllabus for Semester VI, MBA  
(Integrated)

Course Code : MIT309

Course : E-Commerce

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

Total Credits : 4

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**Course Outcomes**

1. Understanding the concept of electronic commerce
2. To develop knowledge about requirements of building a website.
3. Knowledge of Internet marketing techniques.
4. Knowledge of Affiliate Programs.
5. Knowledge of e-CRM.
6. Understanding Legal and Ethical Issues of E-commerce

**Unit - I : Introduction to Electronic Commerce :** What is E-Commerce (Introduction and Definition), Main activities E- Commerce, Goals of E-Commerce, Technical Components of E-commerce, Functions of E-commerce, Adv. & Dis Adv. of E-commerce, Scope of E-commerce, Electronic commerce Applications, Various Categories of Electronic Commerce.

**Unit - II : Building own website :** Reasons for building own website, Benefits of website, How to pick a domain name, Registering a Domain Name, Bandwidth requirements, Cost, Time, Website Development Life Cycle.

**Unit - III : Internet Marketing :** Introduction, The PROS and CONS of online shopping, Branding, Internet Marketing Research, e-Mail Marketing, Promotions, e-business Advertising, internet marketing techniques, The E-cycle of Internet marketing.

**Unit - IV : Affiliate Program :** Introduction, how an affiliate program works, selecting an Affiliate program-Program Reward Structure, Attracting affiliates, monitoring an affiliate program, Web-site "Stickiness".

**Unit - V : e-CRM :** Introduction, Tracking & Analyzing Data, Personalization, Contact Centers, B2B e-CRM, Completes e- CRM solution.

Unit VI: Legal and Ethical Issues : Double click's collecting information about web usage, ethical issues in the digital economy, cyber stalking, cybersquatting, Phishing, Skimming, Copyright, and Internet Gambling.

**Text Book**

1. E-Commerce Concepts, Models , Strategies by – C.S.V Murthy

**Reference Books**

2. Electronic Commerce by Elias M. Awad, Third Edition, PHI
3. E-Business & E-Commerce for Managers by Harvey M. Deitel, Paul J. Deitel, Kate, Pearson
4. E-Commerce, An Indian Perspective by P. T. Joseph, PHI
5. E-Commerce by-- Kamlesh K Bajaj and Debjani Nag
6. Electronic Commerce by --Gary P. Schneider



**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT310**

**Course : Project Management**

**L: 4 Hrs, T: 0 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 organizational structures.
3. To build knowledge about budgeting, costing and scheduling of projects.
4. To understand project control and performance measurement techniques.
5. To learn to concepts of quality and risk management in project.
6. To understand project mapping and monitoring.

**Unit - I : Introduction to Project Management :** Characteristics & Objectives of Project, Project Life Cycle, Importance of Project Management, Constraints of Project, Project Portfolio Management.

**Unit - II : Project Organization Structure & Defining Project :** Advantages & Disadvantages of various Organization Structure used in Project. Project Scope, Project Priorities, WBS, Integration of WBS with Organization.

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

**Unit - IV : Project Risk Management :** Options for accelerating Projects, Risk Identification, Risk Assessment, Risk Response Development & Risk Response Control.

**Unit - V : People Issues in Project Management :** Network of Stakeholders, Qualities of an effective Project Manager, Five Stage Team Development Model, Building high performance project teams.

**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.

**Text Book**

1. Project Management : 5th Edition 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 for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT311**

**Course : General Studies**

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

**Total Credits : 0**

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**30 lectures would be conducted for the subject**

It will include Newspaper readings, Business Magazine, Business articles, Business quiz. Subject will enhance the knowledge of students with respect to external world.





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIP301**

**Course : Project**

**L: 0 Hrs, T: 0 Hrs, P: 8 Hrs, per Week**

**Total Credits : 4**

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The student is required to choose any one specialization and conduct a research on a topic related to the specialization. The topic is chosen in consultation with the student's guide. It is mandatory for the student to seek advance approval from the faculty guide about the topic before commencing the project work. The student must submit the completed project report and make an oral presentation of the same at the end of the semester. Through the project, the student is expected to furnish evidence of competence in understanding varied aspects of the topic selected and a deep understanding of the specialty area.





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT401-1**

**Course : Family Business Management**

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

**Total Credits : 3**

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**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. IM OK YOU'RE OK, Thomas A. Harris.





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT401-2**

**Course : Advance Management Accounting**

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

**Total Credits : 3**

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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. Cost and Management Accounting, M. N. Arora, Vikas Publication

**Reference Books**

1. Management Accounting 1st Edition: Sudhindra Bhatt, Excel Books.
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 for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT401-3**

**Course : Purchase & Materials Management**

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

**Total Credits : 3**

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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**

Material Management by K. Shridhara Bhat

**Reference Books**

1. Purchasing and Materials Management, P Gopalkrishnan,
2. Materials Management - An Integrated Approach, P Gopalkrishnan, M. Sundaresan, PHI.
3. Materials Management, Procedures, Text and Cases, A K Datta, PHI.
4. Production & Operation Management by K Ashwathappa, K Shridhara Bhat





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT401-5**

**Course : Business Tax Planning**

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

**Total Credits : 3**

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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 organisations.

**Unit - II : Income from Business & Profession :** Provisions relating to computation of Income under the head Business / Profession.

**Unit - III : Income exempt from Tax and Assessment :** Deductions. Set off and carry forward of losses, TDS, Self-Assessment tax, Filing of return..

**Unit - IV : GST: Concept :** IGST, CGST, SGST; Territorial Jurisdiction, Taxable Event, Consideration, Levy and Collection of GST.

**Unit - V : Provisions of GST :** Definition of Goods & Services, Place & Time of supply, Valuation rules. Job Work, eCommerce.

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

**Text Book**

1. Direct Taxes: V K Singhanian, Taxmann Publication.
2. Basics of GST, Nitya Tax Associates, Taxmann Publication.

**Reference Books**

1. Direct Taxes: Ahuja, G. K. & Gupta, Ravi, Bharat Law House.
2. Indirect Taxes: Datey V. S., Taxmann Publications, New Delhi.





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT401-6**

**Course : Managing Human Capital**

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

**Total Credits : 3**

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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. Principles & Practice of Management, L. M Prasad, Sultan Chand & Sons
2. Management Theory & Practices, P Subha Rao, Himalaya Publication

**Reference Books**

1. Exceptional Entrepreneurship (Real Life Lessons from Business Leaders) by LPP (2006)
2. The Keys to Family Business Success-Leslie, Sam Lane, Joe Paul, Darrell Beck and William Roberts: Aspen Family Business Group.
3. Legal Aspects of Business, Daniel Albuquerque.





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT401-7**

**Course : Product & Brand Management**

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

**Total Credits : 3**

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

**Reference Books**

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





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT401-8**

**Course : Entrepreneurial Finance**

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

**Total Credits : 3**

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**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**

1. The Perfect Business Plan made Simple: William Lasher, Random House
2. The Business Plan Workbook: Collin Barrow, KPI
3. Small-Scale Industries In India: Problems And Policy Initiatives: K. Vijayarani, K. R. Vijayarani, Susan F. Hensonow, Intl Specialized Book Service Inc.





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT401-9**

**Course : Logistics Management**

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

**Total Credits : 3**

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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**

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





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT401-10**

**Course : International Business**

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

**Total Credits : 3**

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**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.
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 for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT401-11**

**Course : Launching and Managing an Enterprise**

**L: 3 Hrs, T: 0 Hrs, P: 0 Hrs, per Week Total Credits : 3**

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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 for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT401-12**

**Course : Buying an Existing Business**

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

**Total Credits : 3**

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**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 for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT401-13**

**Course : Entrepreneurial Innovation**

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

**Total Credits : 3**

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**Course Outcomes**

At the end of the course students will have:

1. An understanding of various types of innovations.
2. An understanding of the various models of Education and Enterprise co-operation. .
3. An understanding of R&D in SMEs.
4. An understanding of Industrial clusters.
5. An understanding of the concept of Incubation.
6. An understanding of aspects of innovation through case studies.

**Unit - I : Entrepreneurial Innovations :** The Schumpeterian Model, Types of entrepreneurial innovation, Rules of thumb that help innovators.

**Unit - II : Higher Education- Enterprise cooperation :** Introduction, Traditional Model, The Model in Action, Experiences from developing country.

**Unit - III : Managing R&D in SME's :** Innovation & Innovators, R&D in innovation, R&D by SME's, generalize strategies, entrepreneurship and R&S, Role of National Policy.

**Unit - IV : Promoting Industrial Clusters in India :** Characteristics of clusters, support for SME's: the Indian Scenario.

**Unit - V : Incubation :** Public and Private Incubators, Financial Assistance by TDB, Seed Support for STEP/TBI's, TBI in India.

**Unit - VI : Case Studies :** ITC e-Choupal, Dr. Reddy's, Google, Apple, Du-Pont etc.

**Text book**

1. Entrepreneurship theory at the crossroads:- Paradigms and Praxis by Mathew j Manimala, Biztantra.

**Reference Books**

1. Entrepreneurship and New Venture Creation by A. Sahay and V. Sharma, Excel books.





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT401-14**

**Course : B2B Marketing**

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

**Total Credits : 3**

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**Course Outcomes**

At the end of the course students will have:

1. An understanding of B2B marketing and differences between B2B and B2C.
2. An understanding of the various modes of communicating with the market and integrating the efforts.
3. An understanding of pricing strategies.
4. An understanding of Supply Chain.
5. An understanding of the concept of Inventory management.
6. An understanding of E commerce in SCM.

