

# **RCOEM**

Shri Ramdeobaba College of  
Engineering and Management, Nagpur

## **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 2023 – 2024**

---

**MBA (MASTER OF BUSINESS ADMINISTRATION)**



Published By

**Dr. R. S. Pande**

Principal

Shri Ramdeobaba College of Engineering & Management

Ph. : 0712-2580011 Fax : 0712 - 2583237

ISO 9001 : 2015 CERTIFIED ORGANISATION



### About the Department

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

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

### Vision

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

### Mission

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

#### No. Programme Education Objectives

- PEO 1** Our management graduates will progress in their career and shall have leadership and managerial skills needed for achieving their organizational objective thereby managing change.
- PEO 2** Our management graduates shall have functional management proficiency, diagnostic and problem-solving competency enabling them to act with creativity, innovativeness and entrepreneurial spirit.
- PEO 3** Our management graduates will demonstrate value & professional ethics and become socially responsible & committed professionals.

### Program Outcomes

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

MBA graduates will have the necessary managerial skills and abilities.

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

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

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

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



## Master of Business Administration Semester - I

Sr. No.	Course code	Course Name	L	P	Credits	Examination Details			Exam Duration
						CE	ESE	Total	
1.	MBT521	Applied Statistics & Quantitative Techniques	3		3	40	60	100	3 Hrs.
2.	MBT522	Organization Behaviour	3	-	3	40	60	100	3 Hrs.
3.	MBT523	Financial Accounting	3		3	40	60	100	3 Hrs.
4.	MBT524	Financial Management	3	-	3	40	60	100	3 Hrs.
5.	MBT525	Marketing Management	3	-	3	40	60	100	3 Hrs.
6.	MBT526	Entrepreneurial Skills	3	-	3	40	60	100	3 Hrs.
7.	MBT527	Project Management	3	-	3	40	60	100	3 Hrs.
8.	MBT528	Principles of Management (MOOCS)	2	-	2	40	60	100	3 Hrs.
9.	MBT529	Research Methodology	2	-	2	40	60	100	3 Hrs.
10.	MBP521	Management Lab Course - 1 (Behavioral Skill Lab)	-	2	1	50	50	100	
11.	MBP522	Management Lab Course - 2 (Business Communication Skills Lab)	-	2	1	50	50	100	
12.	MBT530	Environment Management (Audit)	2						
<b>TOTAL</b>			<b>27</b>	<b>4</b>	<b>27</b>				

## Semester - II

Sr. No.	Course code	Course Name	L	P	Credits	Examination Details			Exam Duration
						CE	ESE	Total	
1.	MBT531	Cost and Management Accounting	3	-	3	40	60	100	3 Hrs.
2.	MBT532	Operations Management	3	-	3	40	60	100	3 Hrs.
3.	MBT533	Managerial Economics	3	-	3	40	60	100	3 Hrs.
4.	MBT534	Human Resource Management	3	-	3	40	60	100	3 Hrs.
5.	MBT535	Strategic Management	3	-	3	40	60	100	3 Hrs.
6.	MBT536	Blockchain and its Application	2	-	2	40	60	100	3 Hrs.
7.	MBT537	Business Legislation	2	-	2	40	60	100	3 Hrs.
8.	MBT538	MEC-1	2	-	2	40	60	100	3 Hrs.
9.	MBP523	MLC-3 (Rural Community Engagement)	-	2	1	50	50	100	
10.	MBP524	MLC-4	-	2	1	50	50	100	
11.	MBT539	Ethics and Corporate Social Responsibility(MOOCS)	-	-	3	40	60	100	3 Hrs.
<b>TOTAL</b>			<b>21</b>	<b>4</b>	<b>26</b>				



## Programme Scheme & Syllabi MBA (Master of Business Administration)

<b>MEC-1 (Select any One Course)</b>	
MBT538-1	Introduction to Fintech
MBT538-2	R-Studio
MBT538-3	Agile Project Management
MBT538-4	Business and Industrial Automation

<b>MEC-4 (Select any One Course)</b>	
MBP524-1	Corporate Grooming Lab
MBP524-2	Marketing Lab
MBP524-3	Financial Modeling Lab
MBP524-4	Quality Control Lab
MBP524-5	Spreadsheet Lab

### Master of Business Administration Semester - III

Course Name	Name of the Course	L	P	Credits	Examination Details			Exam Duration
					CE	ESE	Total	
<b>Specialization 1 ( 4 Papers)</b>								
Four Electives from the Specialization groups offered (Please refer list of electives)	Elective 1	3	-	3	40	60	100	3 Hrs.
	Elective 2	3	-	3	40	60	100	3 Hrs.
	Elective 3	3	-	3	40	60	100	3 Hrs.
	Elective 4 (MOOCs)	3	-	3	40	60	100	3 Hrs.
<b>Specialization 2 ( 4 Papers)</b>								
Four Electives from the Specialization groups offered (Please refer list of electives)	Elective 1	3	-	3	40	60	100	3 Hrs.
	Elective 2	3	-	3	40	60	100	3 Hrs.
	Elective 3	3	-	3	40	60	100	3 Hrs.
	Elective 4(MOOCs)	3	-	3	40	60	100	3 Hrs.
MBP620	Field Immersion Programme-1 (4 to 6 weeks) (to be undertaken between 2nd and 3rd semester)	-	-	6	40	60	100	
MBP621	Term Paper	-	6	3	50	50	100	
<b>TOTAL</b>		<b>24</b>	<b>6</b>	<b>33</b>				



**Master of Business Administration**  
**Semester - III**  
**Winter Term**

Course Name	Types of Course	L	P	Credits	Examination Details			Exam Duration
					CE	ESE	Total	
<b>Specialization 1 (1papers)</b>								
One Elective Courses from the Specialization selected in Semester III. <b>(Please refer list of electives)</b>	Elective 5	3	.	3	40	60	100	3 Hrs
<b>Specialization 2 (1papers)</b>								
One Elective Courses from the Specialization selected in Semester III. <b>(Please refer list of electives)</b>	Elective 5	3	.	3	40	60	100	3 Hrs
	<b>TOTAL</b>	<b>6</b>		<b>6</b>				

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

Industry Internship Scheme

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

- 1) To opt for winter term, students should have passed all the courses of Ist and IInd Semester.
- 2) To avail full semester internship, following are the requirements-
  - a) He/ She should have successfully completed winter term.
  - b) The application should be accepted and approved by the technical screening committee constituted by the department for approval of the internship.

The student who has successfully completed winter term but did not opt for industry internship scheme or his / her application for industry internship scheme is not accepted by the technical screening committee shall have to opt for Two Elective courses the Specializations selected in Semester III .



**Semester - IV**

Course Name	Types of Course	L	P	Credits	Examination Details			Exam Duration
					CE	ESE	Total	
<b>Specialization 1 (1 papers)</b>								
One Elective Courses from the Specialization selected in Semester III. <b>(Please refer list of electives)</b>	Elective 5	3	-	3	40	60	100	3 Hrs
<b>Specialization 2 (1 papers)</b>								
One Elective Courses from the Specialization selected in Semester III. <b>(Please refer list of electives)</b>	Elective 5	3	-	3	40	60	100	3 Hrs
MBP622	Project		10	10	100	100	200	
<b>TOTAL</b>		<b>6</b>	<b>10</b>	<b>16</b>				

**\*Project Assessment**

	Marks	
Viva-Voce	50	Assessment by External Examiner
Project defense through Presentation	50	
Overall Project Valuation	100	Assessment by Internal Examiner
Total Marks	200	

**List of Electives**

Students have to select any two Specializations. In Semester III, students will be taught four Elective Courses from specialization I & II each. In Semester IV students shall be taught one Elective Course from specialization I & II each.

Course Code	Elective
<b>Marketing Management</b>	
MBT621-1	Integrated Marketing Communication
MBT621-2	Brand Management
MBT621-3	Retail Management
MBT621-4	Sales and Distribution Management
MBT621-5	Services Marketing
MBT621-6	Rural Marketing
MBT621-7	Customer Relationship Management
MBT621-8	Industrial Marketing
MBT621-9	International Marketing
MBT621-10	Marketing Analytics

MBT621-11	Social Marketing
MBT621-12	Digital Marketing
MBT621-13	Consumer Behaviour
MBT621-14	Marketing Research
MBT621-15	Green Marketing
MBT621-16	Marketing of Banking & Financial Services
<b>Finance</b>	
MBT622-1	Corporate Taxation
MBT622-2	Security Analysis
MBT622-3	International Finance and Trade
MBT622-4	Derivatives & Risk Management
MBT622-5	Project Planning & Financing



MBT622-6	Commercial Banking in India
MBT622-7	Financial Services & Merchant Banking
MBT622-8	Management Control System
MBT622-9	Portfolio Management
MBT622-10	Mergers & Acquisition and Corporate Restructuring
MBT622-11	Wealth Management
MBT622-12	Insurance Management
MBT622-13	Behavioural Finance
<b>Human Resource Management</b>	
MBT623-1	Advanced Organizational Behavior
MBT623-2	HR Audit & Analytics
MBT623-3	Human Resource planning
MBT623-4	International HRM
MBT623-5	Organization Theory: Structures and Design
MBT623-6	Performance and Compensation Management
MBT623-7	Recent Trends in HRM
MBT623-8	Training & Development
MBT623-9	Organization Development
MBT623-10	Competency Mapping
MBT623-11	Employer Branding
MBT623-12	Industrial Relations
MBT623-13	Labour Laws
MBT623-14	Strategic HRM
<b>Operations Management</b>	
MBT624-1	Operations Planning and Control
MBT624-2	Supply Chain Management
MBT624-3	Services Operation
MBT624-4	Quality Management
MBT624-5	World Class Manufacturing

MBT624-6	ERP
MBT624-7	Advanced Operation research
MBT624-8	Contract Management Practices
MBT624-9	Ergonomics in industrial Health & Safety Management
MBT624-10	Sourcing Management
MBT624-11	Productivity through Design and Measurement of Work
MBT624-12	Design and Analysis of Lean Production Systems.
<b>International Business</b>	
MBT625-1	International Financial Markets
MBT625-2	Foreign Exchange Management
MBT625-3	International Marketing
MBT625-4	Export Import Procedures
MBT625-5	International Economic Organizations
MBT625-6	India's Foreign Trade Policy
MBT625-7	Managing International Business Organizations
MBT625-8	International Logistics Management
<b>Entrepreneurship and Family Business</b>	
MBT626-1	Managing Human Capital
MBT626-2	Product and Brand Management
MBT626-3	Purchase and Material Management
MBT626-4	Advanced Management Accounting
MBT626-5	International Business
MBT626-6	Launching and Managing an Enterprise
MBT626-7	Buying an Existing Business
MBT626-8	Knowledge Entrepreneur
MBT626-9	Family Business Management
MBT626-10	Business Tax Planning
MBT626-11	Entrepreneurial Finance





## Programme Scheme & Syllabi MBA (Master of Business Administration)

MBT626-12	Logistics Management
MBT626-13	Social Entrepreneurship
MBT626-14	Technology Appreciation and Intellectual Property Rights
MBT626-15	Entrepreneurial Marketing
MBT626-16	Innovation Technology Management
<b>Management</b>	
MBT 627-1	Creativity and Innovation
MBT 627-2	Leadership Skills
MBT 627-4	Sociology
MBT 627-6	CSR & Sustainability
MBT 627-7	Indian Ethos
<b>Business &amp; Data Analytics</b>	
MBT 628-1	Analytics For Business
MBT 628-2	Technical Analysis & Report Writing
MBT 628-3	Data Visualization for Managers
MBT 628-4	Business Data mining
MBT 628-5	Data Analytics
MBT 628-6	Applied Econometrics
MBT 628-7	Customer Analytics
MBT 628-8	Statistics Using R
MBT 628-9	Data Mining Using Orange
MBT 628-10	Web Analytics
MBT 628-11	Power BI For Managers

<b>Information Technology</b>	
MBT 629-1	Synthesizing and analysing data
MBT 629-2	IT Organisation and Structure Design
MBT 629-3	Critical reasoning and system thinking
MBT 629-4	Costing Products and services
MBT 629-5	Strategic management
MBT 629-6	Bringing Ideas to Market
MBT 629-7	Software Project Management
MBT 629-8	Spreadsheet Essentials
MBT 629-9	Data presentation and visualization
MBT 629-10	Data Management and IT infrastructures
MBT 629-11	Legal aspects of IT Organisations



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

**Course Code : MBT521**

**Course : Applied Statistics & Quantitative Techniques**

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

**Total Credits : 3**

---

**Course Objective**

Introduction to statistics focused on reasoning process of statistical investigations from asking question and collecting data to analyse data and drawing inferences.

**Course Outcomes**

1. To train and develop in depth understanding of the key technologies in applied statistics.
2. Students analyse genuine data from scientific research studies throughout.
3. Students work through investigation activities to discover statistical concepts.
4. To understand the tools of Parametric tests and Non-Parametric tests, scale reliability
5. To impart knowledge on various theoretical and practical aspects of statistics and data science.
6. To practice problem analysis and decision-making.

**Unit - I :** Probability distribution, Simple and Multiple regression,

**Unit - II :** One & Two-proportion Z-test, Z-interval, T- Test: Single Mean and two mean, About a single, about difference of means, Paired sample T Test,

**Unit - III :** One-Factor ANOVA, Two Factor ANOVA, Factor Analysis

**Unit - IV :** Probability Theory and the Role of Statistical Simulation

**Unit - V :** Introduction to Maximum Likelihood Estimation (MLE), Model Specification and Estimation

**Unit - VI :** Models for Ordinal Dependent Variables, cumulative model, sequential model, Adjunct category Model

**Text Books**

1. Statistics for Management, Richard Kevin, David Rubin, Masood Siddiqui & Sanjay Rastogi, Pearson Publications

**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)





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

**Course Code : MBT522**

**Course : Organization Behaviour**

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

**Total Credits : 3**

---

**Course Objective**

This course provides the foundation for the students to understand the various aspects of individual & group behaviour, organization culture and walk through the journey in corporate sector to perform and grow.

**Course Outcomes**

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

**Unit - I : Introduction to Organization Behavior**

Definition, importance, scope, need, fundamental concepts of OB, evolution of OB.

**Unit - II : Individual Behavior & Motivation**

Foundations of individual behavior, meaning of personality, theories of personality, motives - Definition, importance, characteristics and classification of motives - Primary & secondary motives, Theories of motivation: Maslow, Herzberg's hygiene & motivators, ERG theory. McClelland's achievement theory and expectancy theory.

**Unit - III : Perception, Attitudes and Values**

Importance & factors influencing perception, perception process, Attitude - Components of attitudes, attitudes and cognitive consistency, job satisfaction: Determinants & measurement of job satisfaction. Values - Sources and types of values (Values will be for self-study)

**Unit - IV : Group Dynamics & Conflict Management**

Concept of group & team, process of group formation - Formal and informal groups, conflict management: Traditional vis-à-vis modern view of conflict, types of conflict - Intrapersonal, interpersonal, group & organizational.



### **Unit - V : Organization Culture**

Creation of culture, organization culture - levels, types, strategies for sustaining culture.

### **Unit - VI : Organization Change**

Change - nature, levels types, pressures for change, force field theory for change, the domino effect, responses to change, change process, resistance to change.

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

### **Text Book**

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

### **References Books**

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





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

**Course Code : MBT523**

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

**Course : Financial Accounting**

**Total Credits : 3**

---

**Course Objective**

Through Enhanced pedagogy, up-to-date coverage explaining the fundamental principles of accounting, the entire accounting cycle, from recording of financial transactions to the preparation of final accounts, the course aims to develop the critical thinking and decision making skills that the students need to succeed in a dynamic business world

**Course Outcomes**

1. Able to Understanding of the Basic concepts and terms of Financial Accounting.
2. Able to make transaction in primary and subsidiary books of accounts.
3. Able to understand the importance of Cash Book and Bank Reconciliation Statement.
4. Able to understand concept of depreciation.
5. Able to prepare Financial Statements of Service Providing Firms.
6. Able to prepare Financial Statements of Corporate Entities.

**Unit - I : Introduction to Financial Accounting**

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 and Bank Reconciliation of Statement**

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

**Unit - IV : Depreciation Accounting**

Meaning, need & importance of depreciation, methods of charging depreciation (WDV & SLM).

**Unit - V : Preparation of final accounts of Professional/Service establishments**

Preparation of Income and Expenditure Account and Balance sheet of Professional / Service establishments.



## Unit - VI : Preparation of Financial Statements

Introduction and preparation of Financial Statements of Corporate Entities.

### Text Book

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

### Reference Books:

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





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

**Course Code : MBT524**

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

**Course : Financial Management**

**Total Credits : 3**

---

**Course Objective**

After doing the course the students should be able to understand the practical problems of business, the application of TVM, relevance of Cost of capital and leverages in deciding the funding requirements and application and appraisal of projects.

**Course Outcomes**

1. Know the basics of financial management.
2. Be able to understand the use of TVM.
3. Be able to understand the concept of cost of capital and calculate the cost of capital
4. Have an understanding of the concept of capital structure, EBIT-EPS Analysis, evaluation of various financing plans, importance of leverages and dividend policies.
5. Have an understanding of the concept of operating cycle and other aspects of working capital management.
6. Be able to understand the Capital Budgeting Techniques like IRR, NPV and PI.

**Unit - I : Introduction to Financial Management**

Introduce the concept of business finance, finance function, scope, organization, Responsibilities of finance executive, Goals & objectives of financial management. Sources of financing - Long -Term and Short- term. Introduction to capital markets (Equity + Debt + money markets + MFs + F&O) (Sources of Finance is for Self Study).

**Unit - II : Time Value of Money**

Application of Time Value of Money and calculation of Future and Present value of a single cash flow, multiple cash flows and Annuity.

**Unit - III : Cost of Capital**

Understand the Concept, meaning & importance of cost of capital. Computation of cost of different sources of finance, Weighted average cost of capital & factors affecting cost of capital.

**Unit - IV : Capital Structure**

Understanding the meaning and concept of optimal capital structure, Leverages and EBIT-EPS analysis. Concept of Dividend policies and valuation models- Gordon, Walter and MM. ( Self Study- Concept of Dividend, policies and Models)



### **Unit - V : Working Capital Management**

Concept of working Capital, significance, Adequacy of working capital, Factors affecting working capital needs, operating cycle, financing approaches for working capital and estimation of working capital requirements. ( Self Study-Financing approaches for working capital )

### **Unit - VI : Investment Decision**

Capital budgeting-Nature and significance, techniques of capital budgeting - Pay back Method, Accounting rate of return, Internal Rate of Return, DCF', Net Present Value and profitability index.

### **Text Book**

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

### **Reference Books**

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







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

**Course Code : MBT525**

**Course : Marketing Management**

**L: 3 Hrs. P: Hrs. Per week**

**Total Credits : 3**

---

**Course Objective**

The objective of this course is to enable students to develop, establish and understand basics of marketing of goods and services. The course aims that learner should understand the market and its intricacies.

**Course Outcomes**

1. Understanding of basic concepts of marketing.
2. Ability to analyse consumer buying behaviour and design marketing research process.
3. Knowledge about segmentation targeting and positioning.
4. Understanding of product management.
5. Ability to device pricing strategies and communication process.
6. Understanding of market evaluation and control as well as learn regarding ethical and legal issues in marketing.

**Unit - I : Understanding Marketing Management :** Core concepts of marketing, nature and concept of marketing, marketing mix, service marketing, steps in the marketing process, nature and contents of marketing plan, scanning the marketing environment.

**Unit - II : Consumer Behaviour :** Consumer behaviour, buying decision process, organizational buying, customer relationship management, marketing research and demand forecasting.

**Unit - III : Market Positioning :** Market segmentation and targeting, positioning and repositioning; marketing strategies.

**Unit - IV : Product Management :** Meaning of product, product classification, product levels, product policies, product life cycle and new product development, product differentiation.

**Unit - V : Pricing, IMC & Distribution :** Pricing objectives, methods and pricing policies; channel design and management, understanding the communication process, managing advertising; sales promotion, public relations and direct marketing, Social Media Marketing, Digital Marketing.

**Unit - VI : Market Evaluation and Controls :** Types, process, obstacles to marketing control - marketing audit, social, ethical and legal issues in marketing.

**Text Book**

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

**References Books**

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





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

**Course Code : MBT526**

**Course : Entrepreneurial Skills**

**L: 3 Hrs., T: 1 Hrs., P: 0 Hrs., Per week**

**Total Credits : 03**

---

**Course Objective**

1. To provide an introduction to Entrepreneurial skills & positive attitude.
2. To learn about achievement and goal setting.
3. To make student understand assertive behavior.
4. To provide understanding about time management.
5. To provide conceptual Networking.
6. To provide understanding of leading and teamwork.

**Unit - I : Entrepreneurial skills in perspective**

Introduction, overview, Achievement orientation, Relations skills, internal locus of control, Creativity and innovation. Self-confidence and positive attitude: Impact of negative statements and beliefs on your ability to achieve, Principles for developing positive attitude, Use positive affirmations, Make a mental picture of your success, Seek out the positive in all circumstances, View failure as opportunities to improve, Praise yourself.

**Unit - II : Business Achievement and Goalsetting**

Introduction business achievement, Key success factors for business achievement, I need to succeed, Self-confidence, Goalsetting guidelines, Write down your goals, Goals must be specific, measurable realistic, Create mental picture of your goal, Break goals into smaller objectives, Monitor your progress daily, Be persistence.

**Unit - III : Idea Generation / Evaluation**

Startup and businesses, Types & stages of start-up, Idea generation strategies, Startup life cycle, Bootstrap financing, angles/VCs - elevator pitch, incubators and, business accelerators, entrepreneurs mindset, General environment Analysis for identifying opportunities.

**Unit - IV : Components of BMC**

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

**Unit - V : Networking**

Introduction, Concept of networking, How to develop effective network, Applying networks for growth, Developing networking skills, Computer as a networking tool.



### **Unit - VI : The Role of Leading and Teamwork in the Management Process**

Managing for Competitive Advantage, Quality, Cost Competitiveness, Innovation, Swiftness Leadership, Different leadership styles and implications, Creativity and Problem-Solving : Characteristics of creative person, Creative process, Defining the problem, Compiling relevant information, Generating ideas, Evaluating and prioritizing the ideas.

### **Text Book**

1. Entrepreneurial Skills, JUTA Publications.

### **Reference Books**

1. Vasanta Desai : Dynamics of entrepreneurial development and management.
2. Vasanta Desai : Entrepreneurial.
3. Peter F. Drucker : Innovation and development.
4. M. V. Deshpande : Entrepreneurship of small scale industries.
5. Rajeev Roy : Entrepreneurship.
6. The Start-up Owner's Manual : The Step-by-Step Guide of Building a Great Company, by Steve Blank & Bob Dorf. (Available in Kindle also).





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

**Course Code : MBT527**

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

**Course : Project Management**

**Total Credits : 3**

---

**Course Objective**

The Objective of Project Management is to make students aware of the project management concepts and develop project planning, scheduling and costing skills.

**Course Outcomes**

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

**Unit - I : Introduction to Project Management**

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

**Unit - II : Scheduling and Network Analysis**

Developing a Project Plan Work breakdown Structure, Developing the project network Activities: Sequencing, Duration and Scheduling, CPM/PERT. Use of Project Management Software

**Unit - III : Time Cost Analysis**

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

**Unit - IV : Resource Analysis**

Resource Management Identifying resource requirement, Types of Resource Constraints, Classification of a Scheduling Problem Resource Allocation Methods Scheduling resources.

**Unit - V : Risk Management**

Project Risk Management Risk Management Process, Risk Identification, Risk Assessment, Risk Response Development & Risk Response Control.



### **Unit - VI : Performance Monitoring and Closure (Self Study)**

Project Performance, Evaluation & Closure Structure of Project Monitoring Information System, Project Control process, Monitoring Time performance through Gantt chart, Types of Project Closure. Wrap-up Closure Activities.

### **Text Book**

1. Project Management by Clifford F. Gray, Erik W. Larson, McGraw Hill

### **Reference Books**

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





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

**Course Code : MBT528**

**Course : Principles of Management**

**L:2 Hrs., T: 1 Hrs., P: 0 Hrs., Per week**

**Total Credits : 02**

---

**Course Objective**

To analyse and understand the environment of the organization and to help the students to develop cognizance of the importance of management principles.

**Course Outcomes**

1. It will provide understanding of various management theories and Planning
2. Students will understand the role of organizing and learn about different organization structures
3. To make student understand staffing and organizational change.
4. To provide understanding about leading and controlling.

**Unit - I : Management** : Definition, nature, purpose and scope of management, Skills and roles of a Manager, functions, principles; Evolution of Management Thought, Scientific Management. Planning: Types of plans, planning process, Characteristics of planning, Traditional objective setting, Strategic Management, premising and forecasting Decision-Making: Process, Simon's model of decision making, creative problem solving, group decision making.

**Unit - II : Management by Objectives** : Management by exception; Styles of management: (American, Japanese and Indian), McKinsey's 7-S Approach, Self-Management Organizing: Organizational design and structure, Coordination, differentiation and integration. Span of management: centralization and de-centralization Delegation, Authority & power - concept & distinction, Line and staff organizations

**Unit - III : Staffing** : Human Resource Management and Selection, Performance appraisal and Career strategy, Coordination- Concepts, issues and techniques Organizational Change: Introduction, Resistance to Change, Behavioral Reactions to Change, Approaches Or Models to Managing Organizational Change.

**Unit - IV : Leading** : Human Factors and Motivation, Leadership, Communication, Teams and Team Work Controlling: Concept, planning-control relationship, process of control, Types of Control, Control Techniques Characteristics of team

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

**Course Code : MBT529**

**Course : Research Methodology**

**L: 2 Hrs. Per week**

**Total Credits : 2**

---

**Course Objective**

The objective of this course is to develop a research orientation among the students and to acquaint them with fundamentals of research methods. The course aims at introducing them to the basic concepts used in research and to scientific social research methods and their approach

**Course Outcomes**

1. Understanding the basic terms and process of carrying out research & designing of hypothesis
2. Understanding the different techniques of collection of data
3. Understanding the concept of various scaling techniques & making a Questionnaire
4. Understanding to choose the right sampling techniques

**Unit - I : Introduction to Business Research**

Definition; Nature and Scope of Business Research; The Research Process; Types of research, Types of Research Design, Basic principles of experimental Design. Formulation of research hypothesis. Procedure for hypothesis testing;

**Unit - II : Data Collection**

Primary and secondary data, Data collection methods - observation, interview, schedules, focus group, personal interview method, projective techniques - sentence completion, word association, story completion, verbal projection tests, Pictorial techniques; play techniques, quizzes, tests and examinations, Socio-metric analysis, Content analysis. Use of mechanical devices.

**Unit - III : Scaling and Questionnaire design**

Introduction, types of measurement scales, classification of scales, Scaling and scale construction technique. Measurement error criteria for good measurement Criteria for questionnaire design, types of questionnaire, design procedure, types of questions, structure of questionnaire, physical characteristics, pilot testing, administering the questionnaire, reliability and validity of questionnaire, E-questionnaire - salient features. Data coding; Editing and Tabulation.

**Unit - IV**

Sample Design & Sampling Defining the Universe and Sampling Unit; Sampling Frame; Probability and Non-probability Sampling Methods; Sample Size Determination,

A Survey based mini-project should be undertaken by the students to orient them about basics of research.



### **Text Book**

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

### **Reference Books**

1. Research Methodology By Dr. Deepak Chawla & Neena Sodhi (Vikas Publications)
2. Research Methodology By R. Paneerselvam (Prentice Hall of India Pvt. Ltd)
3. Business Research Methods By Zikmund (Thomson Learning Books)
4. Research Methods for Business By Uma Sekaran & Roger Bougie (Wiley India Edition)
5. Marketing Research By Malhotra & Dash (Pearson Publication)
6. Marketing Research, G C Beri third edition (McGraw Hill)
7. Business Research Methods, Naval Bajpai, Pearson Publication







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

**Course Code : MBT530**

**Course : Environment Management**

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

**Total Credits : 0**

---

**Course Objective**

The objective of the course is to provide skills and an improved understanding of how firms and organizations work with sustainability issues such as environmental and natural resource management and sustainability issues.

**Course Outcomes**

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

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

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

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

**Text Book**

1. Environmental Studies: R. Rajagopalan, By Oxford

**References Books**

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



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

**Course Code : MBP521**

**Course : Behavioural Skill Lab**

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

**Total Credits : 1**

---

**Course Objective**

This course provides the foundation for the students to improve their skillset with respect to understanding oneself, goal setting, intrapersonal and interpersonal communication with focus on developing managerial skills.

**Course Outcomes**

1. Understanding self and understanding intrapersonal & interpersonal skills
2. Understand managerial skills and styles of conflict management

**Unit - I :**

**Understanding yourself :** Personality Testing and analysis, activities on self-esteem, significance of goal setting

**Intrapersonal Skills :** Emotion management, time management, stress management, work life balance, developing thinking skills

**Interpersonal Skills :** Listening skills, art of questioning, assertiveness, Negotiation skills, add activities under transactional analysis

**Unit - II**

**Managerial Skills and Conflict Management :** Delegation skills, decision making and problem solving, basic leadership styles and its application in different situations, climbing the ladder of Maxwell's leadership pyramid, styles of conflict management

**Text Book**

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

**References Books**

1. Organization Behaviour: Robbins, 9th Pearson Education Asia
2. ORGB: Nelson, Quick, Khandelwal, 2nd, Cengage Learning





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

**Course Code : MBP522**

**Course : Business Communication Skills Lab**

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

**Total Credits : 1**

---

**Course Description**

This course provides the foundation for the students to hone their Communication Skills focusing on the role of communication in business. It will include exercises on topics such as the communication process, barriers to communication etc.

**Course Outcomes**

1. The students will be to understand the concept of communication in the context of business.
2. The students will be able to communicate effectively using written communication.

**Unit - I**

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

**Unit - II**

Effective writing Styles, 7Cs of written communication, Layout of business letters, Different Types of Business letters, Email etiquettes, Report Writing, Making an Agenda for a meeting, Minutes of the meeting, Notices, Memos & Circulars.

**Text Book**

1. Business Communication by Asha Kaul, PHI Learning





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

**Course Code : MBT531**

**Course : Cost and Management Accounting**

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

**Total Credits : 3**

---

**Course Objective**

After doing the course the students should be able to identify, use and interpret the results of costing techniques appropriate to different activities and decisions, have a basic understanding of analysis of financial statements and use of models for decision making.

**Course Outcomes**

1. Be able to understand the concept and importance of cost and management accounting and prepare cost sheets and quotations.
2. Be able to calculate operating costs and understand process costing.
3. Have an understanding of Activity Based Costing.
4. Be able to read Financial Statements and derive meaningful information.
5. Be able to prepare and analyse models for decision making.
6. Have an understanding of preparation of budgets.

**Unit - I: Introduction**

Understand the Meaning, Scope and importance of Management Accounting. Difference between Financial Accounting & management Accounting, role of management accountant. Cost Determination: Objectives, Classification of Cost, preparation of statement of cost and quotations (using spreadsheet).

**Unit - II : Service Costing**

Operating / Service Costing (Process costing is for self study)

**Unit - III : Activity Based costing**

Compare the Traditional absorption costing system with Activity based costing, and understanding the relevance of ABC.

**Unit - IV : Financial Statement analysis & Interpretation**

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



### **Unit - V : Planning & Decision Making Techniques**

Learning the application of Marginal & Differential costing, Cost Volume Profit analysis, BEP analysis and key factor analysis.

### **Unit - VI : Understanding the preparation of Budgets**

Fixed and Flexible Budget, Cash Budget and the concept of Budgetary control.

### **Text Book**

1. Management Accounting 10th Edition: M.N. Arora

### **Reference Books**

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





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

**Course Code : MBT532**

**Course : Operations Management**

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

**Total Credits : 3**

---

**Course Objective**

This course introduces major concepts and tools used in the design and use of operations systems in organizations. Emphasis is given both to familiarization of various production processes and service systems, and to quantitative analysis of problems/ issues arising in the management of operations.

**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.

**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, MPS, MRP.



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

**Course Code : MBT533**

**Course : Managerial Economics**

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

**Total Credits : 3**

---

**Course Objective**

To understand the how to apply economics theory and concept for managerial decision making. To enhance the analytical skills of the students to understand the dynamics of business and apply the concepts of micro and macroeconomics for analysis of the business and economy and forward planning.

**Course Outcomes**

1. To able the students understand the basics of Managerial economics, its scope and significance in managerial decision making.
2. To able the students understand the theoretical framework for demand and supply and understand the concept of elasticity of demand and supply.
3. To able the students understand the concept of production function and its application in production analysis and understand the short and long run costs and its relationship with output.
4. To able the students understand the different market structure and the pricing decisions
5. To able the students understand the National Income Accounting concepts and its measurement.
6. To able the students understand the concept of business cycle and inflation and the Monetary & Fiscal Policy and its instruments

**Unit – I : Introduction to Managerial Economics:** Definition, Nature and Scope of Managerial Economics, Application of Economics to Business Decision, Relationship of Economics with various areas of Management and OR; role of managerial economist.

**Unit – II : Demand and Supply Functions – Theory of Demand :** Demand Analysis, Elasticity of demand, types and significance of Elasticity of Demand. Demand estimation - Marketing research approaches to demand estimation. Need for forecasting, forecasting techniques. Supply Analysis - Supply function, the Law of Supply, Elasticity of Supply. Practical Problems on Demand curve and Demand Function

**Unit – III : Production & Cost Analysis - Production & Production Function :** Concept, Forms of production function, Law of variable Proportions, Returns to scale. Cost concept, Short term and long term cost. Average cost curves, cost output relationship, Cost curves, Economies & Diseconomies of scale. Practical Problems on estimation of production function - Cobb-Douglas production function.





**Unit – IV : Market Structure and Pricing practices :** Features and Types of different competitive situations - Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both the long run and short run. Pricing philosophy - Pricing methods in practice: Price discrimination, Practical Problems on pricing.

**Unit - V : National Income :** Basic concept-measurement of national income concept of GDP & GNP -Methods of measuring national income. Practical Problems on computation of national income. Concept of multiplier, accelerator.

**Unit - VI : Business cycles & Stabilization :** Concept, Causes & Impact of business cycle , Policy; Inflation & deflation- types, causes, effects remedial measures; Monetary and Fiscal policy- meaning, scope and instruments; Factors determining economic environment of business.

NB: Numerical shall be based on Unit II, Unit III, Unit IV, Unit V only.

### Text Book

1. Managerial Economics, Suma Damodaran, Oxford University Press, New Delhi

### Reference Books

1. Managerial Economics, Dominick Salvatore, Oxford University Press, New Delhi
2. Managerial Economics, D.N.Dwivedi, Vikas Publishing House Pvt. Ltd.
3. Managerial Economics, Peterson & Levis, Prentice Hall of India.
4. Managerial Economics, P. L. Mehta, Sultan Chand & Sons, New Delhi
6. Indian Economy, Mishra & Puri, 2007, Himalaya Publishing House





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

**Course Code : MBT534**

**Course : Human Resource Management**

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

**Total Credits : 3**

---

**Course Objective**

This course is aimed at enabling the students to integrate the understanding of various HR concepts along with the domain concept in order to take correct business decisions.

**Course Outcomes**

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

**Unit - I : Introduction to HRM**

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

**Unit - II : Job Analysis & Design**

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

**Unit - III : Job Evaluation and Human Resources Planning**

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

**Unit - IV : Recruitment & Selection**

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

**Unit - V : Training & Development & Performance Management**

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



### **Unit - VI : Employee Remuneration & Employee experience Management**

Compensation (Direct & Indirect). Introduction to: Strategic HRM, Balance Scorecard, Organization Citizenship Behaviour, HR Audit, Competency Mapping, Employee Engagement (Sara Cook Model). Students will undergo a project on any one of the six units.

### **Text Book**

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

### **Reference Books**

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





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

**Course Code : MBT535**

**Course : Strategic Management**

**L: 3 Hrs. P: 2 Hrs. Per week**

**Total Credits : 3**

---

**Course Objective**

This course provides the foundation for the students to develop understanding of Strategic Management and its role in creating competitive advantage.

**Course Outcomes**

1. Students will understand the integrative nature of strategic management and its role in creating competitive advantage.
2. Students will be able to analyse external environment.
3. Students will be able to assess the internal environment of the firm.
4. Students will be able to understand formulation and implementation of business level strategies for creating and sustaining competitive advantage.
5. Students will be able to understand formulation and implementation of corporate level strategies for creating value in domestic and global markets.
6. Students will be able to understand strategy implementation and control and will understand the change management, organizational structure and role of leadership in strategy-implementation.

**Unit 1 : Strategic Management: Creating Competitive Advantages**

What is strategic management? The strategic management process. The strategic management perspective: an imperative throughout the organization. Ensuring coherence in strategic direction. The role of corporate governance and stakeholder management.

**Unit 2 : Analysing the External Environment of the Firm**

Enhancing awareness of the external environment, the general environment, the competitive environment.

**Unit 3 : Assessing the Internal Environment of the Firm**

Value-chain analysis, resource-based view of the firm, evaluating firm performance. Recognizing a Firm's Intellectual Assets: Moving beyond a Firm's Tangible Resources.

**Unit 4 : Business-Level Strategy: Creating and Sustaining Competitive Advantages**

Types of competitive advantage and sustainability, industry life-cycle stages: strategic implications



### **Digital Business Strategy: Leveraging Capabilities in a Disruptive Environment**

Competitive Disruption, strategic management, and the digital economy, how internet and digital technologies are affecting five competitive forces, competitive strategies and adding value.