**Unit - I : B2B Marketing :** Introduction, Difference between B2C and B2B, buyer -seller relationship, segmentation, targeting and positioning.

**Unit - II : B2B Communication :** Direct marketing, managing sales personnel, personal selling, and deployment of sales force, sales quota, and sales territory formation.

**Unit - III : Pricing and Negotiation :** pricing strategies, Commercial terms, terms of payment, Negotiation, Negotiation strategies, BATNA and ZOPA.

**Unit - IV : Building Blocks and Supply Chain :** Purchasing, Supply; major developments in purchasing, transition to Supply Management, performance measures.

**Unit - V : Supply Chain Inventory management :** Types of inventory, EOQ, reorder point, safety stock and multi location inventory management.

**Unit - VI : E-Commerce in SCM :** E procurement, E logistics, E markets, Internet options and current trends.

**Text Book**

1. Industrial Marketing: by Krishna K Havaladar -publisher, McGraw Hill Publication.

**Reference Books**

1. Industrial Marketing: Robert R Reeder, Second edition, PHI publications
2. Negotiation Genius: by Deepak Malhotra, Harvard business School publications
3. World Class Supply Management, by Burt, Dobler & Starling, Mcgrow hill.
4. Supply Chain Management: Janat Shah, Pearson Education.





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT401-15**

**Course : Knowledge Entrepreneurship**

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

**Total Credits : 3**

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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 & 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 in Action by Mary Coulter, PHI.
2. Entrepreneurship-New Venture Creation by David. H. Holt, PHI.





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT401-16**

**Course : Social Entrepreneurship**

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

**Total Credits : 03**

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**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.





## Syllabus for Semester VII - IX, MBA (Integrated)

Course Code : MIT401-17

Course : Technology Appreciation and Intellectual Property Rights

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

Total Credits: 03

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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 for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT401-18**

**Course : Entrepreneurial Marketing**

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

**Total Credits : 03**

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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 promotion, Public relations , Publicity, role of advertising, integrating the promotional program.

**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**

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





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT401-19**

**Course : Innovation Technology Management**

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

**Total Credits : 03**

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**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 1 : 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 2 : 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 3 : 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 4 : 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 5 : Product Technology :** Product Development, Role of Government in Technology Management, Technology Development and Competition, Managing Research & Development (R & D), Intellectual Property Management.

**Unit 6 : 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 for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT402-1**

**Course : Financial Services Management**

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

**Total Credits : 3**

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**Course Outcomes**

1. The students will come to know the various financial services available in the economy for business.
2. They will gain knowledge about lease financing and its evaluation.
3. They will get knowledge about Factoring and forfeiting services and calculating the factoring costs.
4. They will gain knowledge about securitization and the steps involved.
5. They will come to know about venture capital funding and the venture investment process.
6. They will gain knowledge about Merchant Banking services and credit syndication.

**Unit - I : An overview of the Financial Services :** Introduction, Functions of financial services, types, Financial Markets, Evolution of Financial Services in India.

**Unit - II : Lease Financing :** Features, Constituents of Leasing Industry, Advantages, Types of Leasing, Accounting treatment, Leasing In India, Numericals on Evaluation of Lease.

**Unit - III : Factoring & Forfeiting :** Process of factoring, Functions, Advantages, Types, Export Factoring, Forfeiting, Numerical on costs of factoring.

**Unit - IV : Securitization :** Introduction to securitization, Process, Types of Securitisation, Credit enhancement, Effects of securitization on Balance Sheet, Current scenario, Legal Framework.

**Unit - V : Venture Capital & Private equity :** Introduction, Types of Venture Capital Fund, Venture Capital Financing, Venture Investment Process, Investment valuation, Investment nurturing, Status of venture capital in India, Regulatory Framework.

**Unit - VI : Merchant Banking :** Introduction, Functions, Credit Syndication, Issue Management, Merchant Bankers' Regulations.

**Text Book**

1. Financial Services and Markets - Dr. Punnithavathy Pandian, Vikas Publishing House.

**Reference Books**

1. Financial Management (Text, Problems & Cases), M. Y. Khan & P. K. Jain, McGraw Hill 2012.
2. Financial Management (Theory, Concepts & Problems), Dr.R.P.Rustagi. Taxmann's , 4th Edition
3. Fundamentals of Corporate Finance, Robert Parrino & David Kidwell, Wiley India.
3. Fundamentals of Financial Management, Eugene F. Brigham, Joel F. Houston, Brigham Houston, 12th Edition.





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT402-2**

**Course : Commercial Banking in India**

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

**Total Credits : 3**

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**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 for Semester VII - IX, MBA  
(Integrated)**

Course Code : MIT402-3

Course : Mergers & Acquisition and Corporate Restructuring

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

Total Credits : 3

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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 defenses - 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, 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.
3. Corporate Restructuring- Mergers, Acquisition and other forms, D. Das, Himalaya Publishing House.
4. Corporate Restructuring through Disinvestment: An Indian Perspective, Harjit Singh, New Age International (P) Limited, Publishers.





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT402-4**

**Course : Security Analysis**

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

**Total Credits : 3**

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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, 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, Trendlines, 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)
3. Security Analysis and Portfolio Management: V. A. Avadhani, Himalaya Publishing House





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT402-5**

**Course : International Finance and Trade**

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

**Total Credits : 3**

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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 for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT402-6**

**Course : Project Planning & Financing**

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

**Total Credits : 3**

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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 :** Unconventional Sources of Finance, 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. (Self Learning)

**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 for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT402-7**

**Course : Corporate Taxation**

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

**Total Credits : 3**

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**Course Outcomes**

At the end of the course students will have:

1. Awareness about basic concepts of Income Tax, Total Income, Agricultural Income etc.
2. Ability to calculate Income from Business/Profession.
3. Understanding of T.D.S., Tax Calculations, Set off & Carry Forward of losses, filing of return etc.
4. Basic understanding of indirect taxation - Central Excise & Customs
5. Basic understanding of indirect taxation - VAT (Sales Tax)
6. Basic understanding of indirect taxation - Service Tax.

**Unit - I : Definition of Income & Assessee:** Previous year, Assessment year, Gross total income, Total taxable income, Residential status, Agricultural income.

**Unit - II : Income from Business & Profession :** Provisions relating to computation of Income under the head Business / Profession.

**Unit - III : Income exempt from tax & Assessment :** Deductions. Set off & Carry forward of losses, TDS, Self-assessment tax, Filing of return.

**Unit - IV : Central Excise Laws & Customs Laws :** Basis of charge ability of duties of central excise-goods, Manufacture, Classification and valuation of excisable goods- specific issues and case studies; Nature of customs duty, Types of customs duty, Classification for Customs and rate of duty, Valuation for customs duty, Provisions regarding baggage.

**Unit - V : VAT:** concept, Applicability, Procedures involved and implications of the VAT, Introduction to CST. Unit VI: Service Tax: Provisions of law and procedures; Various Services covered under Service Tax.

**Text Book**

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

**Reference Books**

1. Indirect Taxes: Datey V. S., Taxmann Publications, New Delhi
2. Direct Taxes Law & Practice: Bhagwati Prasad, WishwaPrakashan.
3. Income Tax, Bombay: Kanga, J. B. and Palkhivala, N. A., N. M. Tripathi.
4. Direct Taxes Law and Practice: Singhania V. K., SinghaniaKapil, Singhania Monica, Taxmann Publications, New Delhi.





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT402-8**

**Course : Derivatives & Risk Management**

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

**Total Credits : 3**

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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. Dufresne & Thomas W. Miller, Oxford University Press.

**Reference Books**

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





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT402-9**

**Course : Portfolio Management**

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

**Total Credits : 3**

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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 Publishers 1/E, 2002
2. Investment Science: David G. Luenberger, Oxford University Press.
3. Financial Management: R. P. Rustagi, Galgotia Publication House.
4. Investment: William Sharpe (PHI)
5. Security Analysis and Portfolio Management: V. A. Avadhani, Himalaya Publishing House





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT402-10**

**Course : Management Control System**

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

**Total Credits : 3**

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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 for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT402-11**

**Course : Insurance Management**

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

**Total Credits : 3**

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**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 for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT 402-12**

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

**Course : Wealth Management**

**Total Credits : 3**

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**Course Outcomes**

At the end of the course students will have:

1. Knowledge about Financial Planning.
2. Knowledge about Wealth Management & the Economy
3. Knowledge about Investment & Risk Management
4. Knowledge about Investment Products & Services
5. Knowledge about Risk Profiling & 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 for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT402-13**

**Course : Behavioural Finance**

**L:3Hrs.,T: 0 Hrs, P: 0 Hrs., Per week**

**Total Credits : 3**

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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, Neurofinance 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).



## Specialization: Human Resources

### Syllabus for Semester VII - IX, MBA (Integrated)

Course Code : MIT403-1

Course : Advanced Organisation Behavior

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

Total Credits : 3

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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 Organisation.