### **Unit 5 : Corporate-Level Strategy: Creating Value**

Making diversification work: an overview, related diversification: economies of scope and revenue enhancement, related diversification: market power, unrelated diversification: financial synergies and parenting, the means to achieve diversification.

### **International Strategy: Creating Value in Global Markets**

International expansion: a company's motivations and risks, achieving competitive advantage in global markets, entry modes of international expansion

### **Unit 6 : Strategic Control**

Ensuring informational control: responding effectively to environmental change, attaining behavioural control: balancing culture, rewards, and boundaries, the role of corporate governance.

### **Creating Effective Organizational Designs**

Traditional forms of organizational structure, linking strategies rewards and evaluation system to business level and corporate level strategies, boundaryless organizational designs, creating ambidextrous organizations.

Strategic Leadership: Creating a Learning Organization and an Ethical Organization, Managing Innovation and Fostering Corporate Entrepreneurship

**\*Note: underlined topics are for self-study**

### **Text Book**

1. Strategic Management: Text and Cases, 10th Edition, By Gregory Dess and Gerry McNamara and Alan Eisner and Seung-Hyun Lee, McGrawHill Publications

### **Reference Books**

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





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

**Course Code : MBT536**

**Course : Blockchain and its Application**

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

**Total Credits : 3**

---

**Course Objective**

This course is to understand Blockchain and its main application cryptocurrency. Students will learn how this system works and how can they utilize and what application can be build. After successful completion of this course, students will be familiar with blockchain and cryptocurrency concepts. Also they can build their own application using the learned concepts.

**Course Outcomes**

1. Explain what is open Blockchain platform
2. Understand the crypto currency
3. Understand block chain technology for supply chain
4. Explain what are smart contracts, decentralized apps (Dapps), and decentralized anonymous organizations (DAOs)

**Unit - 1 : Basics :** Distributed Database, Two General Problem, Byzantine General problem and Fault, Tolerance, Hadoop Distributed File System, Distributed Hash Table, ASIC resistance, Turing Complete.

**Unit - 2 : Cryptocurrency :** History, Distributed Ledger, Bitcoin protocols - Mining strategy and rewards, Ethereum - Construction, DAO, Smart Contract, GHOST, Vulnerability, Attacks, Sidechain, Namecoin

**Unit - 3 :** Understanding block chain technology for supply chain, Blockchain's value in today's supply chains

**Unit - 4 : Block chain and smart contracts :** Ethereum Virtual Machine (EVM), Decentralized Autonomous Organizations (DAO)

**Text Book**

1. Arvind Narayanan, Joseph Bonneau, Edward Felten, Andrew Miller and Steven Goldfeder.

**Reference Books and Articles**

1. Bitcoin and Cryptocurrency Technologies: A Comprehensive Introduction, Princeton University Press (July 19, 2016).
2. Wattenhofer, The Science of the Blockchain Antonopoulos, Mastering Bitcoin: Unlocking Digital Cryptocurrencies.
3. Satoshi Nakamoto, Bitcoin: A Peer-to-Peer Electronic Cash System.
4. Nicola Atzei, Massimo Bartoletti, and Tiziana Cimoli, A survey of attacks on Ethereum smart contracts.





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

**Course Code : MBT537**

**Course : Business Legislation**

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

**Total Credits : 2**

---

**Course Objective**

This course aims at providing knowledge on various business legislations with respect to company laws, partnership, contracts, intellectual properties, consumer protection and right to information for citizens.

**Course Outcomes**

1. Understanding of Companies Law
2. Understanding of laws related to partnership
3. Understanding of elements of contract and intellectual properties
4. Understand the laws related to consumer protection and right to information

**Unit - I : The Companies Act**

Definition & characteristics of a company, Kinds of Companies, Memorandum of Association, Articles of Association; Role of Director.

**Unit - II : Indian Partnership Act**

Nature of partnership firm, Different types of partner, Difference between Partnership & Company, Reconstitution of partnership firm, Dissolution of partnership firm.

**Unit - III : Indian Contract Act & Intellectual Property**

Definition, Different types of Contract, Essential elements of Valid Contract, Consequences of breach of contract.

Intellectual Property Rights Act: Scope, Provisions & overview.

**Unit - IV : General Legislations**

Consumer Protection (New Act 2017): Scope, Provisions & overview, rights and duties of consumer, Consumer Dispute Redressal machinery.

Right to Information Act 2005: Scope, Provisions & overview (RTI Act will be for self-study)

**Text Book**

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

**References Books**

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



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

**Course Code : MBT538-1**

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

**Course : Introduction to Fintech**

**Total Credits : 2**

---

**Course Objective**

To equip the studnets with knowledge of domains and technologies used in the finance.

**Course Outcomes**

1. Understanding of FinTech domains, areas of impact, and future landscape.
2. Understanding the digital money, different payment instruments, and how the same area used in contemporary payment methods.
3. Understanding of the various technologies and their use in the finance sector.
4. Understanding of cyber security and regtech.

**Unit - I**

**Introduction :** Fintech sector, Bank and emerging trends in a bank, Fintech start-ups and unicorns, Global Finscape.

**Unit - II**

**Payments and Remittance :** Creation of money, payment instruments, contemporary payment methods, Digital currencies, next-generation commerce, crowdfunding & crowd investing, digital lending.

**Unit - III**

**Fintech Technologies and Solutions :** AI and ML, Big Data, IoT, Blockchain and Distributed Ledger, Cloud computing, Fintech solutions.

**Unit - IV**

**Cyber Security and Regtech :** Unique Identification system in India, Cyber Security, Regulation Technologies.

**Text Book**

1. FinTech Future by Sanjay Phadke, Sage Publications.

**Reference Books**

1. The FinTech Book by Susanne Chisti and Janos Barberis, Wiley Publishing.
2. FinTech in a Flash: Financial Technology Made Easy by Agustin Rubini, Kindle edition.
3. The Book of Satoshi: The Collected Writings of Bitcoin Creator Satoshi Nakamoto by Phil Champagne, Kindle edition.







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

**Course Code: MBT538-2**

**Course : R- Studio**

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

**Total Credits : 2**

---

**Course Objective**

The course covers practical issues in statistical computing which includes programming in R, reading data into R, accessing R packages, writing R functions, debugging, and organizing and commenting R code. Topics in statistical data analysis and optimization will provide working examples.

**Course Outcomes**

1. Introduction to R packages and various vectors and operators
2. To learn common functions and data frames in R
3. To learn conditional statements, loops, help functions in R
4. To understand the decision making structures and data manipulation

**Unit-1: Introduction to R:** Introduction to R, How to run R, R Sessions, and Functions, Basic Math, Variables, Data Types, In-Built Functions, Installing Packages, Matrices, Arrays And Lists: Creating matrices, Matrix operations, Applying Functions to Matrix Rows and Columns, Adding and deleting rows and columns, Vector /Matrix Distinction,

**Unit-2: Data Frames:** Creating Data Frames, Matrix-like operations in frames, Merging Data Frames, Applying functions to Data frames, Factors and Tables, factors and levels, Common functions used with factors, Working with tables - Other factors and table related functions - Control statements, Arithmetic and Boolean operators and values.

**Unit-3:** R Data Structures , Help functions in R , Vectors , Scalars , Declarations , recycling , Common Vector operations , Using all and any , Vectorized operations , NA and NULL values , Filtering , Vectorised if-then else , Vector Equality , Vector Element names

**Unit-4: Decision Making Structures :** If Else Statement, Nested If Statements, If Else If Ladder, For loop, While Loop, Repeat Loop, User defined Functions, Data Manipulation using dplyr package, pipe operator, Tidying of data using tidyr package

**Text Books**

1. Norman Matloff , “The Art of R Programming: A Tour of Statistical Software Design”, NoStarch Press, 2011
2. Jared P. Lander, “R for Everyone: Advanced Analytics and Graphics”, Addison-Wesley Data& Analytics Series, 2013.

**Reference Books**

1. Mark Gardener, “Beginning R - The Statistical Programming Language”, Wiley, 2013
2. Robert Knell, “Introductory R: A Beginner's Guide to Data Visualisation, Statistical Analysis and Programming in R”, Amazon Digital South Asia Services Inc, 2013.



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

**Course Code : MBT538-3**

**Course : Agile Project Management**

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

**Total Credits : 2**

---

**Course Objective**

This course provides the foundation for the students to understand the agile project management concepts and practices in industry.

**Course Outcomes**

1. Understand agile fundamentals and scrum process.
2. Have knowledge to understand planning in agile and scrum requirements.
3. Understand the monitoring and controlling in agile.
4. Be able to understand the agile and scrum tools

**Unit - I:**

Agile Fundamentals, Introduction to Agile, The Agile Values and Principles, Agile Methodologies, The Scrum Framework, The Scrum Process, Scrum Artifacts, Scrum Roles and Responsibilities, Benefits of using Agile

**Unit - I I: Planning in Agile**

Product Roadmap ,Release Planning ,Estimation in Agile ,Sprint Planning, Day's Planning as part of Daily Scrum Managing Requirements in Agile : Product Backlog, Backlog Refinement, Sprint Backlog, User Stories and Epics, Requirements Prioritization

**Unit - III :**

Monitoring and Controlling in Agile, Daily Scrum, Sprint Review, Sprint Retrospective, Risk Management, Issue Management, Reporting

**Unit - IV :**

Tools used in Agile Scrum, Certifications in Agile Scrum Project Closing, Checklist for Project Closure, Good Practices in Agile

**Text Book**

1. Project Management by Clifford F. Gray, Erik W. Larson, McGraw Hill

**Reference website**

1. [www.scrum.org](http://www.scrum.org)





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

**Course Code : MBT538-4**

**Course : Business and Industrial Automation**

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

**Total Credits : 2**

---

**Course Objective**

The Objective of Business and Industrial Automation is to introduce the concept of Industry 4.0 and its paraphernalia to the management students. The changing scenario of business in the realm of Industry 4.0 poses a challenge to managers on adapting to the automation prevalent in the industry.

**Course Outcomes**

1. Understand concept of Industry 4.0
2. Learning on different constituents of Automation.

**Unit – I: Introduction**

Industry 4.0: Globalization and Emerging Issues, The Fourth Revolution, LEAN Production Systems, Smart and Connected Business Perspective, Smart Factories

**Unit – II: Constituents of Industry 4.0**

Cyber Physical Systems, Collaborative Platform and Product Lifecycle Management, Augmented Reality and Virtual Reality, Artificial Intelligence, Big Data and Advanced Analysis

**Unit – III: Hardware of Industry 4.0**

Introduction to Mechatronics, Sensors, Controllers and Actuators. The system of PLCs and SCADA, Introduction to Robotics

**Unit – IV: Changing Scenario**

Internet of Things, Dealing with changes in the organization, Concept of Optimum Automation, Challenges for SMEs

**Text Book**

1. Industry 4.0: The Industrial Internet of Things - Alasdair Gilchrist, Apress.
2. The Fourth Industrial Revolution - Klaus Schwab.





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

**Course Code : MBT539**

**Course : Ethics and Corporate Social Responsibilities (MOOCS)**

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

**Total Credits : 3**

---

**Course Objectives**

This course is designed to develop in the students an understanding of the concept of Business Ethics and its application in business decision making with emphasize on CSR and sustainable business practices in the age of Globalization.

**Course Outcomes**

1. Understanding of basic concept of Business Ethics
2. Understanding Corporate Social Responsibility
3. Knowledge of Ethical theories.
4. Concepts of Tools and Techniques of Business Ethics Management.
5. Understanding Contextualizing Business Ethics.
6. Knowledge of Employees and Business Ethics.

**Unit - I**

What is Business Ethics, Why Business ethics is important, Business Ethics in different Organizational contexts, Globalization: key context for business ethics, Sustainability: A goal for business ethics

**Unit - II : Framing Business Ethics**

CSR, stakeholders and Citizenship Module1: What is Corporation, Corporate Social Responsibility, Stakeholder theory of firm, Corporate accountability- the firm as a political actor, Corporate citizenship

**Unit - III**

Ethical theories, Normative ethical theories and descriptive ethical theories, Western Modernist ethical theories, Alternative perspectives on ethical theories, Models of ethical decision-making, Individual and situational influences on decision making

**Unit - IV**

Tools and Techniques of Business Ethics Management, Role of various agencies in ensuring ethics in corporation, what is business ethics management; role of various agencies in ensuring ethics in corporation, setting standards of ethical behaviour, managing stakeholder relations, assessing ethical performance, Organizing for Business Ethics management



### **Unit - V : Contextualizing Business Ethics**

Corporate Governance, Accounting and finance, Shareholders as stakeholders: Understanding Corporate Governance, Ethical issues in Corporate Governance, Shareholders as citizens of corporation, Shareholding for sustainability, Financial management: overview and ethical perspective

### **Unit - VI**

Employees and Business Ethics, Models of organization, Employees as stakeholders, issues in the firm-employee relation, Ethical challenges of globalization, Corporate citizen and employee relations, Towards sustainable employment

### **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 Ltd
5. Business Ethics - CSV Murthy, Himalaya publishing House.





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

**Course Code : MBP523**

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

**Course : Rural Community Engagement**

**Total Credits : 1**

---

**Course Objective**

The Objective of Rural Community Engagement is to apprise the students of developmental issues of Rural Community like historical transformation, consumption patterns, land use patterns, cropping, lifestyle, living standards and settlement patterns. To explain rural poverty, dynamics and issues in rural resilience including doubling the income. To identify rural development programmes/initiatives in India, their coverage, outlays, modalities and outcomes and their linkage to international conventions as well as agreements. To check rural physical, social, economic and ecological infrastructure needs and their alignment with the budgets and programmes.

**Course Outcomes**

1. Understand the social, economic, political and cultural framework of the rural society
2. Address the challenges with suitable responses for the identified rural issues
3. Engage in the management of the rural community organisations
4. Engage in village development planning and village resource management functions

**Unit – I: Rural Society, Transformation and Panchayati Raj**

Dynamics of Rural Society, Panchayati Raj System: Social, Economic, Political and Cultural  
Community Goal Setting: SAGY, MPLADS and UBA

**Unit – II: Participatory Learning, Social Mapping, Resource Mapping**

Thematic Maps, Social Maps, Transect Walk, Seasonal Map, Natural and Human Resource Mapping and Management, Ethnographic Research

**Unit – III: Rural Institutions Close to Community**

Engagement with School for competency enhancement/Street Committee for resource efficiency/Health Centre/ Panchayat/ Gram Sabha/ SHGs Awareness :Rural Health Management, Indigenous or Folk Medicine & Hygiene/Sports/ Rights / Policies & Programmes /Transparency/ Corruption/Social Benefits, addressing issues in inclusive development and inclusive Identification of beneficiaries, improving implementation efficiency while plugging leakages in benefit schemes, Direct Benefit Transfer

**Unit – IV: Gram Panchayat Development and Village Disaster Management Plan**

Making of Gram Panchayat Development Plan including aspects and process of preparation of Village Disaster Management Plan, Village livelihoods, rural tourism, entrepreneurship, appropriate technology access including digitised transactions

**Text Book**

1. E-Book by National Council of Rural Institutes





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

**Course Code : MBP524-1**

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

**Course : Corporate Grooming Lab**

**Total Credits : 1**

---

**Course Objective**

This course provides the foundation for the students to improve their Placability by focusing on corporate dressing, corporate etiquettes, Presentation skills, resume writing, group discussions and interview techniques.

**Course Outcomes**

1. Understanding corporate dressing, etiquettes & Body Language in business environment.
2. Understand how to create and deliver presentations, crack Group discussions and Personal Interviews and create a good professional resume.

**Unit 1:**

**Power Dressing :** Dressing for different Corporate Occasions, Do's and Don'ts of Corporate Dressing, Mannerisms and Etiquettes to be followed in a Corporate Environment.

**Body Language :** Introduction to Body Language, Proxemics, Postures, Gestures, Facial Expressions and Other Miscellaneous body language cues in business environment.

**Presentation Skills :** Presentation skills, 5 Ps of presentation, Public Speaking- Need, Importance technique, Do's and don'ts. Practical Exercises on speeches, extempore.

**Unit 2:**

**Group discussions techniques :** Types of GDs, Need and importance of GD in Corporate and Placement process. Do's and Don'ts.

**Interview techniques :** What is Interview, interview process, Dos and Don'ts of interview, FAQs

**Resume Writing :** How to write a professional resume, sample resumes.





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

**Course Code : MBP524-2**

**Course : Marketing Lab**

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

**Total Credits : 1**

---

**Course Objective**

This course provides the foundation for the students to impart hands on knowledge about on field activities under marketing specialization.

**Course Outcomes**

1. To analyse consumer market & business market, designing STP, creating brand equity and to prepare product & pricing strategies and managing services.
2. To assess retail scenario and managing wholesale & logistics, to create integrated marketing communication plan, new market offerings and annual marketing control plan.

**Unit I:**

**Experiments based on:** Segmentation, targeting & positioning, brand management, brand equity, product strategies, pricing strategies & programs, packaging-based experiment.

Exercises related to Cluster analysis, using classification trees for segmentation, forecasting new product sales. 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 II:**

**Experiments based on:** Catchment analysis, marketing channel, integrated marketing communication, analysing sales trend, new product development, marketing campaign experiment.

Exercises related to Measuring the Effectiveness of advertising, media selection models, online advertising, marketing research tools, internet and social media marketing.

**Text Book**

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

**References Books**

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







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

**Course Code : MBP524-3**

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

**Course : Financial Modelling Lab**

**Total Credits : 1**

---

**Course Objective**

To equip students with skill to do corporate valuation using discounted cash flow technique and financially appraise projects using capital budgeting techniques.

**Course Outcomes**

1. Ability to prepare and present corporate valuation using forecasting and DCF techniques.
2. Ability to apply capital budgeting techniques for financial feasibility testing.

**Unit I:**

**Preparation of projected financial statements:** Prepare financial statements, Analyze revenue and costs, Forecast revenue and costs, Valuation using discounted cash flow techniques.

**Unit II:**

**Capital Budgeting:** Beta calculations, Computing cost of equity and cost of capital, Applying capital budgeting techniques.

**Text Book**

1. Financial Analysis and Modelling using Excel and VBA by Chandan Sengupta, Wiley.

**Reference Books**

1. Mastering Financial Modelling in Microsoft Excel, by Alastair L. Day, Pearson.
2. Financial Modelling in Excel for Dummies, Danielle Stein Fairhurst, Wiley.





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

**Course Code : MBP524-4**

**Course : Quality Management Lab**

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

**Total Credits : 1**

---

**Course Objective**

This course is aimed at enabling the students to develop analytical abilities for effective application of quality management tools.

**Course Outcomes**

1. Understand the concept of Quality Control tools.
2. Understand the application of control charts.

**Unit - I :**

Importance of Quality control, Basic Approach to Continuous Process Improvement, Kaizen, Six Sigma, Statistical Process control, Pareto Diagram, Process Flow Diagram, Cause and effect Diagram, Check Sheets, Histogram ,Scatter Diagram

**Unit - II :**

Statistical Process control charts, variable charts, Attribute charts.

**Text Book**

1. Total Quality Management ,Dale H.Besterfield

**Reference Books**

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





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

**Course Code : MBP524-5**

**Course : Spreadsheet Lab**

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

**Total Credits : 1**

---

**Course Objective**

After completing of the course student will be able to develop better computation skills. Improved critical thinking, decision-making, and problem-solving skills will also be emphasized using the spreadsheet as a tool.

**Course Outcomes**

1. Be able to understand and do basic excel functions.
2. Be able to understand and do advance and complex excel functions.

**Unit - I : Basic Excel Function**

Basic time saving tips and tricks (Shortcut keys), Count Function, Basic Chart types, Creating charts, Hyperlinks, Sort & filter, Text to Columns, Logical functions, Conditional Formatting, Cell Referencing.

**Unit - II : Advance Excel Function**

Lookup Functions, What if Analysis, Remove Duplicated, Data validation, PIVOT functions, Macro Recording.

**Text Book**

1. Microsoft Excel 2019 Data Analysis and Business Modeling by Winston Wayne L, PHI.

**Reference Books**

1. Financial Analysis with Microsoft Excel by Timothy R Mayes, Cengage India.
2. Financial Analysis and Modeling using Excel and VBA by Chandan Gupta, Wiley.





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

**Course Code : MBT621-1**

**Course : Integrated Marketing Communication**

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

**Total Credits : 3**

---

**Course Outcomes**

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

**Unit - I : Introduction to Integrated Marketing Communication:**

Concept, functional areas of marketing communications, direct marketing and other media, IMC planning process, role in branding, audience contacts, recent trends.

**Unit - II : The Role of IMC in the Marketing Process:**

Marketing strategy and analysis, target marketing process, developing the marketing planning program.

**Unit - III : Source, Message and Channel Factors:**

Promotional planning through the persuasion matrix, source factors, message factors, channel factors, establishing objectives and budgeting for the promotional program.

**Unit - IV : Creative Strategy:**

Planning and development, planning creative strategy, creative process, creative strategy development.

**Implementation and Evaluation :** Appeals and execution styles, creative tactics, client evaluation and approval of creative work.

**Unit - V : Media Planning and Strategy:**

**Traditional vs Modern media :** Online and mobile advertising-social media for advertising and promotion, developing media plan, market analysis and target market identification, establishing media objectives, developing and implementing media strategies, evaluation and follow-up.

**Unit - VI :**

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



**Text Book**

1. Advertising and Promotion : An Integrated Marketing Communication Perspective: by George EBelch, Michael ABelch, Keyoor Purani, Mc Graw Hill.

**Reference Books**

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





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

**Course Code : MBT621-2**

**Course : Brand Management**

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

**Total Credits : 3**

---

**Course 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 overtime and over geographic boundaries.

**Unit - I : Brands and Brand Management**

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

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

**Unit - II : Brand Positioning**

Identifying and establishing brand positioning, positioning guidelines, defining and establishing brand values, internal branding.

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

**Unit - III : Designing Marketing Programs to Build Brand Equity**

New perspective on marketing, product strategy, pricing strategy, channel strategy.

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



### **Unit - IV : Developing a Brand Equity Measurement and Management System:**

The brand value chain, designing brand tracking studies, establishing a brand equity management system.

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

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

### **Unit - V : Designing and Implementing Branding Strategies**

The brand-product matrix, brand hierarchy, designing a branding strategy.

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

### **Unit - VI : Managing Brands over Time**

Reinforcing brands, revitalizing brands, adjustments to the brand portfolio. Managing Brands over Geographic Boundaries and Market Segments: Rationale for going international, advantages of global marketing programs, disadvantages of global marketing programs, standardization versus customization, global brand strategy, building global customer - based brand equity.

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

### **Text Book**

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

### **Reference Books**

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





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

**Course Code : MBT621-3**

**Course : Retail Management**

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

**Total Credits : 3**

---

**Course Outcomes**

1. Understanding of the context and concept of retailing.
2. Ability to handle responsibilities in operating retail functions.
3. Ability to reach a point of decision and help the management in making scientific and informed decisions on merchandising.
4. Understanding of the concept of private labels, category management and large retail establishments.
5. Ability to design the store layout and merchandise display.
6. Understanding of the use of it enabled services for running the store operations.

**Unit - I :Introduction** : Introduction to retail management, retail in India, theories of retail development, international retail, retail formats.

**Unit - II** : Strategy & Planning Understanding retail consumer, strategic retail, store site selection, franchising, understandings shoppers and shopping.

**Unit - III** : Merchandise Management Basics of merchandising, process of merchandising, merchandise procurement methods, merchandise performance.

**Unit - IV** : Managing Retail Private labels, category management, store operations and profitability

**Unit - V** : Creating and Sustaining Value Designing a store and visual merchandising, servicing the retail customer, establish in gap pricing strategy, supply chain Management.

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

**Text Book**

1. Retail Management : by Swapna Pradhan, Mc Graw Hills Publications.

**Reference Books**

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







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

**Course Code : MBT621-4**

**Course : Sales and Distribution Management**

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

**Total Credits : 3**

---

**Course Outcomes**

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

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

**Unit - II :** Sales organizational design, management of sales territory, management of sales quota.

**Unit - III :** Recruitment and selection of sales force, determining size of the sales force, training the sales force, designing a motivational programme.

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

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

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

**Text Book**

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

**Reference Books**

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





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

**Course Code : MBT621-5**

**Course : Services Marketing**

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

**Total Credits : 3**

---

**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 blue printing, customer defined service standards -factors necessary for appropriate service standards, types of customer-defined standards, physical evidence and the services cape - physical evidence, types of service scape, strategic roles of the services cape.

**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 Mc Graw 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.





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

**Course Code : MBT621-6**

**Course : Rural Marketing**

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

**Total Credits : 3**

---

**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 Health care services in rural India.



### **Unit - VI : Rural Market environment analysis through Rural engagement Project (REP)**

Understanding of rural retail scenario, financial services in rural India, understanding of haats, bazaar, mandi, mela etc., understanding of government initiatives in rural market development & farming practices, corporate practices in rural market, producers and entrepreneurs at the BOP, alternative market initiatives at BOP, ethical issues.

Note for

### **Unit - VI**

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

### **Text book**

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

### **Reference Books**

1. Rural Marketing Text & Cases : by CSG Krishna macharyulu & 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 III / IV (MBA)  
Master of Business Administration**

**Course Code : MBT621-7**

**Course : Customer Relationship Management**

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

**Total Credits : 3**

---

**Course Outcomes**

1. Understanding of basic concept of CRM.
2. Understanding of customer loyalty, retention 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, types of CRM, CRM models, technological components of CRM, CRM integration in an organization: customer-centric approach, factors responsible for integration.

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

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

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

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

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

**TextBook**

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

**Reference Books**

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



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

**Course Code : MBT621-8**

**Course : Industrial Marketing**

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

**Total Credits : 3**

---

**Course Outcomes**

1. Understanding of industrial and buyer markets and their differences.
2. Ability to devise segmentation, target and positioning of products.
3. Understanding of the process of new product development.
4. Understanding of various channels and personal selling.
5. Understanding of the role of various communication methods.
6. Understanding of pricing strategies and policies.

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

**Unit - II : Segmentation, Target and Positioning** : Industrial marketing intelligence and marketing research, industrial market segmentation, target marketing and positioning, building brands.

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

**Unit - IV : Industrial Distribution Channels and Personal Selling** : Factors affecting choice of channels, intermediaries, channel design, managing channel members; personal selling, selling process, management of sales force, development and deployment of the sales force, environmental changes impacting supply chain power.

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

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

**Text Book**

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

**Reference Books**

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





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

**Course Code : MBT621-9**

**Course : International Marketing**

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

**Total Credits : 3**

---

**Course Outcomes**

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

**Unit - I : Concept of International Marketing**

Introduction, global marketing, theories of international trade, internationalization, process of IM, emerging opportunities, trends, composition, direction and outlook of world trade, India's foreign trade, India's growth of exports in international markets, identifying opportunities in IM.

**Unit - II : World Trade Organization**

Introduction, From GATT to WTO, functions and structure of WTO, multilateral trading system, WTO agreements, standard and safety measures, disputes settlement, effects of China's entry, implications of WTO, scanning the international economic environment, international economic institutions, Conceptual framework, growth of RTAs, India's participation in RTAs, RTAs under the WTO.

**Unit - III : Decision Making Process and Product Strategy**

Identification, segmentation and selection of international markets, tools for analysis, entering international markets-concept and model of international market entry, factor affecting selection of entry mode, international market entry mix, standardization vs adaptation, trade-off strategy, product quality decisions, packaging and labeling, product launch, PLC, product-promotion strategies.

**Unit - IV : Building Brands and Pricing Decision**

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





### **Unit - V : International Logistics and Distribution**

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

### **Unit - VI : Communication Decisions and Emerging Issues**

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

### **Text Book**

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

### **Reference Books**

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





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

**Course Code : MBT621-10**

**Course : Marketing Analytics**

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

**Total Credits : 3**

---

**Course Outcomes**

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

**Unit - I : Summarizing Marketing Data :** Slicing and dicing marketing data, analyzing sales, using charts. pivot table, histograms, using statistical functions to summarize marketing data.

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

**Unit - III :** What do customers want? Conjoint analysis, logistic regression, customer value calculating lifetime customer value, using customer value to value a business, monte carlo simulation, allocating marketing resources between customer acquisition and retention

**Unit - IV : Market Segmentation :** Cluster analysis, using classification trees for segmentation, forecasting new product sales.

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

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

**Text Book**

1. Marketing Analytics-Data Driven Techniques with Microsoft Excel: by Wayne L. Winston, Wiley.

**Reference Books**

1. Principles of Marketing Engineering: by Gary L. Lilien and Arvind Rangaswamy, Lightning Source Inc.
2. Business Analytics-Application to Consumer Marketing: by Andhya Kuruganti & Hindol Basu, Mc Graw Hill Education.
3. Cutting Edge Marketing Analytics: by Rajkumar Venkatesan, Paul Ferris & Ronal Wilcox, Pearson Education Inc.



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

**Course Code : MBT621-11**

**Course : Social Marketing**

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

**Total Credits : 3**

---

**Course Outcomes**

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

**Unit - I : Introduction to social marketing** : Definition, origin, difference between social marketing & commercial marketing; How does social marketing differ from non-profit marketing? public sector marketing, and cause promotion; social marketing's unique value proposition, Who does social marketing?; social issues that get benefited from social marketing; Role of social marketer 's in influencing upstream factors and midstream audiences.

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

**Unit - III** : Segmenting, evaluating & selecting target audiences, setting 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 of current schemes of the government.

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

**Course Code : MBT621-12**  
**L: 3 Hrs. P: 0 Hrs. Per week**

**Course : Digital Marketing**  
**Total Credits : 3**

---

**Course Outcomes**

1. Students will be able to understand the role of Digital Marketing within marketing strategy.
2. Students will be able to learn how to optimize the web page and will be able to perform keyword analysis.
3. Students will be able to learn how to place ads on search and display network.
4. Students will be able to learn how to create social media marketing campaign.
5. Students will be able to learn how mobile marketing & Email marketing campaigns are executed.
6. Students will be able to learn how content is created and online reputation is managed by the companies.

**Unit - I :** Introduction to Digital Marketing- Introduction, Origin & Development of Digital Marketing, Digital Marketing Strategy, Digital Marketing Plan, 3i Principles.

**Unit - II : Search Engine Optimization :** Search Engine Optimization, Keyword & Search Term, Page ranking, Web Analytics.

**Unit - III : Search Engine & Display Advertising :** Search Engine Marketing, Display advertising, Ad formats, Digital Analytics & Key Metrics.

**Unit - IV : Social Media Marketing :** Social Media Strategy, Social Media Channels, Social Media Content, Social Media Campaigns, Social Media Analytics.

**Unit - V : Mobile Marketing :** Technological change, Mobile and App based marketing, Mobile consumers, Mobile websites, Mobile Marketing Campaigns & Analytics, Video Marketing, Email Marketing.

**Unit - VI : Content Marketing & Online Reputation Management :** Content Marketing Overview - What is content, Writing Messages and Creating Content, Content Marketing Channels, Content Marketing Plan, Online Reputation Management- Social Commerce, Word of Mouth, User-Generated Content, Social Listening. Emerging Platforms & Technologies.

**Text Book**

1. Digital Marketing by Seema Gupta, Mc Graw Hill Publication

**Reference Books**

1. The Art of Digital Marketing: by Ian Dodson, Wiley.
2. e Marketing: The Essential Guide to Digital Marketing: by Rob Stokes (2010), Quirk Education.
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 III / IV (MBA)  
Master of Business Administration**

**Course Code : MBT621-13**

**Course : Consumer Behaviour**

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

**Total Credits : 3**

---

**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 and marketing management.

**Unit - II : Consumer Research**

Methods of research and research process, data collection techniques, sources of secondary data for marketing decisions, relevance of secondary data, marketing metrics

**Unit - III : Market Segmentation**

Who uses market segmentation? How market segmentation operates? Bases for segmentation, criteria for effective targeting of market segments, implementing segmentation strategies.

**Unit - IV : Consumer Motivation, Personality**

Motivation as psychological force, the dynamics of motivation, theories of personality, brand personality. Consumer perception, attitude formation and change: Elements, dynamics, imagery, what are attitudes? Structural models, attitude formation, strategies of attitude change.

**Unit - V : Consumer Decision Making**

Consumer decision making - meaning, views, types of decision making in buying, process of decision making, consumer information processing, models of consumer decision making.



### **Unit - VI : Consumer Behaviour**

Groups and consumer behaviour, organizational and institutional consumer behaviour, culture and consumer behaviour, consumer behaviour in the networked era, alternative views on consumer behavior, 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 Resarch: by Naresh malhotra, Pearson Publication.





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

**Course Code : MBT621-14**  
**L: 3 Hrs. P: 0 Hrs. Per week**

**Course : Marketing Research**  
**Total Credits : 3**

---

**Course Outcomes**

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

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

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

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

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

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

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

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

**Text Book**

1. Marketing Research-An Applied Orientation: by Naresh Malhotra & Satyabhushan Dash, Pearson.
2. Essential of Marketing Research: by William Ziakmund & Barry Babin, Cengage Learning.

**Reference Books**

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





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

**Course Code : MBT621-15**

**Course : Green Marketing**

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

**Total Credits : 3**

---

**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 a sustainable supply cycle strategies, delivering value in retailing, proclaiming value via a 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 III / IV (MBA)  
Master of Business Administration**

**Course Code : MBT621-16**

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

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

**Total Credits : 3**

---

**Course Outcomes**

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

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

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

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

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

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

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

**Text Book**

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

**Reference Books**

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





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

**Course Code : MBT622-1**

**Course : Corporate Taxation**

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

**Total Credits : 3**

---

**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, e-Commerce.

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

**Text Book**

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

**Reference Books**

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





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

**Course Code : MBT622-2**

**Course : Security Analysis**

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

**Total Credits : 3**

---

**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, Trend lines, moving averages and advanced technical tools.

### Text book

1. Investment Management-Security Analysis & Portfolio Management: by V. K. Bhalla, S. Chand.

### Reference Books

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





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

**Course Code : MBT622-3**

**Course : International Finance and Trade**

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

**Total Credits : 3**

---

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

**Course Code : MBT622-4**

**Course : Derivatives and Risk Management**

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

**Total Credits : 3**

---

**Course Outcomes**

At the end of the course students will have:

1. Knowledge about the basic concepts of Risk Management.
2. Knowledge about the Mechanism of the Futures Market, the various types of Futures, strategies and purposes of these contracts.
3. Knowledge about the Mechanism of the Options Market, the various types of Options, hedging using options.
4. Understanding of the various speculative strategies using options.
5. Understanding of the Financial Swap Market, Various types of Swaps and Purposes of these contracts.
6. Understanding of the various types of Insurance and use of insurance as a risk management tool.

**Unit - I : Introduction to Risk Management :** The meaning of risk, How risk is managed, Limitations of Risk Management, Corporate Risk Management, Approaches to Risk Management, The Process of Risk Management, Techniques of Risk Management.

**Unit - II : Mechanics of the Futures Market :** Meaning and Definition, Types of futures, Mechanism of the Futures Market, Motives behind using Futures, Stock and Index Futures, Currency Futures, Interest rate Futures, Commodity Futures.

**Unit - III : Options (I) :** Concept of Options -Put & Call, Hedging using options.

**Unit - IV : Options (II) :** Speculation Strategies: Bullish, Bearish, Volatile and Non-Volatile.

**Unit - V : Financial Swaps :** The Concept of Swaps, Interest rate swaps, Currency swaps, Pricing of Swaps.

**Unit - VI : Introduction to Insurance :** Life and Non-Life: Meaning and Nature of Insurance, Classification of Insurance, Elements of an Insurance Contract, various types of Life and Non-Life Insurance. (SELF LEARNING)

**Text Book**

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

**Reference Books**

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





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

**Course Code : MBT622-5**

**Course : Project Planning and Financing**

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

**Total Credits : 3**

---

**Course Outcomes**

At the end of the course students will have:

1. Understanding of the process of screening of projects and Feasibility studies.
2. Understanding of the process of evaluation of projects using capital budgeting tools.
3. Understanding of the various risks attached to a project and how the same are managed.
4. Ability to prepare Project Report and Business Plan, Loan Documentation and Appraisal of Loan Proposals by the Financial Institutions.
5. Awareness and procedures about various sources of finance.
6. Awareness about characteristics and special needs of SSIs.

**Unit - I : Introduction to Project Management :** Planning: Generation & Screening of project ideas, Market & Demand Analysis, Technical Analysis, Financial estimates & projections.

**Unit - II : Evaluating the Project :** Nature and significance, techniques of evaluation -Pay Back Method, Accounting rate of return, Net Present Value and profitability index.

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

**Unit - IV : Project Report and Business Plan :** Preparation of Project Financing Report - Components of Report, Appraisal of term loans by Financial Institutions. Business Plan: Preparation of Business Plan - Feasibility studies, Appraisal of Business Plan by Venture capital and PE Funds.

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

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

**Text Books**

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

**Reference Books**

1. Project Planning Analysis, Selection, Implementation and Review: Prasanna Chandra, TMH
2. Financial Management - Theory Concepts & Problems: Dr. R. P. Rustagi, Taxmann.
3. Project Management and Control: Narendra Singh, Himalaya Publishing House
4. Financial Management: Rajiv Shrivastava and Anil Mishra, Oxford Publications.