**Unit - III : Leadership :** Nature and Definition, Difference between Leaders & Managers, Leadership Styles, Theories of Leadership.

**Unit - IV : Work Stress :** Meaning and definitions, Work stress model, stressors, sources of stress, individual and group level stressors, organisational stressors, extra-organisational stressors, daily hassles, outcomes, burnout. Strategies for stress management: individual, organisational. 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.





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT403-2**

**Course : Recent Trends in HRM**

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

**Total Credits : 3**

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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**

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

**Reference Books**

1. Personnel and Human Resource Management: text and Cases, P. Subba Rao, Himalaya Publishing House.
2. Working with Emotional Intelligence, Daniel Goleman, Publisher, Bloomsbury.



**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT403-3**

**Course : HR Audit & Analytics**

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

**Total Credits : 3**

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**Course Outcomes**

1. To understand the basics of HR Audit.
2. To understand 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

### **Reference Books**

1. Predictive Analysis for Human Resources; Dr. Jac Fitz-enz John R. Mattox II; Wiley Publication
2. The New HR Analytics; Dr. Jac Fitz-enz; AMCOM





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT403-4**

**Course : Training & Development**

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

**Total Credits : 3**

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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

**Suggested Readings**

1. Effective Human Resource Training and Development Strategy - Dr. B. Rathana 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 for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT403-5**

**Course : Human Resource Planning**

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

**Total Credits : 3**

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**Course Outcomes**

At the end of the course students will have:

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. HRP & Downsizing & Restructuring:

**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. Mc Bey; 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 for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT403-6**

**Course : Industrial Relations**

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

**Total Credits : 3**

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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. SubbhaRao, Publisher: Himalaya Publishing House.
2. Industrial Relations: C. S. Venkata Ratnam, Publisher: Oxford University Press







**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT403-7**

**Course : International HRM**

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

**Total Credits : 3**

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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. Need for cross cultural management, Managing Culture Diversity: culture and its factors, cross-cultural differences, workforce diversity, managing diversity. Cross cultural management- the challenge of managing multicultural / cross cultural workgroups and international teams, cross cultural communications and negotiation- decision making -within diverse cultures -ethical dilemmas and social responsibility facing firms in different cultures, building cultural intelligence and cultural competence.

**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 inMNC, 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 for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT403-8**

**Course : Performance and Compensation Management**

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

**Total Credits : 3**

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**Course Outcomes**

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

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

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

**Unit - III : Introduction to Compensation Management :** Role of Compensation in 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.

**Text Books**

- 1) Compensation Management - Tapomoy Deb, Excel Books.
- 2) Compensation Management - Dipak kumar Bhattacharyya, Oxford Publications.

**Reference Book**

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

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





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT403-9**

**Course : Labour Laws**

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

**Total Credits : 3**

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**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 Labour (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.

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





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT403-10**

**Course : Organisational Theory: Structures and Design**

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

**Total Credits : 3**

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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 & 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 Green?





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT 403-11**

**Course : Organization Development**

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

**Total Credits : 3**

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**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 and relevance of OD, history of Od, nature of planned change, lewin's force field model, action research model, positive model and general model of planned change.

**Unit - II : OD Practitioner -** Competencies, difference between internal and external practitioner, the professional organization development practitioner, professional values and ethics.

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

**Unit - IV : Interventions I :** Human process interventions, organization process interventions, techno-structural interventions.

**Unit - V : Interventions II :** 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**

1. Organization development and change - Cummings and Worley, Cenage Learning.

**Reference Books**

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





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT 403 - 12**

**Course : Competency Mapping**

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

**Total Credits : 3**

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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 (topic is for self-study), Use of assessment centers in industry, types of tools used, role and responsibilities or assessors, Competency-based interviewing.

**Unit - V : Integrating Competency Mapping in HR Process :** Competency based selection process. Competency based feedback, competency based performance management system.

**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.

**Test Books**

1. The Handbook on Competency Mapping , Seema Sanghi, Sage Publication.

**Reference Book**

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





**Syllabus for Semester VII - IX, MBA (Integrated)  
Master of Business Administration**

**Course Code : MIT 403-13**

**Course : Employer Branding**

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

**Total Credits : 3**

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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, 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**

1. 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 for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT 403-14**

**Course : Strategic HRM**

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

**Total Credits : 3**

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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
3. Strategic Human Resource Management and Organizational Development: by Dr. Ramakanta K. Patra, Himalaya Publishing House
4. Strategic Human Resource Management - A Resource Driven Perspective: by Pulak Das, Cengage Learning
5. Strategic Human Resource Management: by Tanuja Agarwala, Oxford Publication.





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT404-1**

**Course : Integrated Marketing Communication**

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

**Total Credits : 3**

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**Course Outcomes**

At the end of the course, the student shall develop:

1. Understanding of basics of Marketing Communication
2. Ability to build Marketing Communication Plan
3. Understand the creative process in Marketing Communication
4. Understand Message execution process.
5. Understand Media Management and Planning.
6. Ability to make media calculations and media schedule.

**Unit - I : Introduction to Marketing Communication Concept :** Functional areas of Marketing Communications; How does marketing communication work. Concept of brand-customer touch points.

**Unit - II : Concept of Integrated Marketing Communication planning process :** Identifying target audience, analyzing SWOT, determining marketing communication objectives, developing strategies and tactics, setting the budget and evaluating effectiveness. Concept of internal marketing.

**Unit - III : Creative Concept and Messages :** The message strategy brief, the creative process,

**Unit - IV : Message Execution :** Message storytelling, tone and style, copy writing, message consistency, the consistency triangle.

**Unit - V :** Media planning, media classification, media strengths and weaknesses, Audience management and measurement, out of home media, product placement.

**Unit - VI :** Media targeting, media profiles, CDI-BDI Determination, calculating reach and frequency, GRP and TRP concept and calculation, IMC media mix, calculating media cost, media scheduling.

**Text Book**

1. Principles of Advertising and IMC: Duncan, Tom. - McGraw Hill.

**Reference Books**

1. Integrated Marketing Communications: Pickton, D. and Broderick, A. - Prentice Hall.
2. Using advertising and promotion to build brands: Blyth, J. - Pearson
3. Advertising management by Jethwaney: Pub by Oxford.
4. Building the Indian Brand: Kapoor, MacMillan





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT404-2**

**Course : Brand Management**

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

**Total Credits : 3**

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**Course Outcomes**

Upon successful completion of the course, students should obtain the following learning outcomes:

1. Students will able to describe and identify all the components of Brand Management.
2. Students will able to identify and establish brand positioning. Students will know different brand elements and will able to determine brand elements for a new product.
3. Students will able to understand the leveraging of secondary brand knowledge to build brand equity.
4. Students will able to develop brand equity measurement system and will able to measure the sources and outcomes of brand equity.
5. Students will able to understand the design, implementation and evaluation of branding strategies.
6. Students will 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, Kevin L. Keller, Pearson Education.

#### **Reference Books**

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





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT404-3**

**Course : Industrial Marketing**

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

**Total Credits : 3**

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**Course Outcomes**

At the end of the course students will have:

1. Basic understanding of various dimensions of industrial marketing
2. Understanding of Organizational buying behavior
3. Understanding of Strategy formulation in Industrial market
4. Understanding of Channel Structure in Industrial markets
5. Understanding of Pricing for Industrial Products
6. Understanding of Promotion and advertising for Industrial products

**Unit - I : Dimensions of Industrial Marketing :** The Industrial Marketing system and the Industrial Marketing concept, Industrial goods demand and product characteristics market levels and product types, the industrial customer, buyer motives business and institutional buyers. Industrial Marketing Vs. Consumer Marketing Relational approach to Industrial Marketing- The Nature of Industrial Demand & Industrial Customer

**Unit - II : Organizational Buying :** BUYGRID MODEL, phases in purchasing decision process & their marketing implications, Buying centers, value analysis & vendor analysis. Factors influencing Organizational Buying: Buying Roles; Organizational Buying Decision Process; Environmental & organizational Influences

**Unit - III : Strategy formulation in Industrial market :** Industrial market segmentation, Target marketing & positioning, Developing product strategy, Strategic innovation and new product development

**Unit - IV : Channel Structure for Industrial Products :** Geographical, size, operating characteristics - manufacturers' and sales agents - Brokers - Channel Logistics

**Unit - V : Pricing for Industrial Products :** Price Determinants, Pricing Objectives - Price Decision Analysis - Breakeven analysis - net pricing - discount pricing - trade discounts - geographic pricing - factory pricing - freight allowance pricing - Terms of Sale - Outright purchase - Hire-purchase - Leasing

**Unit - VI : Promotion for Industrial products :** Developing Industrial sales force, planning organizing and controlling the selling function, meaning advertising, sales promotion and publicity strategy Sales appeal - Publicity & sponsorships - Trade shows - exhibits - Catalogs - Samples - promotional letters - Promotional novelties

**Text Books**

1. Industrial marketing by Robert R. Reeder - PHI publications

**Reference Books**

1. Industrial marketing by P K Ghosh - Oxford Publications
2. Industrial Marketing Research by Cox. F. (Jr.) John-Willey & Sons
3. Industrial Marketing by Fisher L Business Books





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT404-4**

**Course : Retail Management**

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

**Total Credits : 3**

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**Course Outcomes**

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

**Unit - I: Introduction**

Retail in India, Size of Retail in India, Key Sectors, FDI in Retail, Challenges to Retail Development, Evolution of Retail formats, Theories of Retail Development, Concept of Life Cycle in Retail, Business Models in Retail, India Specific Retail Models, Concept of Internationalization, Determining Market Entry.