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

**Course Code : MBT622-6**

**Course : Commercial Banking in India**

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

**Total Credits : 3**

---

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

**Course Code : MBT622-7**

**Course : Financial Services and Merchant Banking**

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

**Total Credits : 3**

---

**Course Outcomes**

At the end of the course students will have:

1. Understanding of various types of Financial Services.
2. Understanding of attracting and retaining customers in financial market..
3. Understanding of Regulatory framework in Financial Services Market.
4. Understanding of Merchant Banking.
5. Understanding of Merchant Banking in Indian.
6. Understanding of various issues related to merchant banking activity.

**Unit - I : Financial Services :** Concept, objectives, characteristics, issues, kinds of financial services

**Unit - II : Marketing of Financial Services :** Conceptual Framework, Distribution Pricing, Promotion, Attracting & retaining customers.

**Unit - III : Financial Services Market :** Concept, Constituents, Growth of financial services in India, problems of finance services sector, Regulatory framework.

**Unit - IV : Merchant Banking :** Introduction, nature, Role of Merchant Bankers in Economy, Functions of merchant bankers, Code of conduct for merchant bankers.

**Unit - V : Merchant Banking in India :** Legal & Regulatory Framework and relevant Provisions, SEBI guidelines for Merchant Bankers, present state of Merchant banking in India.

**Unit - VI : Issue Management :** Concept, pre and post issue activities, role of merchant banker in Issue management and Mergers and Acquisitions

**Text Book**

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

**Reference Books**

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





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

**Course Code : MBT622-8**

**Course : Management Control System**

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

**Total Credits : 3**

---

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

**Course Code : MBT622-9**

**Course : Portfolio Management**

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

**Total Credits : 3**

---

**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 and the concept of optimum portfolio selection
4. Understanding the concepts of active and passive portfolio management including portfolio revision. Understanding the various measures available for performance management & Revision.
5. Understanding different schemes and constitution & management of Mutual Funds as well as parameters of MF performance.
6. Understanding the mechanism to compare and evaluate MF schemes.

**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**

Concept of Investment, Investment objectives and constraints, Portfolio management process, Fundamental principles of portfolio management, Portfolio risk and return, Portfolio risk management through diversification.

**Unit - III : Optimal Portfolio Selection**

SML - Overpriced/Underpriced securities, systematic and unsystematic risk. Beta of the portfolio, Markowitz portfolio theory, Sharpe's portfolio theory, Delineating efficient frontier, Optimal portfolio selection.

**Unit - IV : Portfolio Management**

Active & Passive Portfolio Management, Portfolio Revision of Equity Portfolios, Measuring and Evaluating Portfolio Performance, Measures of Return on Active Portfolios, Buying the Index Approach. Fixed Income Portfolio Management.



### **Unit - V : Mutual funds and AMCs**

Constitution of MFs - Sponsors, Trustees, AMCs, and custodians; Classification of mutual fund schemes, NAV and pricing of mutual fund units; Expense ratio; Turnover ratio, Risk and Return and AUM.

### **Unit - VI : Mutual funds and AMCs**

Risk and Return measures; Returns on Investment. Study of portfolios of MFs (Self Study)

### **Text book:**

1. Investment Management-Security Analysis & Portfolio Management: by V. K. Bhalla, S. Chand.

### **Reference Books**

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





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

**Course Code : MBT622-10**

**Course : Mergers and Acquisition and Corporate Restructuring**

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

**Total Credits : 3**

---

**Course Outcomes**

At the end of the course students will have

1. Understanding of the different forms of corporate restructuring and mergers and acquisitions, basic concepts of mergers & acquisitions, reasons of M&A as well as reasons of failure of M&A.
2. Understanding of methods of Valuation of Corporates
3. Understanding of process of valuation of Synergy
4. Understanding of process of appraisal of M & A.
5. Understanding of takeover defences - Preventive as well as Active.
6. Awareness about the takeover code, current developments etc.

**Unit - I : Mergers & Acquisitions** : Forms of Corporate Restructuring, Different forms of M&A. M&A Process, Participants in the M&A Process, Due Diligence, and Reasons for failure of M&A.

**Unit - II : Methods of Valuation of Firms** : Various approaches to Valuation, Role of Valuation, DCF Model, Equity Valuation Model, Firm Valuation Model.

**Unit - III : M & A Synergies** : Meaning, Types, Sources of Synergy, Valuation of Synergy, Factors destroying Synergy

**Unit - IV : Post-Merger Performance Appraisal** : Post Merger Appraisal using various ratios.

**Unit - V : Post Closing Integration** : Post merger integration related to IT, HR and Physical aspects of corporate.

**Unit - VI : Takeover Defenses and Current Developments** : Preventive and Anti takeover defenses, Takeover code, Recent Mergers and Acquisitions.

**Text Books**

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

**Reference Books**

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





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

**Course Code : MBT622-11**

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

**Course : Wealth Management**

**Total Credits : 3**

---

**Course Outcomes**

At the end of the course students will have:

1. An overview about Financial Planning.
2. Basic understanding about Wealth Management & the Economy
3. Knowledge Investment & Risk Management
4. Understanding of different Investment Products & Services
5. Be able to understand risk profiling and asset allocation
6. Knowledge about Elements of Taxation

**Unit - I : Introduction**

**Financial Planning** : Background, Role of Financial Planner, Financial Planning Process, Contract and Documentation, Client Data Collection, Client Data Analysis, Life Cycle, Wealth Cycle, Risk Profiling and Asset Allocation, Systematic Approach to Investing, Systematic Investment Plan (SIP), Systematic Withdrawal Plan (SWP), Systematic Transfer Plan (STP), Financial Plan, Goal-based Financial Plan, Comprehensive Financial Plan, Financial Planning in India.

**Unit - II : Wealth Management & the Economy**

Financial Planning to Wealth Management, Economic Cycles and Indicators: Lag Indicators, Co-incident Indicators, Lead Indicators; Interest Rate Views, Currency Exchange Rate, The Deficits: Revenue Deficit and Fiscal Deficit, Current Account Deficit.

**Unit - III : Investment & Risk Management**

Equity, Debt, Alternate assets: Gold & Real Estate. Role of each instrument, risk associated, return expectations

**Unit - IV : Investment Products & Services**

**Derivatives** : Futures, Options; Mutual Fund, Venture Capital / Private Equity Funds, Hedge Funds, Structured Products, Portfolio Management Services (PMS)

**Unit - V : Risk Profiling & Asset Allocation**

Risk Profiling, Why Asset Allocation, Strategic Asset Allocation, Tactical Asset Allocation, Fixed Asset Allocation, Flexible Asset Allocation, Asset Allocation Returns in Equity and Debt. Fixed Asset Allocation with Annual Re-balancing; Flexible Asset Allocation, Asset Allocation Returns in Equity, Debt and Gold, Diversification in Perspective.



### Unit - VI : Elements of Taxation

**Deductions from Income :** i) Section 80C ii) Section 80CCC iii) Section 80CCD iv) Section 80D v) Section 80E vi) Section 80GG. Long Term and Short Term Capital Gain / Loss; Dividend Tax / Tax on Income Distributed by Mutual Funds, Securities Transaction Tax (STT). Capital Gains Taxation.

### Text Book

1. Intermediate Module: Wealth Management (NCFM modules)

### Reference Books

1. Wealth Management: Pawan Jhabak, Himalaya Publishing House
2. Wealth Management: Dun & Bradstreet, Mcgraw-Hill Publication
3. Wealth Management: A Treatise & Guide for Wealth Managers and Wealth Management Executives, Prof. George S. Mentz, American Academy of Financial Management.







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

**Course Code : MBT622-12**  
**L: 3 Hrs. P: 0 Hrs. Per week**

**Course : Insurance Management**  
**Total Credits : 3**

---

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

**Course Code : MBT622-13**

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

**Course : Behavioural Finance**

**Total Credits : 3**

---

**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).





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

**Course Code : MBT623-1**

**Course : Advanced Organizational Behavior**

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

**Total Credits : 3**

---

**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 organizational setting.

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

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

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

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

**Unit - V : Transactional Analysis :** Ego states and their identification, Types of Transactions, Positions of change, Child, parent & adult.

**Unit - VI : Application of Transactional Analysis :** Using transactional analysis in the workplace, Transactional analysis and communication, Transactional analysis and leadership, Using TA in negotiations.

**Text Book**

1. Organisational Behaviour - K. Aswatthappa, 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 III / IV (MBA)  
Master of Business Administration**

**Course Code : MBT623-2**

**Course : HR Audit and Analytics**

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

**Total Credits : 3**

---

**Course Outcomes**

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

**Unit - I : Introduction to HR Audit**

Good HR Practices, Good HR practices and Business improvement, Impact of HR practices on employee productivity and organizational effectiveness, impact of good HR practices: the Indian experience, HRD and organizational effectiveness, elements of good HRD, approaches to evaluate the HR function and its impact, need for HR Audit, HRD Audit: Basic concepts, Need, Role, Overview of Methodology.

**Unit - II : HRD and HR Audit – Strategies**

Human Resource Strategies At The Corporate Level, Auditing HRD Strategies, Culture: Organizational Culture, Auditing HRD Culture And Values, Structures: Current Structures And Structural Alternatives, Auditing The Structure, Systems: HRD Systems And Subsystems, Auditing HRD Systems, HR Department: HRD Competencies, Challenges, Professionalism In HR- Myths, Priorities, Lessons, Future Strategies, Auditing HRD Competencies, Auditing The Styles Of Top Management.

**Unit - III : HR Audit Methodology and Issues – HR Audit Methodology**

Questionnaires, interviews, observation, Measuring Business Impact and Establishing the HRD Score Card, Writing the HRD Audit report, Measuring Business Impact, Designing and Using HRD Audit for Business Improvement,

**Unit - IV : Introduction to HR Analytics**

Basic framework of HR Analytics, Analytics Value Chain, Analytic Model, Human Capital Data Utilization, Turning Data into Information.



### **Unit - V : Prerequisites for HR Analytics**

Preparing for an Analytics Unit, Ten Steps for an Analytics Unit, Structure and Team Building, Developing an Analytics Culture, Research, designing and delivering reports. Process management, making an impact, preparation, Efficiency measures, effectiveness measures.

### **Unit - VI : Predictive Analytics in Action**

Date : ownership and forms, First Step: Determine the Key Performance Indicators Second Step: Analyze and Report the Data Relationships, Optimization, and Predictive Analytics, Predictive Analytics, Interpreting the Results, Predicting the Future Structural Equation Modeling.

### **Text Books**

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

### **Reference Books**

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

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





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

**Course Code : MBT623-3**

**Course : Human Resource Planning**

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

**Total Credits : 3**

---

**Course Outcomes**

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

**Unit - I : Human Resource Planning :** HRP-an overview, objectives, Significance, need, Models of Business strategy, Strategic HR Planning Model.

**Unit - II : HR Forecasting Process :** Meaning & benefits of HR forecasting, Key personnel required, Determining net HR requirements, Ascertaining HR supply, labour wastage analysis, Forecasting techniques, Types, Live Industry project to study forecasting techniques of organizations.

**Unit - III : Concept of downsizing & restructuring :** Need of downsizing, the decision of downsizing, concept of “survivors” of downsizing, Impact & consequences of downsizing, Effective downsizing and restructuring strategies, Handling psychological and labour issues in downsizing.

**Unit - IV : HRP & Succession Management :** Concept & importance of succession management, Evolution & Process of succession management, Management developments methods, Role of employee in succession management, HRP & Retention management

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

**Unit - VI : HRP and outsourcing, current trends in HR Planning :** Development of HR planning, Controlling attrition, Scope & overview.

**Text Book**

1. Strategic Human Resources Planning: Monica Belcourt, Kenneth J. McBey; Ying Hong, Margaret Yep.

**Reference Books**

1. Effective Succession Planning: William J. Rothwell; Amacom
2. Human Resource Planning: John Bramham; Universities Press
3. Strategic Human Resource Management: RajeeshVishwanathan; Himalaya Publishing House





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

**Course Code : MBT623-4**

**Course : International HRM**

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

**Total Credits : 3**

---

**Course Outcomes**

At the end of the course the students will have:

- 1) Understanding on International Business Overview, Multinational Corporations
- 2) Ability to Become acquainted with Cultural literacy in context of IHRM
- 3) Understanding of Domestic versus International HRM, Planning
- 4) Ability to understand Macro and Micro level sources of recruitment
- 5) Understanding of global training and development, Compensation benefits
- 6) Understanding of Shift in Industrial relations and International HRM

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

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

**Unit - III : International Human Resource Management** : introduction, expatriate, domestic versus international HRM.

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

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

**Unit - IV : International Recruitment and Selection** : Macro-level sources of recruitment, approaches: ethnocentric, polycentric, regiocentric and geocentric, advantages, disadvantages, implications; Centralized Vs. decentralized recruitment; Micro-level sources of recruitment; recruitment techniques; Selection: the expatriate system, expatriate failure, selection techniques. International Performance Management: challenges, areas to be appraised, organizational role expectations, who should appraise the performance, system of performance appraisal, problems, effectiveness.

**Unit - V : International Training and Development** : why global training, areas of global training and development, International Compensation and Benefits: complexities, objectives, factors that affect internal compensation management, components/structure of international compensation package, executive compensation, approaches to internal compensation management.





**Unit - VI : International Industrial Relations** : three actors of industrial relations, trade unions and their concern in MNC, collective negotiations, disputes/conflicts, quality circles and participative management.

**International Strategic Human Resource Management** : Peculiarities of global strategic management, value creation, global strategic management process, MNCs' business and IHRM strategies, formulation of alternative business unit level strategies, collaborative strategies, organizational and HRM strategies.

**Shifts in International Human Resource Management and Industrial Relations** : Shifts in global Business, shifts in human resources management, shifts in industrial relations.

### Text Book

1. International Human Resource Management: P. Subba Rao, Himalaya Publishing House

### Reference Books

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





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

**Course Code : MBT623-5**

**Course : Organizational Theory : Structure and Design**

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

**Total Credits : 3**

---

**Course Outcomes**

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

**Unit - I : Introduction to Organizational Theory**

Organization: Definition, Dimensions of Organizational Design, Evolution of Organizational Theory and Design, Organic and Mechanistic Designs, Contemporary Design Ideas.

**Unit - II : Organizational Strategy and Structure**

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

**Unit - III : External Factors and Design**

Organizational Ecosystems and Resource Dependence, Collaborative Networks, Building Global Capabilities, Designing Structure to Fit Global Strategy, Organizational Environment and Changes, Adapting and Responding to a Changing Environment.

**Unit - IV : Managing Organizational Processes**

Power and Organizations, Interdepartmental Conflict, Organizational Decision Making, Organizational Design and Culture, Organizational Culture, Learning and Performance, Organizational Innovation

**Unit - V : Internal Factors – Technology and Information**

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

**Unit - VI : Internal Factors – Organizational Size and Life Cycle**

Organizational Life Cycle, Organizational Size, Bureaucracy and Control, Other forms of Control, Organizational Decline and Downsizing.



### **Text Book**

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

### **Reference Books**

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

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





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

**Course Code : MBT623-6**

**Course : Performance and Compensation Management**

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

**Total Credits : 3**

---

**Course Outcomes**

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

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

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

**Unit - III : Introduction to compensation management :** Role of compensation in organization, definition, objectives, principles and importance of compensation, ethical issues, compensation in India.

**Unit - IV : Behavioral Dimension of Compensation Management :** Factors influencing effective compensation management, motivational issues in compensation, organizational justice and compensation, impact of compensation on employee behavior, consequences of dissatisfaction with compensation.

**Unit - V : Rewarding Performance :** Approaches to rewarding performance, strategic compensation: pay -for-performance programmes, meaning and types of incentive plans, essential characteristics of effective incentive plan and its limitations.

**Unit - VI : Quantitative Tools and Innovation in Compensation :** Variable compensation, retirement plans, employee benefits - gratuity, PF, DA; Incentive determination, overtime wages, merit practices, economic value added.

**Text Book**

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

**Reference Books**

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





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

**Course Code : MBT623-7**

**Course : Recent Trends in HRM**

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

**Total Credits : 3**

---

**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 :** Talent Management Concept, Evolution of Talent Management, Process, Best Practices in 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 III / IV (MBA)  
Master of Business Administration**

**Course Code : MBT623-8**

**Course : Training & Development**

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

**Total Credits : 3**

**Course Outcomes**

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

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

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

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

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

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

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

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

**Text Book**

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

**Reference Books:**

1. Effective Human Resource Training and Development Strategy - Dr. B. 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 III / IV (MBA)  
Master of Business Administration**

**Course Code : MBT623-9**

**Course : Organization Development**

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

**Total Credits : 3**

---

**Course Outcomes**

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

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

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

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

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

**Unit - V : Interventions II** - Restructuring organization, Employee Involvement, Work Design.

**Unit - VI : Interventions III** - Human resource management interventions, strategic change interventions.

**Text Book**

1. Organization development & change - Cummings & Worley, Cenage learning

**Reference books**

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





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

**Course Code : MBT623-10**

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

**Course : Competency Mapping**

**Total Credits : 3**

---

**Course Outcomes**

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

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

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

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

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

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

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

**Text Book**

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

**Reference Books**

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

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







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

**Course Code : MBT623-11**

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

**Course : Employer Branding**

**Total Credits : 3**

---

**Course Outcomes**

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

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

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

**Unit - III : Diagnosing your employer brand :** Diagnose your employer brand, The ten-question employer brand health check (This topic is for self-study), Five essential steps for diagnosing your employer brand.

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

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

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

**Text Book**

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

**Course Code : MBT623-12**

**Course : Industrial Relations**

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

**Total Credits : 3**

---

**Course Outcomes**

1. Students will understand about current Industrial Relation Legislative Proposals and Impact of Labour Laws on Human Resource Management.
2. Students will understand the importance and practices to be adopted for workers participation and Collective Bargaining.
3. Students will know about Industrial Relations and Grievance Redressal Procedure.
4. Students will be able to get in-depth knowledge of important areas of Social Security Measures for employees.
5. Students will know about the working of State, National and International Labour Organization.
6. Students will get a better understanding about the Functions & Working of Offices Attached To Labour Ministry

**Unit - I : Industrial Relation and Industrial Democracy**

Definition and concept of industrial relation, basic facts, scope, aspects & ideologies of Industrial relations, Approaches to Industrial relations.

**Unit - II : Collective Bargaining**

Definition, importance, types ,prerequisites of effective collective Bargaining & Collective Bargaining in India; Workers Participation: Concept & meaning, Aims & objective, Forms & levels of participation, conditions essential of working of the scheme.

**Unit - III : Grievances & Disputes**

Nature, causes, settlement procedure of Grievances, Industrial Disputes, causes, remedial & prevention measures. Consequences of Industrial disputes on Industry & Society. Significance of Peace & Harmony to Industrial Productivity & progress

**Unit - IV : Employee's Social Security**

Aims of social security measures, methods of providing social security, benefits to workers - social assistance and social insurance

**Unit - V : ILO**

ILO: Constitution, working & impact of ILO on Labour Legislations in India, ILO convention & recommendations.