**Unit - II : Strategy & Planning**

The need for Studying consumer behavior, Factors influencing the retail shopper, Customer Decision Making process, Market Research, Retail Strategy, Concept of Business Model, Growth Strategy, Retail Value Chain, Ethics in Retailing, Types of Retail Locations, Steps in choosing location, Methods of evaluating trade area, Retail Franchising, Types of franchising, Advantages & Disadvantages of Franchising.

**Unit - III : Merchandise Management**

Factors affecting Buying decisions, The merchandiser's role and responsibility, Buyer role and responsibility, Function of buying for different types of organizations, Buying for a single / independent store, Concept of lifestyle merchandising, Implications of Merchandise planning, Process of Merchandise planning, Retailing pricing & evaluating Merchandise performance.

**Unit - IV : Managing Retail**

Private Labels, Need and Evolution of Private Labels, Process of Creation, Category Management, Reasons for Emergence of Category Management, Components of Category Management, Category Management Business Process, Drawbacks of Category Management, Store Operations & Profitability, Key components in Retail Operations, The 5Ss of Retail Operations.



### **Unit - V : Creating and Sustaining Value**

Store Design & Visual Merchandising, Concept & Principles of Store Design, Elements of Store Design, Visual Merchandising, Personal Selling, Retail Selling process.

### **Unit - VI : Marketing & Technology**

Retail marketing & Branding, Retail Marketing Mix, The STP approach, Retail Image, Retail Communication Mix, Concept of Branding, Retail Management Information Systems, Unique Needs of Technology in Retail, Need for Product identification, Importance of IT in retailing, Factors affecting use of technology, Applications of Technology, Internet Retailing.

### **Text Book**

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

### **Reference Books**

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





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT404-5**

**Course : Sales Management**

**L: 3 Hrs. T: 0Hrs. P: 0 Hrs, per week**

**Total Credits : 3**

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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.
- 4) Ability to design training & motivational programme.
- 5) Ability to design compensation plan and evaluate sales force performance.
- 6) Understanding of sales budgeting, forecasting, sales & cost analysis.

**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 :** Salespeople & sales manager-profiles, roles and responsibilities, recruitment and selection sales force, determining size of the sales force.

**Unit - IV :** Training the sales force, designing a motivational programme, directing the sales force.

**Unit - V :** Types of compensation plans and designing a compensation plan, sales force performance evaluation-steps in sales force performance appraisal.

**Unit - VI :** Sales budgeting and forecasting, sales & cost analysis, sales analytics, modern selling approaches.

**Text Book**

1. Sales & Distribution Management: by Tapan Panda, Oxford Publication.
2. Sales Management: by Pradip Kumar Malik, Oxford Publication.

**Reference Books**

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







**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT404-6**

**Course : Services Marketing**

**L:3 Hr.,T:0 Hrs.,P:0Hrs., Per week**

**Total Credits : 3**

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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 service scape - 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, Pricings 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 Mc Graw-Hill.
5. Services Marketing: by K. Rama Mohana Rao, Pearson.
6. Services Marketing: Govind Apte, Oxford University Press





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT404-7**

**Course : Rural Marketing**

**L:3 Hrs.,T:0 Hrs.,P:0Hrs., Per week**

**Total Credits : 3**

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**Course Outcomes**

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

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

**Unit - II : Rural Consumer Buying Behaviour :** Characteristics of rural consumer, Factors influencing consumer 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 :** 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 Pradeepkashyap, 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 for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT404-8**

**Course : Customer Relationship Management**

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

**Total Credits : 3**

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**Course Outcomes**

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

**Unit - I : Customer Relationship Management- Basic Concepts :** Key Customers, Considerations to Decide the Key Customers, Strategies for Key Customers, Segmentation, Campaign Management, Single Customer View, Cross-Selling and Up-Selling, Multi-channels, Operational and Analytical CRM, Case-Study.

**Unit - II : Planning for CRM :** Building Customer Centricity, Setting CRM Objectives, Defining Data Requirements, Planning Desired Outputs, Relevant Issues while planning outputs, Elements in CRM Plan, Relevant Issues in the CRM Plan, Case Study.

**Unit - III : CRM Strategy :** Strategic Orientation for CRM, Extending the Concepts of Relationships, Technology Orientation, Strategic Framework for CRM, Planning for Success, Change Management, Case Study.

**Unit - IV : CRM Implementation :** Preparing for CRM Implementation, Dimensions and Technology Issues in CRM Implementation, Steps in CRM Implementation, Expected Benefits, Choosing Right CRM Implementation Approach, CRM Implementation-Best Practices, Case Study.

**Unit - V : Role of IT and eCRM :** CRM Strategy and Technology, Steps in Preparing the IT Systems for CRM, Using IT Systems for Better CRM, Issues for Consideration in CRM Tool Selection, Tools for CRM, Basic Concepts for eCRM, Benefits of eCRM, Steps in eCRM, Success Factors in eCRM, Establishing Customer Relationships on the Internet, Case Studies.

**Unit - VI : CRM in Practices :** CRM in Manufacturing, CRM in Insurance, CRM in Airlines, CRM in Hotels and CRM in Telecom.

**Text Book**

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

**Reference Books**

1. The CRM Handbook: Jill Dyche, Vikas Publishing House.
2. Customer Relationships Management: William, G. Zikmund, Raymond McLeod Jr. and Faye W. Gilbert, Wiley.
3. CRM-Essential Customer Strategies for the 21st Century: Paul Greenberge, Pearson Education.
4. Customer Relationship Management: Mohammed, H. Peeru and a Sagadevan, Vikas Publishing House.





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT 404-9**

**Course : Marketing Channel Management**

**L:3 Hrs., T:0Hrs., P:0 Hrs., Per week**

**Total Credits : 3**

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**Course Outcomes**

At the end of the course students will have:

- 1) Understanding of marketing channel management & channel strategy.
- 2) Understanding of environment of marketing channel.
- 3) Ability to design marketing channel & selecting channel members.
- 4) Understanding of direct marketing channel, channel structure & integration.
- 5) Understanding of Channel members behaviour and channel conflicts.
- 6) Ability to evaluate channel and managing channel information system.

**Unit - I : Introduction to marketing channel management :** Role and functions of distribution channels, Marketing channels and marketing management strategy, Channel Strategy versus Logistics Management, distribution channels in India & the developed nations.

**Unit - II : The Environment of Marketing Channels :** Levels & Formats of distribution channels.

**Unit - III : Marketing channel strategy:** Designing distribution channels, Selecting Channel members.

**Unit - IV : System of Distribution :** Direct marketing Channels, Channel Structure & integration.

**Unit - V : Managing Channel member behaviour :** Channel relationships, channel control, channel power and channel conflicts.

**Unit - VI : Channel Evaluation & Channel economics :** Channel information system, Modern distribution.

**Text Book**

1. Marketing Channels: by Dinesh Kumar-Publisher, Oxford Publication.
2. Marketing Channels A Management View: by Bert Rosen bloom, CENGAGE Learning.

**Reference Books**

1. Sales & Distribution Management: by Tapan Panda -publisher, Oxford Publication.
2. Sales & Distribution Management: by Krishna K Harvadkar, McGraw Hill.
3. Physical Distribution Management: by Kulkarni, M V, Everest Publishing House.





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT404-10**

**Course : International Marketing**

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

**Total Credits : 3**

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**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: Rakesh Mohan Joshi, Oxford University Press.

### **Reference Books**

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





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT404-11**

**Course : Digital Marketing**

**L:3 Hr.,T:0 Hrs.,P:0Hrs., Per week**

**Total Credits : 3**

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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**

Online Offer - Online Space / website Selling - Online Value - Internet for Distribution.

**Unit - III : Search Engine Marketing**

Search Engine Optimization, Pay Per Click, Digital Display Advertising, Introduction to page rankings, Email Marketing.

**Unit - IV : Social Media Marketing**

Social Media, Social Media Mining, Content guidelines for online communications, Social Media Channels and Social Media Strategy.

**Unit - V : Mobile Marketing**

Mobile Marketing Fundamentals, Mobile consumers, Digital consumption, M-commerce, Technological change and marketing, Overview of mobile and app based marketing, Mobile websites, Conducting Mobile Audits, Strategic objectives.

**Unit - VI : Content Marketing & 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, digital marketing, data and analytics, social listening, web analytics, Social media analytics.





### Text Books

1. Digital Marketing: by Raghavendra K & Shruti Prabhakar, HPH

### References

1. e Marketing: The Essential Guide to Digital Marketing: by Rob Stokes (2010), Quirk Education.
2. The Art of Digital Marketing: by Ian Dodson, Wiley.
3. Social Media Marketing: Strategies for Engaging in Facebook, Twitter & Other Social Media: by Liana Evans, Que Publishing
4. E-Marketing: by Strauss, J. and Frost, R., Pearson Education, Inc.





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT 404-12**

**Course : Marketing Analytics**

**L:3 Hrs., T:0Hrs., P:0 Hrs., Per week**

**Total Credits : 3**

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**Course Outcomes**

At the end of the course students will have:

- 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 for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT404-13**

**Course : Marketing Research**

**L:3 Hrs., T:0 Hrs., P:0 Hrs., Per week**

**Total Credits : 3**

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**Course Outcomes**

1. Understanding of marketing research process, role of marketing research in decision making.
2. Ability to devise research formulation, exploratory, descriptive & causal research.
3. Understanding of measurement & scaling, Questionnaire, Form design, Sampling Design.
4. Understanding of Data Collection, Preparation, Analysis, Reporting and cross tabulation.
5. Understanding of hypotheses testing, analysis of Variance and Covariance.
6. Understanding of Correlation & Regression.

**Unit - I :** The Marketing Research Process, role of marketing research in marketing decision making, Defining the marketing research problem and developing an approach, research paradigms, literature Review.

**Unit - II :** Research Design formulation, Exploratory Research Design-Secondary Data & Qualitative Research, Descriptive Research Design-Survey & Observations, Casual Research Design.

**Unit - III : Measurement and Scaling, Questionnaire & Form design, Sampling :** Design & Procedure, sample size determination.

**Unit - IV :** Data Collection, Preparation, Analysis and Reporting, Frequency Distribution, Cross tabulation.

**Unit V :** Hypothesis Testing, Analysis of Variance and Covariance, Reliability, z test, t test, ANOVA

**Unit - VI :** Correlation & Regression, Tabular and Graphic Methods of Displaying Data, developing research proposal, research ethics.

**Text Book**

1. Marketing Research-An Applied Orientation: by Naresh Malhotra & Satyabhushan Dash, Pearson.

**Reference Books**

1. Marketing Research: by David A. Aaker , V. Kumar , George S. Day , Robert P. Leone, Wiley.
2. Essential of Marketing Research: by William Zikmund & Barry Babin, Cengage Learning.
3. Marketing Research-Text & Cases: by Rajendra Nargundkar, Mc Graw Hill.
4. Marketing Research-Concept, practices & Cases: by Sunanda Easwaran, Oxford University Press.





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT 404-14**

**Course : Social Marketing**

**L:3 Hrs., T:0 Hrs., P:0 Hrs., Per week**

**Total Credits : 3**

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**Course Outcomes**

At the end of the course students will have:

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 Nonprofit Marketing? Public Sector Marketing, and Cause Promotion; Social Marketing's Unique Value Proposition, Who does Social Marketing; Social Issues that get benefited from Social Marketing; Role of Social Marketer's in influencing Upstream factors and Midstream Audiences.

**Unit - II : Analyzing Social Marketing Environment :** Major Research Terminology, Steps in developing a Research Plan, Choosing a purpose and focus for your plan and conducting a situation Analysis, 10 Steps in the strategic Marketing Planning Process.

**Unit - III :** Segmenting, Evaluating & Selecting Target Audiences, Setting Behaviour Objectives & Goals, Identifying Barriers, Benefits, the competition, Crafting a desired positioning.

**Unit - IV : Developing Social Marketing Strategies (4P's) :** Product: Creating a Product Platform, Price: Determining Monetary and Non-Monetary incentives & Disincentives, Place: Making access Convenient & Pleasant, Promotion: Deciding on Messages, Messengers and Creative Strategies.

**Unit - V : Managing Social Marketing Programs :** Developing a plan for monitoring and Evaluation, Establishing Budgets and Finding Funds, Creating an Implementation Plan and Sustainable Behaviour.

**Unit - VI :** Unit comprises of three different cases from three different areas (Such as Swachh Bharat Abhiyan, Beti Bachao Beti Padhao (BBBP), Digital India Programme). The contents of the unit will not be restricted to the mentioned cases.

**Text Book**

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

**References Books**

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





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT404-15**

**Course : Green Marketing**

**L:3 Hr.,T:0 Hrs.,P:0 Hrs., Per week**

**Total Credits : 3**

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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 for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT404-16**

**Course : Marketing of Banking & Financial Services**

**L:3 Hr.,T:0 Hrs.,P:0Hrs., Per week**

**Total Credits : 3**

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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, bancassurance, 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.

**Reference Books**

1. Management of Financial Services: by Bhalla, V.K., Anmol, New Delhi.
2. Elements of Banking and Insurance: by Jyotsna Sethi, Nishwan Bhatia, PHI Learning.
3. Customer Service & Banking Codes and Standards: by IIBF, Taxmann.





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT404-17**

**Course : Customer Experience & Relationship Management**

**L:3 Hr.,T:0 Hrs.,P:0 Hrs., Per week**

**Total Credits : 3**

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**Course Outcomes**

- 1) Understanding of basic concept of customer experience & relationship management.
- 2) Understanding of customer loyalty, retention, customer experience and CRM process.
- 3) Ability to comprehend and apply analytical CRM.
- 4) Understanding of CRM operation.
- 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, What is a relationship? Is that different from customer experience?, 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, How to think about customer experience?, customer life cycle, customer value, customer lifetime value, acquisition of customers, from customer acquisition to customer loyalty, retention of customers, CRM Process, thinking behind customer relationships that leads to good experiences.

**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**

Managing customer relationships and improving customer experiences, 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.
3. CRM-Essential Customer Strategies for the 21st Century: by Paul Greenberge, Pearson Education.
4. Customer Relationship Management: by Mohammed, H. Peeru and a Sagadevan, Vikas Publishing House.





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT405-1**

**Course : Enterprise Resource Planning**

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

**Total Credits : 3**

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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 Concepts in Enterprise Resource Planning by Joseph Brady, Ellen Monk, and Bret Wagner





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT405-2**

**Course : Quality Management**

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

**Total Credits : 3**

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**Course Outcomes**

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

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

**Unit - VI : Tools & Techniques for Total Quality III :** Benchmarking, Five S, Total Productive Maintenance, Quality Management System, Environmental Management System.

**Text Book**

1. Total Quality Management: Dale H. Besterfield, Carol Besterfield - Michna et al, Pearson.

**Reference Books**

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: Sid Kemp, Tata Mc Graw Hill
5. Total Quality Management: N Gupta, B Valarmathi, Tata Mc Graw Hill





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT405-3**

**Course : Services Operation**

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

**Total Credits : 3**

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**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 for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT405-4**

**Course : Advanced Operations Research**

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

**Total Credits : 3**

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**Course Outcomes**

1. Student will be able to identify waiting line problems and provide solutions for it
2. Student will be able to take decision in a dynamic environment with changing variables
3. Student will be able to apply special metaheuristics methods for problems of Travelling Salesman, scheduling etc.
4. Student will be able to understand special LPP models of Assignment and Transportation
5. Student will be able to take decision for Non-Linear variation of parameters
6. Student will be able to understand the concept of equipment replacement for detorative and non-detorative items

**Unit - I : Queuing Theory :** Multi Channel Queuing Theory, Erlang Family distribution, Deterministic models

**Unit - II : Parametric Programming & Game Theory :** Parametric Changes, Non Zero Sum Games

**Unit - III : Metaheuristics :** Tabu Search, Simulated Annealing, Genetic Algorithm

**Unit - IV : Transportation & Assignment :** Hungarian Method, Degeneracy in Assignment, LCM, NWCVAM, MODI Method

**Unit - V : Non Linear Programming Algorithms :** Direct Search method, Gradient Method, Constrained Algorithms

**Unit - VI : Replacement Models :** Detorative and Non Detorative Items, Discounting Technique, Net Present Worth, Individual Replacement, Group Replacement

**Text Books**

1. Applied Operations Research by S D Sharma - Kedarnath - Ramnath Publications
2. Operations Research - J. K. Sharma - McMillan

**Reference Books**

1. Introduction to Operations Research- Hillier & Liberman - McGraw Hill
2. Operations Research - Hira and Gupta - S. Chand & Co.
3. Introduction to Operations Research, A Computer Oriented Algorithmic Approach - Gillet, Billy E., Tata McGraw Hills





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT405-5**

**Course : Contract Management Practices**

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

**Total Credits : 3**

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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





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT405-6**

**Course : Lean Management**

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

**Total Credits : 3**

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**Course Outcomes**

1. Student will be able to understand the concept of Time and Motion study
2. Student will be able to use various tools to measure work & do activity analysis
3. Student will be able to apply the concept of LSS to Manufacturing & Service Organizations

**Unit - I : Introduction :** History of Motion & Time Study, Process Analysis, Activity Charts Self Studies : Field work on collection of Data & Analyzing the activities Field Work : Expected.

**Unit - II : Method and Micromotion Study :** Work methods design, Fundamental Hand Motions, Study Equipments, Standardization Self studies : Principles of Motion Economy related to Workplace, Human Body Tools and equipments and Field work on the same.

Field Work : Expected

**Unit - III : Time Study & Work Sampling :** Time study equipment, Rating Factors, Allowances, Work Sampling Self Studies : Maynard's Operational Sequence Technique Field Work : Expected

Book : For Unit I, II & III, - Motion & Time Study Design and Measurement of Work by Ralph Barnes - Wiley India

**Unit - IV : Decentralized Pull Systems :** Kanban, CONWIP, Self studies : Field work and Mini Project on the concepts Field Work : Expected

**Unit - V : Lean Management :** JIT, Concept of Waste Management (5S), TPM, Jidoka, Genchi Gembutsu Activity Based Costing.