### **Unit - VI : Functions & Working of Offices Attached To Labour Ministry**

Directorate: General of Employment & Training; Labour Bureau; Welfare Commissioners; Various committee constitute by the Government of India (Ministry Of Labour).

#### **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



---

\*Underline topics are for self-study.



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

**Course Code : MBT623-13**

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

**Course : Labour Law**

**Total Credits : 3**

---

**Course Outcomes**

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

**Unit - I : Industrial Disputes** : Definition, Nature of Industrial Disputes, Authorities under the Act, Dispute Settlement Machinery, Industrial Disputes Act, 1947.

**Unit - II : Laws governing terms and conditions of employment** : Industrial Employment (Standing Orders) Act, 1946, Contract Labor (Regulation & Abolition) Act, 1970

**Unit - III : Laws governing wages and Trade Unions** : Minimum Wages Act, 1948, Payment of Wages Act, 1936, Trade Unions Act. 1926

**Unit - IV : Laws governing welfare I** : Factories Act, 1948, Shops and Establishments Act

**Unit - V : Laws governing social security I** : Employees Provident Funds and Miscellaneous Provisions Act, 1952, Employees State Insurance Act, 1948.

**Unit - VI : Laws governing social security II** : Payment of Gratuity Act, 1972, Employees' Compensation Act, 1952

**Text Book**

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

**Reference Books**

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

---

\*Underline topics are for self-study.





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

**Course Code : MBT623-14**

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

**Course : Strategic HRM**

**Total Credits : 3**

---

**Course Outcomes**

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

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

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

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

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

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

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

**Text Book**

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

**Reference Books**

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





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

**Course Code : MBT624-1**

**Course : Operations Planning and Control**

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

**Total Credits : 3**

---

**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**

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





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

**Course Code : MBT624-2**

**Course : Supply Chain Management**

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

**Total Credits : 3**

---

**Course Outcomes**

At the end of the course students will have :

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

**Unit - I : The Role of Supply Chain Management in Economy and Organization**

Introduction to supply chain management, Key concepts, Enablers of supply chain performance, Supply chain strategy, Customer Service & Cost tradeoffs, Supply chain performance measures, Enhancing supply chain performance.

**Unit - II : Outsourcing, Procurement & Inventory Management**

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

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

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

**Unit-IV: Demand Forecasting and the Role of Information Technology in Supply Chain Management**

Role of forecasting, Qualitative forecasting methods, Quantitative forecasting methods, Time series forecasting models, Enabling SCM through IT, Strategic management framework for IT adoption in SCM.



### **Unit - V : Supply Chain Integration and Restructuring**

Internal integration, External integration, Building partnership & trust in a supply chain, Vendor managed inventory, CPFR, Supply chain mapping, supply chain process restructuring, Postpone the point of differentiation, restructuring the supply chain architecture.

### **Unit - VI : Agile Supply Chains and Pricing & Revenue Management**

Supply chains for high demand uncertainty environment, Illustration of responsive supply chain approach, sources of supply chain disruptions and its impact on business, methodologies for handling disruptions, Pricing, Revenue management, Innovative pricing.

### **Text Book**

1. Supply Chain Management: Janat Shah, Pearson Education.

### **Reference Books**

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







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

**Course Code : MBT624-3**

**Course : Services Operation**

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

**Total Credits : 3**

---

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

**Course Code : MBT624-4**

**Course : Quality Management**

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

**Total Credits : 3**

---

**Course Outcome**

At the end of the course the students will have:

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

**Unit - I : Introduction to Total Quality in Organization**

A brief history, the concept of quality, evolution of total quality, principles of total quality, Gurus of total quality management, their philosophies and contributions, characteristics of quality leader, customer satisfaction, customer perception of quality, feedback, customer complaints

**Unit - II : Employee Involvement and Supplier Partnership**

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

**Unit - III : Continuous Process Improvement**

Process ,PDCA Cycle, The Juran Trilogy, Problem solving method, Kaizen, Six Sigma, performance measures, Cost of Qualit

**Unit - IV: Tools and Techniques for Total Quality I**

7QC Tools, Management tools, Quality Function Deployment, Quality by Design, Failure Mode and Effect Analysis

**Unit - V: Tools and Techniques for Total Quality II**

Statistical Process Control, Experimental Design, Taguchi's Quality Engineering



**Unit - VI : Tools and Techniques for Total Quality III**

Bench marking, Five S, Total Productive Maintenance, Quality Management Systems, Environmental Management Systems

**Text Book**

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

**Reference Book**

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





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

**Course Code : MBT624-5**

**Course : World Class Manufacturing**

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

**Total Credits : 3**

---

**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 Bench marking, Champ ,Robert C. Vision Books , New Delhi - 2008
2. Hammer, Michael and James Champy. Re-engineering the corporation-A Manifesto for Business revolution, Nicholas Brealey Publishing, London. - 199





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

**Course Code : MBT624-6**

**Course : Enterprise Resource Planning**

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

**Total Credits : 3**

---

**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, re-engineering, configuration, implementation, team training, testing, going live, end-user training, post implementation (Maintenance mode)



## Unit - VI

Vendors, Consultants and users, In-House Implementation - pros and cons, vendors, consultants, end user

### Text Book

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

### Reference Books:

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







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

**Course Code : MBT624-7**

**Course : Advance Operation Research**

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

**Total Credits : 3**

---

**Course Outcomes**

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

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

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

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

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

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

**Unit - VI :** Aggregate Planning, Quadratic Model, Demand and Capacity Planning

**Text Book**

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

**Reference Books**

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





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

**Course Code : MBT624-8**

**Course : Contract Management Practices**

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

**Total Credits : 3**

---

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





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

**Course Code : MBT624-9  
L: 3 Hrs. P: 0 Hrs. Per week**

**Course : Ergonomics in Industrial Health and  
Safety Management  
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 III / IV (MBA)  
Master of Business Administration**

**Course Code : MBT624-10**

**Course : Sourcing Management**

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

**Total Credits : 3**

---

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

**Course Code : MBT624-11**  
**L: 3 Hrs. P: 0 Hrs. Per week**

**Course : Productivity through Design and  
Measurement of Works**  
**Total Credits : 3**

---

**Course Outcomes**

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

**Unit - I : Concept of Productivity**

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

**Unit - II : Process Analysis**

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

**Unit - III : Micromotion Study**

Use of fundamental hand motions, Micromotion study, Film analysis

**Unit - IV : Motion study**

Motion study, mechanization, Automation, SOPs, Standardization

**Unit - V : Time study**

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

**Unit - VI : Predetermined Time standards**

PMTS, work sampling, MOST and types of MOST.

**Text Book**

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

**Reference books**

1. Work Study - ILO





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

**Course Code : MBT624-12**  
**L: 3 Hrs. P: 0 Hrs. Per week**

**Course : Design and Analysis of Lean  
Production Systems**  
**Total Credits : 3**

---

**Course Outcomes**

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

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

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

**Unit - II : Decentralized Pull Systems 1**

Techniques for Production Authorization, Kanban Systems,

**Unit - III : Decentralized Pull Systems 2**

Integration through the Supply Chain, CONWIP

**Unit - IV : Lean Manufacturing & JIT**

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

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

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

**Unit - VI : TOC and Lean**

Concept of Jidoka, Genchi Gembutsu, Gemba, Heijunka, Scheduling system requirements, Goals 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 III / IV (MBA)  
Master of Business Administration**

**Course Code : MBT625-1**

**Course : International Financial Markets**

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

**Total Credits : 3**

**Course Outcomes**

At the end of the course students will have:

1. Understanding of History of International Financial Management.
2. Understanding of European Monetary System.
3. Understanding of Foreign Exchange Management.
4. Understanding of Euro Currency & Euro Bond Markets.
5. Understanding of International Banking.
6. Understanding of Country Risk, Analysis.

**Unit - I : History of the International Financial Management :** The rise and Fall of Bretton Woods. Globalisation and the Growth of Derivatives, The Crash of 1994-96 and Beyond, Developments , International Financial Markets & role of International Financial manager.

**Unit - II : The European Monetary System :** Introduction, Organisation, history, and Bank lending & monetary policy.

**Unit - III : Foreign Exchange Markets :** Introduction, markets & market participants, foreign exchange transactions, the forward contract, interest arbitrage, hedging a forward contract.

**Unit - IV : Euro Currency & Euro Bond Markets :** Introduction & role of the Euro , status & euro as a reserve currency, Euro bond and new issue procedure in the Eurobond markets.

**Unit - V : International Banking :** Introduction, organizational features, types, the payment mechanism, and International bank loan financing-procedure& documentation.

**Unit - VI : Country Risk, Analysis :** Introduction, Classification, Evaluation, and use of country risk assessment.

**Text Book**

1. International Financial Management: Bhalla, V K., 2nd ed., New Delhi, Anmol,2001

**Reference Books**

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







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

**Course Code : MBT625-2**

**Course : Foreign Exchange Management**

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

**Total Credits : 3**

---

**Course            Outcomes**

The student will have:

1. Basic Understanding of Forex market
2. Basic Understanding of various types of contracts in forex market.
3. Ability to understand the derivatives in forex market
4. Knowledge of capital budgeting in international markets
5. Knowledge of capital structure decisions in international markets
6. Knowledge of working capital management and decisions in international markets

**Unit - I :** Foreign Exchange Financial Management, Spot rate, Futures rate and other terminologies

**Unit - II :** Arbitrages & Hedging, Synthetic Currencies, Forward and Future Contracts

**Unit - III :** Futures, Options, Option Portfolio and Swaps, Managing Credit Risk

**Unit - IV :** Multinational Capital Budgeting (Project Evaluation), Portfolio Considerations of Multinational Financial Management,

**Unit - V :** Cost of Capital and Multinational Financial Environment, Capital Structure of Multinational Corporation.

**Unit - VI :** Working Capital Management, Short Term Financing Decisions

**Text Book**

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

**Reference Books**

1. Bhalla, V.K. International Financial Management, 2nd ed., New Delhi, Anmol, 2001
2. Luca Cornelius Trading the Global Currency Markets, NJ. Prentice Hall, 1995.
3. Shapiro, A.C. International Financial Management, Boston, Allyn and Bacon, 1979
4. Sutton, W.H. Trading in Currency Options, New York Institute of Finance, 1987





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

**Course Code : MBT625-3**

**Course : International Marketing**

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

**Total Credits : 3**

---

**Course**

**Outcomes**

At the end of the course students will have:

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

**Unit - I**

**Concept of International Marketing :** Introduction, GLOCAL Marketing, Theories of International Trade, Internationalization, process of IM, Emerging Opportunities, Trends, Composition, Direction and Outlook of World Trade, India's Foreign Trade, India's Growth of Exports in International Markets, Identifying Opportunities in IM.

**Unit - II**

**World Trade Organization :** Introduction, From GATT to WTO, Functions and structure of WTO, Multilateral Trading System, WTO Agreements, Standard and Safety Measures, Disputes Settlement, Effects of China's Entry, Implications of WTO, Scanning the International Economic Environment, International Economic Institutions, Conceptual Framework, Growth of RTAs, India's Participation in RTAs, RTAs under the WTO.

**Unit - III**

**Decision Making Process and Product Strategy :** Identification, Segmentation and Selection of International Markets, Tools for Analysis, Entering International Markets -Concept and Model of International Market Entry, Factor Affecting selection of Entry Mode, International Market Entry Mix, Standardization Vs Adaptation, Trade-off strategy, Product Quality Decisions, Packaging and labeling, Product Launch, PLC, Product-Promotion strategies.

**Unit - IV**

**Building Brands and Pricing Decision :** Types of Brands, Benefits of Branding, Selecting Brand Name, Brand Image, Brand Equity, Brand Identity, Brand Essence, Brand Positioning, Brand Revitalization, Strategies for Building Global Brands, Life Cycle Concepts, International Brand Strategy, Pricing Decision, Approaches, Factor Influencing Pricing Decisions, Transfer Pricing, Grey Marketing.



### Unit - V

**International Logistics and Distribution :** Introduction, International Logistics, Value Chain Concept, Channels of International Distribution and selecting channels, Types of Channels, Market Intermediaries, Structure of Distribution Channels, International Retailing, Franchising, Private Labels, Managing Logistics, India's International Shipping Activities.

### Unit - VI

**Communication Decisions and Emerging Issues :** Consumer Response Hierarchy Models, Process of IM Communication, Marketing Communication Strategies, Tools, Factor Influencing International Communication Decisions, Framework for Product Promotion Strategies, Emerging Issues in IM, CRM, ICT, Resurgent India, India's Competitiveness and ICT.

### Text Book

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

### Reference Books

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





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

**Course Code : MBT625-4**

**Course : Expert Import Procedures**

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

**Total Credits : 3**

---

**Course Outcomes**

1. Understanding of legal aspects involved in international trade.
2. Understanding of the procedures involved in the Export of Goods & Services
3. Ability to prepare documentation required for Export of Goods & Services
4. A deeper understanding of the Export promotion.
5. Understanding of the procedures involved in the Import of Goods & Services
6. Ability to prepare documentation required for Import of Goods & Services

**Unit - I : International Trade Regulations and Contracts**

Laws governing India's Export Import Trade, International Commercial Practices, Uniform Customs and Practice (UCP), legal aspects of international trade contracts, Elements of contracts, Types of contracts, Export Agency, Liability, Letter of Credit - parties to, procedure, types, advantages, Litigation, Arbitration.

**Unit - II : Export Procedures**

Registration, Pre-shipment, Quality Control and Pre-shipment Inspection procedure, Excise Clearance conditions and procedure, Shipping and Custom Formalities, Clearing and forwarding Agents, Export Incentives.

**Unit - III : Export Documentation**

Aligned Documentation System (ADS), Proforma Invoice, Commercial Invoice, Packing List, Mate's Receipt, Bill of Lading, Certificate of Origin, Shipping Bill, Consular Invoice, Bill of Entry, Airway Bill, GR Form.

**Unit - IV : Export Promotion**

Export promotion measures in India, Duty Drawback - classification, procedure, criteria, Export Promotion Capital Goods Scheme, Export promotion organizations, Export Credit and Guarantee Corporation of India (ECGC).

**Unit - V : Import Procedures**

Liberalization of imports, Negative List for imports, Tariff Schedule, Categories of Importers, Special Schemes for Importers, Import Procedure - Pre-import Procedure, Legal Dimensions of Import Procedures, Custom Clearance procedure for Imported Goods, Types of Customs Duty, Mode of Levy of Customs Duty.



### **Unit - VI : Import Documentation**

Retirement of Import Documents, Custom Clearance, Classification of Goods for Import Policy and Assessment of Duty, Bill of Entry - types, contents, Forward Contract.

### **Text Book**

1. Export Import Procedures and Documentation, Jain Khushpat S. & Dr. W.K.Acharya, Himalaya Publishing House

### **Reference Books**

1. International Business, Justin Paul, Prentice Hall of India
2. International Trade and Export Management, Francis Charunelium, Himalaya Publishing House
3. International Business, P. Subba Rao, Himalaya Publishing House





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

**Course Code : MBT625-5**

**Course : International Economic Organization**

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

**Total Credits : 3**

**Course Outcomes**

1. Basic understanding about the importance of International Economic organizations.
2. Detailed knowledge about certain important international Economic organizations.
3. Understanding about various international trade agreements.
4. Understanding of the role of international financial institutions in the world economy.
5. Knowledge about the various international bodies and their importance.
6. Basic understanding about world trade and world economic.

**Unit - I :** Introduction, basic concepts, Regimes & Regimes Theory; International Organizations as international institutions; Barriers to International trade

**Unit - II :** Asia-Pacific Trade Agreement, IFAD (International Fund for Agricultural Development), Asian Development Bank (ADB)

**Unit - III :** GATT, GATS, TRIPS and TRIMS, ASEAN.

**Unit - IV :** International Monetary Fund (IMF), World Bank Group-International Bank For Reconstruction and Development (IBRD), World Economic Forum

**Unit - V :** International Development Agency (IDA), International Finance Corporation (IFC), Multilateral Investment Guarantee Agency (MIGA);

**Unit - VI :** General Agreement on Tariffs and Trade (GATT); World Trade Organization (WTO), Unit VI: United Nations Conference on Trade and Development (UNCTAD); International Labour Organization (ILO).

**Text Book**

1. International Business: Justin Paul, 4th edn. 2004, PHI Learning

**Reference Books**

1. International Monetary Cooperation :Bhalla, V.K., Delhi, Anmol, 1992.
2. Diana Economic Theories of Development: Hunt, An Analysis of Competing Paradigms, Hemel Hempstead; Harvester Wheatsheaf, 1989.
3. International Institutions and State Power: Keohane, Essays in International Relations Theory Boulder: Robert O., Westview, 1989.
4. Structural Conflict: The Third World Against Global Liberalism, Krasner, Stephen D. ,Berkley, University of California Press, 1985.
5. The Future of Global Governance: Simai, Mihaly, Washington, D.C; United States Institute of Peace





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

**Course Code : MBT625-6**

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

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

**Total Credits : 3**

---

**Course Outcomes**

1. Understanding of the situation of India's Foreign Trade
2. Knowledge about the Foreign Trade Regulation in India.
3. Understanding about Licensing and foreign exchange control in India.
4. Understanding of India's International Business and payment systems involved.
5. Knowledge about various support systems available for encouragement of International trade in India.
6. Understanding of the structures being developed for export promotions in India.

**Unit - I**

India's Foreign Trade in the Global Context, Structure and Equilibrium of India's Balance of Payments, Recent Trends in India's foreign trade. Directional Pattern; Major export commodities - Thrust area commodities- their trend, problems and prospects.

**Unit - II**

Major competitors, Major Import Commodity Group, Trade Control in India; Foreign Trade (Development and Regulation) Act, Import and Export Control Orders.

**Unit - III**

Import and Export Licensing System, Exchange Control in India, foreign trade policy of India. Import Substitution and Export Promotion Policies.

**Unit - IV**

Export Incentives, Financial and Fiscal. Deferred Payment System and the Role of EXIM Bank of India. Multilateralism and Bilateralism in India's International Business.

**Unit - V**

Export Credit Insurance; Infrastructure support for Export Promotion; Export Promotion Councils; Commodity Boards/Product Export Development Authorities; Specific Service Institutions.

**Unit - VI**

Role of State Trading Organizations in Foreign Trade, Export Processing Zones; Export Oriented Unites and Export and Trading House Schemes.



### **Text Book**

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

### **Reference Books**

1. International Business Environment and Management : Bhalla, V. K. 8th ed., Delhi, Anmol, 2001.
2. Export Promotion in India: Bhashyam, S. The Institutional Infrastructure, Commonwealth Pub., Delhi, 1988
3. Sri Ram Export Marketing in India's New Manufacturers: Khanna, University of Delhi, Delhi, 1986
4. Export Performance and Export Marketing Strategies: Jain, S.K., Common wealth Pub., Delhi, 1988.
5. Export and Export Policies in the 1960s. Cambridge University Press: Nayyar, Deepak India's, 1976.