**Unit - VI : Recent Trends :** Students is expected to carry out assignment given by the Faculty members which may be based on Field Work.

**Text Book**

1. Motion & Time Study Design and Measurement of Work by Ralph Barnes - Wiley India
2. Design and Analysis of Lean Production Systems - Askin & Goldberg - Wiley India

**Reference Books**

1. Lean Production that works - Bill Carreira, PHI
2. Workstudy - ILO





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT 405-7**

**Course : Operations Planning & Control**

**L:3 Hr., T: 0 Hrs.;P:0 Hrs., Per week**

**Total Credits : 3**

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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 and Maintaining MPS Unit IV: MRP & CRP Materials Requirement Planning and Capacity Requirement Planning, Load Schedules

**Unit - V :** Manufacturing Operations Scheduling Sequencing and Assignment model,

**Unit - VI :** Scheduling Product Focused Manufacturing Batch Scheduling, Line of Balance

**Text Book**

1. Operations Management - Norman Gaither & Greg Frazier

**Reference Books**

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







**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT405-8**

**Course : Supply Chain Management**

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

**Total Credits : 3**

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**Course Outcomes**

At the end of the course students will have:

1. Understanding of main concepts of SCM and the strategic role SCM plays in business.
2. Understanding of functions such as procurement and inventory management & will able to design inventory control system.
3. Understanding of functions such as transportation and warehousing & will able to evaluate transportation alternatives.
4. Understanding of role & benefits of information technology in supply chain.
5. Understanding of issues related to supply chain integration and restructuring.
6. Understanding of supply chain disruptions and methodology for handling these disruptions.

**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 of 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 for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT405-9**

**Course : World Class Manufacturing**

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

**Total Credits : 3**

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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 Books , New Delhi - 2008
2. Hammer, Michael and James Champy. Reengineering the corporation-A Manifesto for Business revolution, Nicholas Brealey Publishing, London.- 1993





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT405-10**

**Course : Advanced Project Management**

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

**Total Credits : 3**

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**Course Outcomes**

1. To understand basic concept of project management
2. To learn about project organizational structures.
3. To build knowledge about budgeting, costing and scheduling of projects.
4. To understand project control and performance measurement techniques.
5. To learn to concepts of quality and risk management in project.
6. To understand contracting in project management.

**Unit - I : Project Management Concepts and Project Planning**

Characteristics of a project, Need for project management, Roles of project managers, Project Management Environment, Project Initiation. Project Scope: definition, planning, verification, change control. Project activity identification: WBS, Cost/Time estimation. Activities: Sequencing, Duration and Scheduling, CPM/PERT. Project Communication: Identification of communication requirement, communication technology, communication plan, distribution of information.

**Unit - II : Project Organizational Structures and Behaviors**

Organisation for projects, Roles and responsibilities of project team members and team leader, Different types of teams, Identify leadership styles of project managers, Techniques used to manage groups and individuals, Identify sources of diversity, either corporate or ethnic, that impact project team effectiveness.

**Unit - III : Cost Estimating and Budgeting**

Preparing cost estimates, budgets and expenditures, Effort and Time estimation, Developing cost summaries for tracking project expenditures, Developing cost forecasts to proactively control future planned expenditures. Identifying resource requirement, Scheduling resources, Analyze optimal labour utilization for cost effectiveness and schedule efficiency.

**Unit - IV : Project Control and Performance Measurement**

Project Reviews : Types of reviews. Project Control : Objectives of control, reasons and measuring duration and cost deviations. Progress reporting systems, Use of Project Management Information Systems (PMIS) to monitor, evaluate, and control planned cost and schedule performance, Conducting periodic project performance evaluation audits.



### **Unit - V : Project Quality Management and Risk Management Process**

Project Quality : Definition of quality, project quality management concepts. Definition of Risk, Tolerance for Risk, Definition of Risk Management- Certainty, Risk and Uncertainty. Analyze the risk management process cycle within a company, Identify risk, Risk quantification, Risk response, Risk control.

### **Unit - VI : Contracting For Project Managers**

Define contract administration and its role in project management, .Project Procurement cycle, Contract Administration policies and procedures, Select contract types for various situations, Contract Proposal Development, Contract Terms & Conditions, Contract Negotiation. Introduction to Project Management Software and Case Studies.

### **Text Book**

1. Effective Project Management: Robert K. Wysocki, Rudd McGary, Wiley Publications

### **Recommended Books**

1. Project Management: A Managerial Approach, Meredith and Mantel, John Wiley and Sons
2. The New Project Management: J. Davidson Frame, Jossey-Bass
3. Project Management: Harold Kerzner, Van Nostrand Reinhold
4. Successful Project Management: Milton D. Rosenau, Lifelong Learning
5. The Implementation of Project Management : Project Management Institute, Addison-Wesley  
Project Management Body of Language: PMI Standard.



**Syllabus for Semester VII - IX, MBA  
(Integrated)**

Course Code : MIT 405-11

Course : Ergonomics in Industrial Health & Safety Management

L: 3 Hrs, T: 0 Hrs.; P: 0 Hrs, per Week

Total Credits : 3

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 and Codes, Visual displays of dynamic information, Auditory Tactual and 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 and hazards :** Industrial accidents, nature, causes, classification, types, measurement and prevention, Introduction to Hazards, identification techniques, recognizing and controlling hazards.

**Unit - VI : Occupational Health :** Significance of industrial health, occupation safety and health act, working conditions affecting health, health program, first aid.

**Text Book**

1. Human Factors in Engineering and Design - Mark S. Sanders and Ernst J. McCormick (McGraw Hill)

**Reference Books**

1. Industrial Safety and Environment - Pratibaha Garg and Anupama Prashar (Catsons Books)
2. Ergonomics: Man in his working environment-Murrell,K Chapman& hall London





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT 405-12**

**Course : Sourcing Management**

**L:3 Hr., T: 0 Hrs.;P:0 Hrs., Per week**

**Total Credits : 3**

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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 for Semester VII - IX, MBA  
(Integrated)**

Course Code : MIT 405-13                      Course : Productivity through Design & Measurement of Work  
L:3 Hr., T: 0 Hrs.;P:0 Hrs., Per week      Total Credits : 3

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**Course Outcomes**

1. Student shall be able to learn the history of work study.
2. Study 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 1 : Concept of Productivity**

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

**Unit 2 : Process Analysis**

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

**Unit 3 : Micromotion study**

Use of fundamental hand motions, Micromotion study, Film analysis.

**Unit 4 : Motion study**

Motion study, mechanization, Automation, SOPs, Standardization.

**Unit 5 : Time study**

Equipment, making the time study, determining rating factor, Allowances and time standards.

**Unit 6 : 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 for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT 405-14**

**Course : Design and Analysis of Lean Production Systems**

**L:3 Hr., T: 0 Hrs.;P:0 Hrs., Per week**

**Total Credits : 3**

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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 1 :** 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 2 :** Decentralized Pull Systems 1 Techniques for Production Authorization, Kanban Systems.

**Unit 3 :** Decentralized Pull Systems 2 Integration through the Supply Chain, CONWIP.

**Unit 4 :** Lean Manufacturing & JIT Lean, JIT Production systems, Improving the Production Environment, Improving Product flow, The transition to Lean.

**Unit 5 :** 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 6 :** TOC and Lean Concept of Jidoka, Genchi Gembutsu, Gemba, Heijunka, Scheduling system requirements, Goals and 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 for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT421**

**Course : Advance Computer Skills**

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

**Total Credits : 0**

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**Course Outcomes**

- 1) Understanding Spreadsheet & its usage
- 2) Using advanced graphs & presentation techniques to maximize impacts
- 3) How to use referencing for linking multiple spreadsheets
- 4) How superpower functions can solve complex problems
- 5) Using Pivot tables & power pivots to turn raw data into clear information that supports key decisions

**Unit - I : Spreadsheet Basics :** Introducing spreadsheet, creating, opening and saving spreadsheets, navigating within spreadsheets, entering, editing & formatting data..

**Unit - II : Spreadsheet functions :** Formatting charts & graphs, exporting charts.

**Unit - III : References in spreadsheet :** Using multiples sheets, referencing other cells & sheets, using hyperlinks. Sort & filter: Sorting & filtering.

**Unit - IV : Formulas & functions :** Text function, mathematical function, logical, statistical functions, understanding extra messages.

**Unit - V : Pivot table :** Introduction, understanding basic layout & field options, working with result of pivot table.

**Unit - VI :** Introduction to slicer/power pivot /pivot chart

**Text Book**

1. Microsoft Office Excel by Torben Lage Frandsen

**References Book**

1. E-books available on Booksboon.com





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT422**

**Course : Business Analysis**

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

**Total Credits : 0**

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**Course Outcomes**

1. This course presents a wide range of practical skills in managing numbers.
2. This course will take you through a proven, structured process to improve your ability to collect, analyze and forecast business and financial data in order to generate valuable insights from business data.
3. It will also teach you how to report on business data and present information and analysis to clients and stakeholders.
4. It is aimed particularly, but not exclusively, at financial and business analysts, managers, planners, customer-service staff, operations staff and information-management personnel.
5. This course will take you on a structured and thorough journey that will teach you how to turn 'buckets of data' into sound, well-supported business decisions.
6. Create stunning charts to communicate these business decisions and make you one the most valuable people in your business.

**Unit - I : Introduction :** Turning Numbers into Better Business Decisions

**Unit - II : The Business Analyst's Excel Toolbox :** Essential Excel for Business Analysis, Professional Tools for Business Analysts.

**Unit - III : Collecting and Managing Business Data :** Importing and Exporting Data, Power Functions for Managing Business Data.

**Unit - IV : Communicating Your Message :** Your Stakeholders and their Needs, Data Presentation Formats That Work

**Unit - V : Winning Charts for Business Communication :** Professional Charting, Dynamic Charts, Some Special Charts for Business Analysis

**Unit - VI : Looking Inside your Data (Analysis) :** Analyzing Data with Pivot Tables, Managing Pivot Tables Output

**Text Book**

1. Business Analysis for Dummies by Paul Mulvey, Kate Mcgoey, Kupe Kupersmith.





**Syllabus for Semester VII - IX, MBA  
(Integrated)**

**Course Code : MIT501**

**Course : Corporate Social Responsibility**

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

**Total Credits : 0**

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**Course Outcomes**

1. To enhance the skills of student and provide them with an overall exposure an array of activities
2. The objective of which is to bring all students at the same level of understanding in the basic issues/concepts related to CSR Management
3. To give a broader perspective of CSR Management to the students

**Unit - I : Defining CSR :** Definition of CSR, Sustainability, Externalizing Cost, Corporate Governance, Corporate Governance Principles.

**Unit - II : Legal Management, Ethics, CSR & Corporate Behavior :** What is Ethics?, Ethical Philosophies, The Gaia Hypothesis, Corporate Behavior, Corporate Reputation, CSR, Ethics & Corporate Behavior, CSR in Company Act, 2013

**Unit - III : Performance Evaluation & Performance rating :** Introduction, What is Performance? Its Aspects, Social Accounting, Balanced Scorecard, Environmental Audit, CSR Audit: ISO 26000, Measurement & Evaluation of Performance,

**Unit - IV : Globalization & CSR :** Globalization Introduction, How Globalization affects CSR, Globalization, Corporate Failures & CSR, Globalization an opportunity or threat for CSR

**Unit - V : CSR in Not for Profit Organization :** Distinguishing features of sector, Types of Not for Profit Organization, Motivation for Not for Profit Organizations, Implication for managers, Available Resources

**Text Book**

1. Corporate Social Responsibility by David Crowther and Guler Aras

**Reference Book**

1. CSR for HR, Elaine Colen, Greenleaf Publishing





**Syllabus for Fourth & Fifth (Semester VII - IX), MBA (Integrated)  
Specialization : Business Data Analytics**

**Course Code : MIT406-1**

**Course : Business Data Mining**

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

**Total Credits : 3**

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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, Relevant case Studies.

**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 Techniques.

**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 and 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 - Luis Torgo, CRC Press - Taylor and Francis Group - ISBN 978-1-4398-1018-7 (hardback).





**Syllabus for Fourth & Fifth (Semester VII - IX), MBA (Integrated)  
Specialization : Business Data Analytics**

**Course Code : MIT406-2**

**Course : Applied Econometrics**

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

**Total Credits : 3**

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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 application.
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 :** Multicollinearity : Nature, problem and remedies, Auto - correlation: Nature, problem and remedies, Heteroscedasticity: Nature, problem and remedies, Specification error: Nature, problem and remedied.

**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 - Application.

**Text Book**

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

**Reference Books**

1. Dongherty C (1992), Introduction to Economics, 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 vol.), 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 Patrik (1994) : Introduction to Time Series and Forecasting in Business and Economics, McGraw 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.
10. Goldberger, A. S. (1998), Introductory Econometrics, Harvard University Press, Cambridge, Mass.





**Syllabus for Fourth & Fifth (Semester VII - IX), MBA (Integrated)  
Specialization : Business Data Analytics**

**Course Code : MIT406-3**

**Course : Data Visualization for Managers**

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

**Total Credits : 3**

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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 tests.

**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, Power Pivot.

**Unit - III:**

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

**Unit - IV:**

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

**Unit - V:**

Mapping data-hing maps, Maps in power view, filtering map data, Multivalue series, highlighting map data, multiple maps by region, drilling down in maps.

**Unit - VI:**

Discovering and loading data, The get and transform query, data set shaping, Filtering data.

**Text Books**

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







**Syllabus for Fourth & Fifth (Semester VII - IX), MBA (Integrated)  
Specialization : Business Data Analytics**

**Course Code : MIT406-4**

**Course : Data Mining Using Orange**

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

**Total Credits : 3**

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**Course Outcome**

1. To know an open source data mining software Orange.
2. Applying classification and clustering techniques using Orange.
3. To be able to predict using regression technique.
4. Performing text and image clustering and classification.
5. Having knowledge of some predictive techniques.
6. Students will be able to perform social media text mining.

**Unit - I**

**Introduction to Orange :** Loading the data, Importing and Encoding the data, Datasets, SQL tables, Data Info, Data Tables, Understanding Data Workflow, Widgets and Channel.

**Unit - II**

Classification and Clustering the data, Hierarchical Clustering, K-Means Clustering, KNN Clustering.

**Unit - III**

Linear Regression, Text Mining, model evaluation and scoring.

**Unit - IV :**

Text Clustering and Classification, Image Clustering and Classification.

**Unit - V :**

Making Prediction, Polynomial Regression and over fitting, Predictive Analysis using Orange.

**Unit - VI**

**Social Media Text Mining :** Data Analytics Using Orange.





**Syllabus for Fourth & Fifth (Semester VII - IX), MBA (Integrated)  
Specialization : Business Data Analytics**

**Course Code : MIT406-5**

**Course : Statistics Using R**

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

**Total Credits : 3**

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**Course Outcome**

1. To learn basics of R and installing R and R Package.
2. To learn various data types in R.
3. To learn various decision making structures in R.
4. To learn data manipulation and tidying data using R Package.
5. To learn various types of visual, graphical representations using function and package.
6. To learn probability functions, hypothesis testing in R.

**Unit - I : Introduction to R :** Introduction to R, How to run R, R Sessions, and Functions, Basic Math, Variables, Data Types, In-Built Functions, Installing Packages.

**Unit - II :** Vectors - Logical, Character, Numeric, Integer, Complex, Raw, Relational Operations, Matrix, Arrays, Lists, Factor, Data Frame.

**Unit - III :** Decision Making Structures - If Else Statement, Nested If Statements, If Else If Ladder, For loop, While Loop, Repeat Loop, User defined Functions.

**Unit - IV :** Data Manipulation using dplyr package, pipe operator, Tidying of data using tidyr package.

**Unit - V :** Data visualization using plot function and ggplot2, Correlation & Regression, Descriptive Statistics.

**Unit - VI :** Probability Distribution, Parametric Test, Non-Parametric Tests.

**Text Books**

1. Data Analysis with R, Dr. Bharti Motwani, WILEY publications.

**Reference Books**

1. An Introduction to Statistical Learning with Applications in R, Gareth James, Daniela Witten, Trevor Hastie, Robert Tibshirani, Springer.
2. The R Books, Second Edition, Micheal J. Crawley, WILEY Publication.
3. Practical Data Science with R, Nina Zumel, John Mount, Dreamtech Press
4. An Introduction to R, W. N. Venables, D. M. Smith.





**Syllabus for Fourth & Fifth (Semester VII - IX), MBA (Integrated)  
Specialization : Business Data Analytics**

**Course Code : MIT406-6**

**Course : Customer Analysis**

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

**Total Credits : 4**

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**Course Outcomes**

1. Understand the characteristics, value, and use of Big Data and customer analytics.
2. Apply the basic consumer / audience / data concepts that have customer analytics implications.
3. Understand the measurement aspects of customer mapping, brand awareness and attitudes and customer attitude.
4. Understand how to quantify customer-driven and company-driven touch points, tracking the post-purchase behaviour and customer loyalty.
5. Understand the analytics of product development through usability study.
6. Understand the measurement approaches with regard to find ability and navigation and ethical consideration in analytics.

**Unit - I : Introducing Customer Analytics**

**Introducing Customer Analytics :** Defining Customer Analytics. The benefits of customer analytics. Using customer analytics. Compiling Big and Small Data.

**Planning a Customer Analytics Initiative :** A Customer Analytics Initiative Overview, Defining the Scope and Outcome, Identifying the Metrics, Methods, and Tools, Setting a Budget, Determining the Correct Sample Size, Analyzing and Improving, Controlling the Results.

**Unit - II : Identifying Your Customers**

**Segmenting Customers :** Why Segment Customers, Segmenting by the Five W's: Who, Where, What, When, Why, How. Analyzing the Data to Segment Your Customers: Tabulate your data, Cross-Tabbing, Cluster Analysis, Estimate the size of each segment, Estimate the value of each segment.

**Creating Customer Personas :** Recognizing the Importance of Personas, Working with personas, Getting More Personal with Customer Data, Answering Questions with Personas.

**Determining Customer Lifetime Value :** Why your CLV is important Applying CLV in Business, Calculating Lifetime Value, Marketing to profitable customers.