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

**Course Code : MBT625-7**

**Course : Managing International Business Organizations**

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

**Total Credits : 3**

---

**Course Outcomes**

1. Understanding of the development of International Business in an economy.
2. Knowledge about various environments affecting international Business.
3. Understanding about various methods using which one can get started with international business.
4. Understanding of the Global Trade and trends involved.
5. Knowledge about various business strategies involved in international trade.
6. Understanding of future expected course and trend of International business and technologies needed to cope with future needs.

**Unit - I : International business** : Introduction, Evolution, Nature of International Business, stages of Internationalization, , International Business Approaches

**Unit - II : International Business Environment** : Introduction, Social and Cultural Environment, Technological Environment, economic environment, Political Environment

**Unit - III : Modes of Entering International Business International Business Analysis, Modes of Entry:** Exporting, licensing, franchising, contract manufacturing, management contracts, turnkey projects, FDI, Mergers and Acquisitions, Joint Ventures.

**Unit - IV : International Business** : Size and Growth: Introduction, Global Economy, Integration of Global Trade, Trends in Exports, World Import Trend, Global Balance of Trade

**Unit - V : Global Strategic Management and Business Ethics** : Analysis of International Environment, International SWOT Analysis, alternative Corporate Level Strategies, Business Unit Level Strategies, Selection of Best Strategy , Ethics and Global Business, Location Decisions, International Logistics Management

**Unit - VI : Future of International Business** : New Information Technologies, E-Business, Virtual International Business, Future of Global Business and current trends

**Text Book**

1. International Business: P. Subba Rao, Himalaya Publishing House

**References**

1. Business Policy and Strategic Management, William F. Glueck, McGraw-Hill.
2. International Business: John S. Hill ,Managing Globalization
3. International Business: Francis Cherunilam, Wheeler Publishing , New Delhi.
4. International Business: P. Subba Rao, Himalaya Publishing House





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

**Course Code : MBT625-8**

**Course : International Logistics Management**

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

**Total Credits : 3**

---

**Course Outcomes**

At the end of the course students will have:

1. Understanding of meaning of international logistics and supply chain management and role of government in controlling international trade.
2. Knowledge of transportation modes and devising a strategy for transportation.
3. Knowledge of global trade environment and related documentation.
4. Knowledge of important functions such as inventory management and warehouse management.
5. Knowledge of network operations such as network planning, network design and how to handle uncertainties in a network.
6. Understanding of how to have supply chain integration and restructuring .

**Unit - I : Introduction**

International Logistics and Supply chain management : Meaning and objectives, importance in global economy, Characteristics of global supply chains, : Supply chain relationship to business performance, - Key tasks of logistics and supply chain managers, Role of Government in controlling international trade and its impact on Logistics and supply chain. ( Role of Government in controlling international trade and its impact on Logistics and supply chain self study)

**Unit - II : Transportation**

Drivers of transportation decisions, Modes of transportation, Factors influencing mode and carrier selection decision, Devising a strategy for transportation, Strategic importance of transport in global logistics, Logistical objectives of transport, International Water, Air and Land Transportation: types, characteristics and salient features, Intermodal transportation in international operations.

**Unit - III : Global trade environment**

Various trade blocks/FTZ and their impact on supply chain management, Customs and Regulations, Trade Documentation, International Contracts, Terms of Trade, Term of Payment, International Currency, INCO terms, Logistical packaging, containerization

**Unit - IV : Warehouse and Inventory Management**

Warehouse functions, Warehousing planning, Warehousing options, Warehouse design principles, Introduction to inventory management, Types of inventory, Inventory related costs, Managing cycle stock, Managing safety stock, Managing seasonal stock, Analyzing impact of supply chain redesign on the inventory.



### **Unit - V : Network Operations**

Network planning, Network design problem, Network design and operations models, Location of service systems, Incorporating uncertainty in network design.

### **Unit - VI : Supply Chain Integration and Restructuring**

Internal integration, External integration, Building partnership & trust in a supply chain, Vendor managed inventory, CPFR.

### **Text Book**

1. International Logistics: Global Supply Chain Management, Douglas Long, Springer - Verlag

### **Reference Books**

1. Global Operations and Logistics: Text and Cases, Philippe-Pierre Dornier, Panos Kouvelis, Michel Fender, Wiley, John & Sons
2. Global Supply Chain Management in International Logistics, Alan Branch, Routledge
3. Global Logistics Management: A Competitive Advantage for the New Millennium, Kent N. Gourdin Blackwell Publishing





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

**Course Code : MBT626-1**

**Course : Managing Human Capital**

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

**Total Credits : 3**

**Course**

**Outcomes**

At the end of the course students will have:

1. A basic understanding of delegation of responsibilities and values practiced by leaders.
2. A basic understanding of Appraisal and Training and Development practices.
3. A basic understanding concepts of role clarity, managing role conflicts etc.
4. A basic idea of the laws related to payment of wages, PF and ESI.
5. A basic idea of the laws related to Social security of workers.
6. A basic understanding of relevance of professionalization of HR Practices in FB.

**Unit - I : Leadership & Delegation Management :** Types of Leadership, Values practiced by the great leaders, Delegation of Powers & Responsibilities, Dealing with Negative People and Use of Whip

**Unit - II : Human Resource Practices :** Selection, Compensation & Equity, Training & Development, Appraisal, and Problems associated in maintaining equity.

**Unit - III : Role of HR in Family Business :** Control & Collaborate; Role Confusion, Role Conflict, Role Clarity, Handling Leadership Pipelines, Bringing Family Members on Board; Addressing Problems

**Unit - IV : Law of Wages :** The Laws of Wages: Payment of Wages Act, Employee PF and Misc Provisions Act, Employee State Insurance Act.

**Unit - V : Law of Workers Social Security :** The Laws of Workers Social Security: Employees Compensation Act, The Laws of Industrial Relations: Factories Act, Industrial Disputes Act, 1947.

**Unit - VI : Institutional Overlap :** Founders Dilemma Family or Business and Coping Mechanisms, Professionalization of HR Practices in Family Business

**Text Book**

1. Exceptional Entrepreneurship (Real Life Lessons from Business Leaders) by LPP (2006)

**Reference Books**

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

**Course Code : MBT626-2**

**Course : Product and Brand Management**

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

**Total Credits : 3**

---

**Course Outcomes**

At the end of the course students will have:

1. An understanding of basic concepts of product.
2. An understanding of new product planning and competitor analysis.
3. An understanding of Pricing and channel strategy.
4. An understanding of basic concepts of brand management.
5. An understanding of brand extensions and strategies.
6. An understanding of branding in different sectors.

**Unit - I : Introduction to Product :** Product: Basic Concepts, Classification of Products, Managing Product Issues, Difference between Consumer Products and Industrial Products, Consumer Adoption Process.

**Unit - II : New Product Planning :** Defining competitive set, Category Attractiveness Analysis, Competitor Analysis.

**Unit - III : Pricing Strategy :** Personalizing Marketing, Pricing Strategy, Channel Strategy

**Unit - IV : Branding :** Brand Positioning, Brand Image and Brand Equity, Brand Loyalty and Brand Analysis, Value Addition from Branding, Brand-Customer Relationship.

**Unit - V : Managing Brands :** Brand Selection, Brand Creation, Brand Interventions and Brand Extensions, Brand-Product Relationship, Brand Strategies.

**Unit - VI : Branding in Different Sectors :** Industrial Branding and Positioning of Industrial Products and Services, Branding in Retail and Service Sector, Marketing Research in Product and Brand Management Areas.

**Text Book**

1. Product Management, Ramanuj Mazumdar, PHI Learning Pvt. Ltd
2. Managing Brand Equity by Aaker D: Free Press.

**Reference Books**

1. Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Kevin L. Keller, Pearson Education.
2. The New Strategic Brand Management: Jean-Noel Kapferer, Kogan Page.
3. Strategic Brand Management by Richard Elliot: Larry Percy, Oxford University Press, India.
4. Brand Positioning: Strategies for competitive Advantage: Sengupta, Tata McGraw-Hill





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

**Course Code : MBT626-3**

**Course : Purchase and Materials Management**

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

**Total Credits : 3**

---

**Course Outcomes**

At the end of the course students will have:

1. An understanding of basic concepts in purchase management.
2. An understanding of purchasing procedures.
3. An understanding of vendor management process.
4. An understanding of principle of materials handling and evaluation of material handling performance.
5. An understanding of concepts of inventory management.
6. An understanding of TQM , JIT and SCM.

**Unit - I : Purchase Management** : Overview, Purchase organization, Ethical Concepts in purchases, Purchase Parameters, purchase Methods.

**Unit - II : International Purchasing** : Problems, Role in supply chain, documents used, International purchasing procedures.

**Unit - III : Vendor Management** : Vendor Evaluation - factors, advantages, parameters. Vendor management process.

**Unit - IV : Materials Handling** : Handling Principles, handling costs, unit load concept, flow pattern, material handling equipment's, evaluation of materials handling performance, safety in materials handling.

**Unit - V : Inventory Management** : Types of Inventory, Costs Associated with Inventory, Inventory Control, Selective Inventory Control, Economic Order Quantity, Safety Stocks, Inventory Management Systems, Forecasting Techniques, Material Requirement Planning.

**Unit - VI : Modern trends in Materials Management** : Purchasing vs. Supply management, TQM and Quality Certifications, JIT, SCM.

**Text Book**

1. Purchasing and Materials Management, P Gopalkrishnan,

**Reference Books**

1. Materials Management - An Integrated Approach, P Gopalkrishnan, M. Sundaresan, PHI.
2. Materials Management, Procedures, Text and Cases, A K Datta, PHI.





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

**Course Code : MBT626-4**

**Course : Advanced Management Accounting**

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

**Total Credits : 3**

**Course**

**Outcomes**

At the end of the course students will have:

1. An understanding of absorption costing and activity based costing.
2. An understanding of limiting factors in decision making.
3. An understanding of differential costing in decision making.
4. An understanding of the concepts of transfer pricing.
5. An understanding of the concept of working capital.
6. An understanding of management audit functions.

**Unit - I : Traditional Vs. ABC :** Traditional absorption costing, Activity based costing, difference between the traditional and ABC ways, relevance of ABC.

**Unit - II : Key Factor (Limiting) Decision Making :** Decision making based on key (limiting) factor of cost - material, labour etc.

**Unit - III : Incremental & Differential Costing :** Decision Making - Make or Buy, New vs. Old Machinery / Equipment, Accept or Reject.

**Unit - IV : Transfer Pricing :** Concept, Variable Cost Method, Total Cost Method, Market Price Method, Negotiated Price Method.

**Unit - V : Working Capital Management :** Working Capital Management & Receivables Management.

**Unit - VI : Audit of Management Function :** Audit of Production, Finance, Materials Management, Sales & Distribution, HR Functions.

**Text Book**

1. Management Accounting 1st Edition: Sudhindra Bhatt, Excel Books.

**Reference Books**

1. Cost and Management Accounting, M. N. Arora, Vikas Publication
2. Management Control System: Sekhar, TMH ,New Delhi
3. Advanced Accounts Volume II: M.C. Shukla, T.S. Grewal, S.C. Gupta S. Chand and company, New Delhi.





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

**Course Code : MBT626-5**

**Course : International Business**

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

**Total Credits : 3**

**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:**

2. Business Policy and Strategic Management, William F. Glueck, McGraw-Hill.
3. International Business: John S. Hill , Managing Globalization
4. International Business: Francis Cherunilam, Wheeler Publishing , New Delhi.
5. International Business: P. Subba Rao, Himalaya Publishing House







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

**Course Code : MBT626-6**

**Course : Launching and Managing an Enterprises**

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

**Total Credits : 3**

---

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

**Course Code : MBT626-7**

**Course : Buying and Existing**

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

**Total Credits : 3**

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

**Course Code : MBT626-8**

**Course : Knowledge Entrepreneur**

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

**Total Credits : 3**

**Course**

**Outcomes**

At the end of the course students will have:

1. An understanding of entrepreneurship in knowledge economy.
2. An understanding of knowledge management and intellectual capital.
3. An understanding of the requirement of different stakeholders.
4. An understanding of scope for knowledge entrepreneurship.
5. An ability to identify and assess specific opportunities.
6. An understanding of traits of becoming a knowledge entrepreneur.

**Unit - I : Entrepreneurship in knowledge Economy :** Abundant and Accessible information, implications and consequences, knowledge based opportunities.

**Unit - II : Managing Knowledge and Intellectual Capital :** Knowledge management, knowledge exploitation, knowledge creation as a corporate priority, protecting intellectual capital.

**Unit - III : Requirement of Different Stakeholders :** Customers, Suppliers, Investors, unity and Diversity, Ten essential freedoms.

**Unit - IV : Monitoring trends and Scope for Knowledge Entrepreneurship :** Freedom of operations, understanding issues, effective issue monitoring.

**Unit - V : Identifying and Assessing specific opportunities :** Establishing search criteria, searching for improvement opportunities, building job support tools, differentiation.

**Unit - VI : Becoming a Knowledge Entrepreneur :** The knowledge Entrepreneur-Challenge of launching a new product, creating launch support tool, examples of best practices.

**Text book**

1. The Knowledge Entrepreneur by Colin Coulson-Thomas, Kogan page Publications.

**Reference Books**

1. Entrepreneurship: Innovations and Strategy by Dr. Ch. Sudipta Kishore Nanda, Dr. Tapan Kumar Lenka, HPH.
2. Entrepreneurship & Innovation Management by R. Gopal, Pradip Manjrekar





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

**Course Code : MBT626-9**

**Course : Family Business Management**

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

**Total Credits : 3**

**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. I M OK YOU'RE OK, Thomas A. Harris





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

**Course Code : MBT626-10**

**Course : Business Tax Planning**

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

**Total Credits : 3**

**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, e-Commerce.

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

**Text Book**

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

**Reference Books**

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





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

**Course Code : MBT626-11**

**Course : Entrepreneurial Finance**

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

**Total Credits : 3**

---

**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.
4. Vijayarani, Susan F. Hensonow, Intl Specialized Book Service Inc.





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

**Course Code : MBT626-12**

**Course : Logistics Management**

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

**Total Credits : 3**

---

**Course Outcomes**

At the end of the course students will have:

1. A basic understanding of importance of logistics in marketing.
2. A basic understanding of integration of logistics and the barriers to integration.
3. A basic understanding of the application of IT in logistics.
4. A basic understanding about transportation and warehousing.
5. A basic understanding of store house operations.
6. A basic understanding of logistical measurement.

**Unit - I : Elements of Logistics Management :** Underlying philosophy, supply chain and competitive performance, Marketing and logistics interface, work of logistics.

**Unit - II : Integrated logistics :** Operational objectives, barriers to integration, logistical performance cycles,

**Unit - III : Information & Forecasting :** Designing LIS applications, information architecture, application of IT, forecasting process, characteristics, approaches.

**Unit - IV : Transportation & Warehousing :** Principles, Participants, modal characteristics, transport economics, Role of warehousing, warehouse design, types and strategies.

**Unit - V : Storehouse operations & Control :** Organizing, store location & layout, store keeping, physical verification, Security & Safety.

**Unit - VI : Logistical measurement :** Dimensions, Internal performance measurement, asset measurement, quality measurement, perfect order, external performance measurement.

**Text Book**

1. Logistics Management, Rakesh P. Singh, Satish C. Aliawadi, PHI.

**Reference Books**

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





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

**Course Code : MBT626-13**

**Course : Social Entrepreneurship**

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

**Total Credits : 3**

---

**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 - I : 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 - II : Legal setup** : legal setup for 'Not for Profit' organization and 'For Profit' social enterprise, Forms of Organization.

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

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

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

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

**Text Book**

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

**Reference Book**

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







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

**Course Code : MBT626-14**  
**L: 3 Hrs. P: 0 Hrs. Per week**

**Course : Technology Appreciation and  
Intellectual Property Rights**  
**Total Credits : 3**

---

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

**Course Code : MBT626-15**

**Course : Entrepreneurial Marketing**

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

**Total Credits : 3**

---

**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 Havaldar, McGraw Hill Publication.

**Reference Books**

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





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

**Course Code : MBT626-16**

**Course : Innovation Technology Management**

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

**Total Credits : 3**

---

**Course Outcomes**

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

**Unit - I : Introduction to Innovation Technology Management**

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

**Unit - II : Technology Strategy and Competitiveness**

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

**Unit - III : Technology Adoption, Diffusion, and Absorption**

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

**Unit - IV : Selection and Implementation of New Technologies – Automation Decisions**

New Technologies, Selection of a New Technology, Implementation of New Technology, Automation - Automation and automation technology; Automation decisions.

**Unit - V : Product Technology**

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



#### **Unit - IV : 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 III / IV (MBA)  
Master of Business Administration**

**Course Code : MBT627-1**

**Course : Creativity and Innovation**

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

**Total Credits : 3**

---

**Course Outcomes**

1. Understand the concept of creativity
2. Understand the theories of creativity
3. Understand the concept of creative problem finding and solving
4. Understand the concept of brainstorming
5. Understand synetics and paradigm breaking techniques
6. Understand the evaluation methods and implementing the ideas.

**Unit - I**

**Creativity** : Definitions, Invention and creativity, Ideas and how they arise, Importance of creativity in business, Conditions in which creative thinking is required most, Characteristics. **BLOCKS OF CREATIVITY** : Problem solving, Problem solving, Mindset, Barriers to an individual's creativity, Dealing with an individual's blocks to creativity, Techniques to overcome blocks, Blocks to organizational creative thinking and ways to solve it, Elements and conditions of creative organizations.

**Unit - II**

**Theories of Creativity and the Creative Problem Solving Process** : Brain as an information processor convergent and divergent thinking , the conditions for creative thinking , Theories of creative problem solving, The cognitive theory of creativity, Problem solving mechanisms, The creative problem solving process, Cases.

**Unit - III**

**Objective Finding, Fact Finding and Problem Finding** : Objective finding, fact finding, Dimensional analysis, Problem finding, Redefinition Approaches: laddering , goal orientation, boundary examination, progressive abstractions, Analytical techniques: Decomposable matrices, cause- and-effect diagrams .

**Unit - IV**

**Brainstorming and its Variants** : Classical brainstorming, process of brainstorming, Wildest-idea variant , Stop-and-go brainstorming, Round-robin brainstorming. Lateral thinking and Associated Methods: Awareness, Assumptions, Alternatives, Provocative methods, Metaphorical thinking, Analogy.



### Unit - V

**Synectics** : Synectics, Conducting Synectics sessions, Synectics in action. PARADIGM-BREAKING Techniques and some Miscellaneous Ideation Methods : Vision building, symbolic representation miscellaneous ideation techniques, Cliches, proverbs and maxims, storyboarding.