**Unit - III: Analytics for the Customer Journey - I**

**Mapping the Customer Journey :** Working with the Traditional Marketing Funnel, What is a Customer Journey Map? Define the Customer Journey.

**Determining Brand Awareness and Attitudes :** Measuring Brand Awareness, Measuring Brand Attitude, Measuring Usage and Intent, Understanding the Key Drivers of Attitude, Structuring a Brand Assessment Survey.



**Measuring Customer Attitudes :** Gauging Customer Satisfaction, Rating Usability with the SUS and SUPR-Q, Scoring Brand Affection, Finding Expectations: Desirability and Luxury, Measuring Attitude Lift, Asking for Preferences, Finding Your Key Drivers of Customer Attitudes, Writing Effective Customer Attitude Questions.

#### **Unit - IV : Analysis for the Customer Journey - II**

**Quantifying the Consideration and Purchase Phase :** Identifying the Consideration Touch points, Measuring the Customer-Driven Touch points, Measuring the Three R's of Company-Driven Touch points, Tracking Conversions and Purchases, Measuring Changes through A/B Testing, Making the Most of Website Analytics.

**Tracking Post-Purchase Behavior :** Dealing with Cognitive Dissonance, Measuring the Post-Purchase Touch points, Finding Problems Using Call Center Analysis, Finding the Root Cause with Cause-and-Effect Diagrams.

**Measuring Customer Loyalty :** Measuring Customer Loyalty, Finding Key Drives of Loyalty-Valuing positive and negative word of mouth.

#### **Unit - V ; Analytics for Product Development**

**Developing Products that Customers Want :** Gathering Input on Product Features, Finding Customers' Top Tasks, Conducting a Gap Analysis, Mapping Business Needs to Customer Requirements, Measuring Customer Delight with the Kano Model, Assessing the Value of Each Combination of Features, Finding Out Why Problems Occur.

**Gaining Insights through a Usability Study :** Recognizing the Principles of Usability, Conducting a Usability Test, Considering the Different Types of Usability Tests, Finding and Reporting Usability Problems Facilitating a Usability Study.

#### **Unit - VI : Measuring Find ability and Navigation**

**Measuring Findability and Navigation :** Finding Your Areas of Findability, Identifying what Customers Want, Prepping for a Findability Test, Conducting your Findability Study, Improving Findability.

**Considering the Ethics of Customer Analytics :** Getting Informed Consent (Facebook, OK Cupid, Amazon and Orbitz, Mint.com), Deciding to Experiment. Ten Customer Metrics you should collect, Ten Methods to Improve the Customer Experience, Ten Common Analytic Mistakes, Ten Methods for Identifying Customer Needs.

#### **Text Books**

1. Customer Analytics for Dummies by Jeff Sauro. Published by : John Wiley & Sons, Inc.

#### **Reference Books**

1. Advanced Customer Analytics by Mike Grigsby, Published by Kigan Page.
2. 52 Things we wish someone had told us about Customer Analytics by Alex Sherman and Mike Sherman.
3. Customer Accounting : Creating Value with Customer Analytics by Massimiliano Bonacchi, Paolo Perego, Published by Springer.





**Syllabus for Fourth & Fifth (Semester VII - IX), MBA (Integrated)  
Specialization : Business Data Analytics**

**Course Code : MIT406-7**

**Course : Data Analysis**

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

**Total Credits : 4**

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**Course Outcomes**

1. To understand the different probability distribution.
2. To understand the scale reliability and data reduction technique.
3. To understand the data classification techniques.
4. To understand the discriminant and MDS.
5. To understand the cluster analysis technique.
6. To understand conjoint and different regression technique.

**Unit - I**

**Probability Distributions :** Normal Distribution, Poisson distribution, Binomial Distribution Normal Curve.

**Unit - II**

Scale reliability, Factor analysis, Principal Component Analysis.

**Unit - III**

Data Classification, Decision Tree Analysis, MANOVA.

**Unit - IV**

Cluster Analysis, Hierarchical Clustering, K Means Clustering.

**Unit VI :**

Conjoint Analysis, Multiple regression Analysis Logistic regression analysis.

**Text Books**

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





**Syllabus for Fourth & Fifth (Semester VII - IX), MBA (Integrated)  
Specialization : Business Data Analytics**

**Course Code : MIT406-8**

**Course : Web Analysis**

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

**Total Credits : 4**

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**Course Outcomes**

1. Understand the pillars of the web analytics and selection of web analytics tool.
2. Understand the fundamentals of clickstream analysis and metrics.
3. Understand how to apply the clickstream analysis in practice.
4. Understand the website usability tests and design and analyse the test plan.
5. Understand how competitive intelligence data can radically enhance the decision-making process and analyse the competition in the near-frictionless environment of the web.
6. Understand how emerging analytics solutions to deal with how the Web is shifting from all content in one place to its current model of content is rich that invites conversation.

**Unit - I**

**Introducing Web Analytics :** Introduction to Web Analytics and the five pillars of the web decision program : clickstream, multiple outcomes, testing voice of customer and competitive intelligence. The Strategic Imperative, The Tactical Shift, Bonus Analytics.

The Optimal Strategy for Choosing your Web Analytics Soul Mate, the difference between web analytics and advertising analytics.

**Unit - II**

**Fundamentals in Clickstream Analysis and Metrics :** Web Analytics Fundamentals, Metrics and Key Performance Indicators (KPIs) for different websites. Visitor, Visits, Page views, Time on Site, Bounce Rate, Conversion Rate, Engagement. Web Metrics Demystified, Strategically-aligned Tactics for Impactful Web Metrics.

How to Draft A Measurement Strategy (Practical)

**Unit - III**

**Clickstream Analysis : Practical Solutions :** Visitor Acquisition, Click Density Analysis, Basic Reports, Source of Traffic, Strategies and Segmentation, Search Engine Optimization Analysis (SEO), Search Engine Marketing Analysis (SEM), Event Tracking. Outcome-based analysis for non-ecommerce and ecommerce sties, financial sites.

**Clickstream Analysis in Practice :** Omniture, Web Trends and Google Analytics.



### Unit-IV

**Leveraging Qualitative Data :** Website usability tests, surveys, competitive benchmark studies.

**Unleashing the Power of Testing :** Understanding A / B and Multivariate test; Actionable Testing Ideas, Creating a testing culture and process. Designing a Test Plan and analyze results.

### Unit- V

**Competitive Intelligence (CI) Analysis :** CI Data Source, Types and Secrets, Website Traffic Analysis, Search and Keywords Analysis, Audience Identification and Segmentation Analysis.

### Unit- VI

**Emerging Analytics : Social, Mobile and Video :** Measuring the New Social Web : The Data Challenge, Analyzing Offline Customer Experiences (Applications), Analyzing Mobile Customer Experiences, Analyzing Performance of Videos.

### Text Book

1. Web Analytics 2.0 - The Art of Online Accountability & Science of Customer Centricity. Avinash Kaushik, Wiley Publishing, Inc. 2010.

### Reference Books

1. Actionable Web Analytics : Using Data to Make Smart Business Decisions by Jason Burby, Shane Atchison, Jim Sterne, John Wiley & Sons.
2. Web Analytics Demystified : A Marketer's Guide to Understanding how your Web Site Affects your Business by Eric T. Peterson, Celilo Group Media, 2004 - Business enterprise.
3. Advanced Web Metrics with Google Analytics by Brian Clifton, John Wiley & Sons.
4. Web Analytics for Dummies by Pedro Sostre, Jennifer LeClaire, Wiley Publishing Inc.





**Syllabus for Fourth & Fifth (Semester VII - IX), MBA (Integrated)  
Specialization : Business Data Analytics**

**Course Code : MIT406-9**

**Course : Power BI**

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

**Total Credits : 3**

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**Course Outcomes**

1. To be able to learn about Power BI as a tool.
2. Developing dashboard and superficial knowledge about data refresh.
3. Using Power BI Desktop for various database functions.
4. Understanding and building the data models.
5. Managing reports through Power BI utilities.
6. Making efficient use of Power BI tools for an organization.

**Unit - I**

**Introducing Power BI :** Uploading data to power BI, National language queries, Quick Insights, report functions, Visual Interaction.

**Unit - II**

**Dashboard & Data Refresh :** Viewing dashboard and inviting users to see dashboard, creating group workspace, viewing reports and dashboard on mobile device, data refresh and Power BI refresh architecture.

**Unit - III**

**Using Power BI Desktop :** Connecting to database, loading from multiple data sources, using query editor, hiding and removing tables, handling seasonality and sorting methods.

**Unit - IV**

**Building a Data Model :** Loading Individual tables, Implementing measures, creating calculated columns, Improving the reports by using measures.

**Unit - V**

**Improving Power BI Reports :** Choosing right visualizations, Choosing between standard visuals, Using custom visualizations, creating high density reports.

**Unit - VI**

**Using Power BI for Company :** Getting data from existing system, Integrating power BI with office, Managing security to access data, Extending and customizing Power BI.

**Text Book**

1. Introducing Microsoft Power BI, Alberto Ferrari and Marco Russo, Microsoft Press.

**Reference Book**

1. Microsoft Power BI Cookbook, Brett Powell, Packt Publishing Ltd.