### Unit - VI

**Evaluation** : Sorting, Evaluation methods, Advantage-disadvantage tables, PMI: Plus / Minus / Interesting, Castle technique, Pay-off tables, Decision trees. IMPLEMENTING IDEAS: Ideas are not readily implemented, Sources of resistance to change, Role of communication in overcoming resistance to change, Putting ideas into practice, Climate for change, Cases.

### Text Book

1. Creative Problem Solving for Managers: Developing Skills for Decision Making and Innovation. Author: Tony Proctor

### Reference Books

1. TRIZ: Innovation and Inventive Problem Solving. Handbook, Authors: Pavel Livotov, Vladimir Petrov.
2. Jugaad Innovation, Authors: Navi Radjou Dr. Jaideep Prabhu Dr. Simone Ahuja





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

**Course Code : MBT627-2**

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

**Course : Leadership Skills**

**Total Credits : 3**

---

**Course Outcomes**

1. Knowledge of what is leadership
2. Knowledge and understanding of Leadership Traits
3. Knowledge and understanding of Leadership Skills
4. Understanding of different leadership Styles.
5. Understanding of Team leadership
6. Understanding Leadership & change

**Unit - I**

**Introduction to Concept of Leadership** : What does leadership mean Definitions, Nature of Leadership, Components of leadership, Leadership and its Role in Business, difference between a Manager and a leader, Myths about Leadership? Leadership & Values - Types and importance of values.

**Unit - II**

**Leadership Traits** : Leadership Traits, what is Personality & Traits, The big 5 Model of Personality, Trait approach to leadership, Leadership Traits and effectiveness, Achievement motivation Theory, Leader motive profile theory, Why do leaders fail? Problems with trait theory.

**Unit - III**

**Leadership Skills** : Technical, Human, Conceptual. Basic leadership skills-Communication, Listening, Assertiveness, and Stress management etc. Skills required to deal with followers- Delegating skills, feedback, Team building and building a high performance team, Empowerment, Managing performance. Skills which suits to specific situations- Goal setting skills, leading a Meeting, problem solving skills, Improving creativity, Conflict management.

**Unit - IV**

**Leadership & Behavior** : Behavioral theories, leadership studies in the area of behavioral Approach-Contingency Theories, Autocratic, Democratic, Transitional, Transformational, Servent leadership, Neuroleadership, examples of different styles,

**Unit - V**

**Team & Leadership** : Nature of teams, Difference between teams & groups, Type of teams-problem solving, self managed, cross functional, virtual. Team effectiveness, Characteristics of effective team, role of leadership in team effectiveness, Ginnett's team Leadership model, Impediments to team effectiveness, Team Building.



## Unit - VI

**Leadership & Change** : Nature of Change, Causes of Organizational Change, Resistance to Change, overcoming resistance to change, Role of leadership in Change management, Approaches to change management, Leadership role in Management of Change-charismatic, Transformational, Transactional & Strategic Leadership. Characteristics of Change leader, leading for organizational learning & Innovations.

### Text Book

1. Team Building & Leadership-Ms. Neelam S. Bhargav, Mr. Gaurav bhargav, Himalaya Publishing house

### Reference Books

1. High Performance Leadership- G. Vijayaragavan, Himalaya Publishing House
2. Leadership-Sanjay Saxena, Purnima Awasthi-PHI Learning's Pvt. Ltd.







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

**Course Code : MBT627-4**

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

**Course : Sociology**

**Total Credits : 3**

---

**Course Outcomes**

1. To understand the fundamentals of sociology.
2. To understand the various sociological theories.
3. To understand the concept of leadership.
4. To understand decision making and its process.
5. To understand communication in the context of organizations.
6. To understand the concept of Conflict in the organizational context.

**Unit - I : Fundamentals of Sociology :** Nature, scope, significance, basic concepts, institutions, social process.

**Unit - II : Sociological Theories :** Theories of - Auguste Comte, Herbert Spencer, Emile Durkheim, Talcott Parsons, Max Weber, Karl Marx.

**Unit - III : Leadership :** Nature, Importance, Styles and their implications, Formal and Informal leadership, Emotional intelligence.

**Unit - IV : Decision Making :** Nature, conditions, models, Barriers, Styles.

**Unit - V : Communication :** Interpersonal communication, Organizational communication, Communication networks.

**Unit - VI : Conflict :** Levels of conflict, types of conflict, Conflict resolution, Negotiation and conflict resolution.

**Text Book**

1. Fundamentals of Sociology - by: Vidya Bhushan, D. R. Sachdeva, Pearson

**Reference Books**

1. Organization Behavior Text, Cases & Games: K Aswathappa, Himalaya Publishing House
2. Sociology - by Haralombus & Holborn, Collins Education.





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

**Course Code : MBT627-6**

**Course : CSR and Sustainability**

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

**Total Credits : 3**

**Course Outcomes**

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

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

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

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

**Unit -IV : Sustainability Terminologies** : Meanings-Why is Sustainability an Imperative-Sustainability.

**Case Studies** - Triple Bottom Line (TBL).

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

**Unit -VI : Sustainability Indices** : Principles of Responsible Investment-Challenges in Mainstreaming Sustainability Reporting- Sustainability Reporting Case Studies.

**Text Book**

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





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

**Course Code : MBT628-1**

**Course : Analytic for Business**

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

**Total Credits : 3**

**Course Outcomes**

1. Optimize business decisions that take multiple input variables to predict between two possible outputs
2. Model decisions under a variety of future uncertain states, depending on the decision maker's proneness or aversion to risks
3. Compute correlation where, at first glance, there seem to be none - correlation between data points in a time series
4. Compute the regression model for time series data that has correlation within itself
5. Optimize business situations where two variables do not move in a linear fashion
6. Model continuous outcomes that depend on more than one input variable

**UNIT - I : Business Analytics** : Concepts of business analytics, difference between analytics and analysis, Broad types of business analytics, Organizations benefits from using analytics.

**UNIT - II : Understanding Data** : Importance of data, difference between data, information and knowledge, various stages of data maturity, data mining approach to business intelligence and business analytics.

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

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

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

**UNIT - VI : Using Excel (Module-2)** : Performing inferential analysis tests under data analysis tab, Using Slicer, owerpivot and Power view for visual analytics

**Text Book**

1. The elements of statistical learning-Trevor Hastie, Robert Tibshirani, Jerome Friedman- Springer Publications (Open source available on <http://statweb.stanford.edu/~tibs/ElemStatLearn/>)

**Reference Book**

1. Business Research Methods, Zikmund, William G. (2009), Cengage Learning India Private Ltd., New Delhi.





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

**Course Code : MBT628-2**

**Course : Technical Analysis and Report Writing**

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

**Total Credits : 3**

---

**Course Outcomes**

1. To understand the trend analysis by virtue of moving averages
2. Understand the concept and calculations of Bollinger band
3. Understanding the different methods to draw and interpret the charts
4. Understanding variation in data through different chart pattern
5. Importing data in spreadsheet and processing the data
6. Writing the report and interpreting the report through spreadsheet

**Unit - I**

Simple Moving Averages, Generalizing simple moving averages, Removing Formula Errors, Exponential Moving average

**Unit - II**

Bollinger Bands - Introduction, Basic Calculations, Generalized Bollinger Band Computation, Bollinger Bands Charts in excel

**Unit - III**

Candlestick charts, open-high-low-close charts, Line Charts

**Unit - IV**

Chart Pattern-Head and Shoulders, Cup and Handle, Double top and Bottom, Tripple top and triple bottom

**Unit - V**

Understanding and executing Data tab, Process Tab, report Tab, Connecting to data source

**Unit - VI**

Creating the simple spreadsheet report, Creating different template of reports, Building dynamic reports.

**Text Book**

1. Guide to technical analysis and Candlesticks by Ravi Patel-Buzzingstock publication House, Mumbai

**Recommended Books**

1. How to make money trading with Candlestick Charts by Balkrishna M Sadekar, Vision Books India





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

**Course Code : MBT628-3**

**Course : Data Visualization for Managers**

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

**Total Credits : 3**

---

**Course Outcomes**

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

**Unit - I**

Introduction to data visualization, benefits of data visualization, Data Visualization for Analysis and Decision-Making, Making Performance Comparisons

**Unit - II**

BI tool Kit, Power view, Data modeling

**Unit - III**

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

**Unit - IV**

Charts in powerview, multiple charts, specifying the layout of multiple chart visualization, scatter charts, bubble charts,

**Unit - V**

Mapping data-bing maps, Maps in powerview, 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 book**

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





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

**Course Code : MBT628-4**

**Course : Business Data Mining**

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

**Total Credits : 3**

---

**Course Outcomes**

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

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

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

**Unit - III : Association rules :** Methodology, APriori algorithm, Non Negative matrix factorization

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

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

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

**Text book**

1. Data mining-A tutorial based Primer, Second edition, Richard J Roiger, CRC Press, Taylor 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- Luís Torgo, CRC Press-Taylor and Fransis Group- ISBN 978-1-4398-1018-7 (hardback).





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

**Course Code : MBT628-5**

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

**Course : Data Analytics**

**Total Credits : 3**

---

**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 techniques

**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**

Discriminant Analysis, Multi-dimensional Scaling

**Unit - V**

Cluster Analysis, Hierarchical Clustering, K Means Clustering,

**Unit - VI**

Conjoint Analysis, Multiple regression analysis, Logistic regression analysis

**Text Book**

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

**Reference Books**

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





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

**Course Code : MBT628-6**

**Course : Applied Econometrics**

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

**Total Credits : 3**

---

**Course Outcomes**

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

**UNIT - I**

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

**UNIT - II**

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

**UNIT - III**

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

**UNIT - IV**

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





### UNIT - V

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

### UNIT - VI

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

### Text Book

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

### Reference Books

1. Dongherty C (1992), Introduction to Econometrics, oxford University Press, New York.
2. Koutsoyiannis, A. (1977), Theory of Econometrics (2nd ed), The Macmillan Press Ltd., London.
3. Maddala, G.S. (Ed) (1993), Econometric Methods and Application (2 Vols), Aldershot, U.K.
4. Krishna K.L. (Ed) (1997), Econometric Applications in India, Oxford University Press, New Delhi.
5. Madani, G.M.K. (2000): Introduction to Econometrics: Principles and applications, Oxford University Publications.
6. Patricia E Gaynor and Rickey C Kirk Patrick (1994) : Introduction to Time Series and Forecasting in Business and Economics, Magraw Hill Publications.
7. Croxton F.E. Cowden D.J. and Klein S. Applied General Statistics - Prentice Hall New Delhi.
8. William H. Greene .(2008) Econometric Analysis. Pearson Education Publication New Delhi
9. Amemiya T. (1985), Advanced Econometrics, Harvard University Press, Cambridge, Mass.
10. Goldberger, A. S. (1998), Introductory Econometrics, Harvard University Press, Cambridge, Mass.





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

**Course Code : MBT628-7**

**Course : Customer Analytics**

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

**Total Credits : 3**

---

**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 touchpoints, 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 findability 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 : Analytics for the Customer Journey – II :** Quantifying the Consideration and Purchase Phases: Identifying the Consideration Touchpoints, Measuring the Customer-Driven Touchpoints, Measuring the Three R's of Company-Driven Touchpoints, 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 Touchpoints, Finding Problems Using Call Center Analysis, Finding the Root Cause with Cause-and-Effect Diagrams.

**Measuring Customer Loyalty :** Measuring Customer Loyalty, Finding Key Drivers 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 Findability 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, OKCupid, 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.

### Book

1. Customer Analytics for Dummies by Jeff Sauro. Published by: John Wiley & Sons, Inc.

### Reference Book

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

**Course Code : MBT628-8**

**Course : Statistics Using R**

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

**Total Credits : 3**

**Course Outcomes**

1. To learn basics of R and installing R and R Packages
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 Packages
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 Operators, 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 Book**

1. Data Analytics 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 Book, Second Edition, Michael J. Crawley, WILEY Publiation
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 Semester III / IV (MBA)  
Master of Business Administration**

**Course Code : MBT628-9**

**Course : Data Mining Using Orange**

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

**Total Credits : 3**

---

**Course Outcomes**

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

**Course Code : MBT628-10**

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

**Course : Web Analytics**

**Total Credits : 3**

---

**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 Page, 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 sites, 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.

### **Book**

1. Web Analytics 2.0 - The Art of Online Accountability & Science of Customer Centricity. Avinash Kaushik, Wiley Publishing, Inc. 2010.

### **Reference Book**

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

**Course Code : MBT628-11**

**Course : Power BI for Managers**

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

**Total Credits : 3**

**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, Natural 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







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

**Course Code : MBT629-1**

**Course : Synthesizing and Analyzing Data**

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

**Total Credits : 3**

---

**Course Outcomes**

At the end of the course, students should be able to:

1. Understand the meta synthesis research
2. Understand the process of generating meta synthesis
3. Select appropriate test statistics and decision criteria
4. Understand the data extraction, analysis and synthesis of data
5. Handling missing data, doing data interpretation
6. Prepare final research report

**Unit - I**

Information gathering and data synthesis, Process of Information gathering and data synthesis, Theory- Generating Meta- synthesis,

**Unit - II**

Purpose of Theory- Generating Meta- synthesis Research, Data Collection and Sampling, Searching the Literature, Theoretical Sampling

**Unit - III**

Selecting the appropriate test statistics, understanding the decision criteria, handling the errors.

**Unit - IV**

Data Extraction and Analysis and theory generation, Analysis and Synthesis of Qualitative Findings to Develop Theory, Validity and reliability

**Unit - V**

Handelling missing data, sensitivity analysis and diagnostics, Data Interpretation, statistically describing study outcomes,

**Unit - VI**

Understanding limitation and scope of results, Writing up the results, Visual and Narrative Interpretation, research report format,

Books:

1. A guide to qualitative meta-synthesis by Deborah Finfgeld-connett, Taylor and Fransis
2. The handbook of research synthesis and meta-analysis 2nd edition edited by harris cooper, larry v. Hedges, and jeffrey c. Valentine





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

**Course Code : MBT629-2**

**Course : IT Organization and Structure Design**

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

**Total Credits : 3**

---

**Course Outcomes**

1. To understand IT Organization Design
2. To understand design dysfunction
3. To adapt to new businesses
4. To study agile IT organization design
5. To understand various organization structures
6. To study design Metrics

**Unit - I**

IT Organization Design, Structural Cybernetics and IT Organization Design.

**Unit - II**

Spotting IT Organization Design Dysfunction

**Unit - III**

A New IT Organization Design: Adapting Business Partnering for Information Technology, Applying the Model to Information Technology

**Unit - IV**

Agile IT organization design

**Unit - V**

Key Elements of Organizational Structures, Types of Organizational Structures, Vertical structures (functional and divisional), Matrix organizational structures, Open boundary structures (hollow, modular virtual and learning), Centralised vs decentralized IT Structures

**Unit - VI**

The Impact of Growth Stages on Organizational Structure Metrics

**Textbooks**

1. Agile IT Organization Design: For Digital Transformation by Sriram Narayan
2. Principle-based Organizational Structure: a handbook to help you engineer entrepreneurial thinking and teamwork into organizations of any size by N. Dean Meyer.





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

**Course Code : MBT629-3**

**Course : Critical Reasoning and System Thinking**

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

**Total Credits : 3**

---

**Course outcomes**

At the end of the course, students should be able to:

1. Recognize need of reasoning and can analyze it
2. Evaluate the reasoning, and identify flaws in reasoning
3. Understand system thinking concept and operational implications
4. Understand paradigm shift from linear thinking to system thinking
5. Use system thinking tools
6. Use structural thinking loops

**Unit - I :** Analysing reasoning-recognising reasoning and identifying conclusions, identifying reasons, identifying assumptions

**Unit - II :** Evaluating reasoning-evaluating the truth of reasons and assumptions, evaluating support for conclusions, identifying flaws in reasoning, evaluating further evidence, questioning explanations

**Unit - III :** A Brief Overview of Systems Thinking, An Overview of Some Key Systems Issues and Concepts, Operational Implications of Systems Thinking, General Challenges to the Use of Systems Thinking

**Unit - IV :** Shifting Linear thinking patterns to system thinking, understanding system behavior and system errors, Falling and escalation.

**Unit - V :** System thinking as language, levels of understanding, system thinking tools, reinforcing and balancing loops, balancing loops with delay, drawing causal loops

**Unit - VI :** structural thinking loops: From causal loops to graphical functions, structural thinking, Accumulators and accumulation management, delays, S-Shaped growth curve

**Books**

1. The Art of system thinking by Steven Schuster
2. System Thinking tools, A Users Reference guide, by Daniel H Kim, Pegasus Communications
3. The idea and practice of systems thinking and their relevance for capacity development, Peter Morgan, European Centre for Development Policy Management
4. Critical reasoning: A Practical Introduction, Anne Thompson, 3rd Edition, Routledge, Taylor and Fransis Group.





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

**Course Code : MBT629-4**

**Course : Costing Product and Services**

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

**Total Credits : 3**

---

**Course Outcomes**

To understand the basics of management accounting

1. To learn methods of product costing
2. To understand cost accounting methods for service sector
3. To understand activity based costing
4. To study cost analysis for decision making
5. To understand budgeting

**Unit - I : Introduction to Management Accounting :** Financial and Cost Accounting, Basic Cost Terms and Cost Flow, Costing System, Preparation of Cost Sheet, Costing in Service Industry, Preparation of Cost Sheet in Service Industry, Financial, Cost and Management Accounting

**Unit - II : Product Costing :** Methods of Product Costing, Job Costing, Customer Costing, Process Costing, Treatment of Process Losses, Joint and By-products

**Unit - III : Service costing :** Application of service costing, product vs service costing, methods of ascertaining service cost unit, service cost statement, costing of services

**Unit - IV : Cost Allocation and Activity Based Costing :** Indirect Cost, Method of Indirect Cost Allocation, Misallocation of Indirect Costs, Activity-based Costing, Implementation of Activity-based Costing, Activity-based Management

**Unit - V : Cost Analysis for Decision Making :** Absorption vs Marginal Costing, Behavior of Cost, Break-even Analysis, BEP in Multiproduct Environment, Pricing Decision, Make or Buy decision, Discontinuing Product or Closing Down Divisions, Optimal Product mix, Operating Leverage.

**Unit - VI : Budgeting :** Strategic Planning and Budgets, Budgeting Process, Types of Budgets, Benefits of Budgets, Approaches to Budget Preparation, Preparation of Master Budget, Budget Slak

**Text Books**

1. Product Costing: Concepts and Applications by Ralph S. Polimeni (Author), Frank J. Fabozzi (Author), Ph.D. Adelberg, Arthur H. (Author)
2. Service Business Costing: Cost Accounting Approach for the Service Industry Markus B. Baum (Author)





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

**Course Code : MBT629-5**

**Course : Strategic Management**

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

**Total Credits : 3**

---

**Course Outcomes**

1. To understand IS strategy.
2. To understand how to align IT capability with business strategy.
3. To understand framework to IS Strategy
4. To study valuation of IT impact
5. To understand IT infrastructure
6. To understand the Challenges and Opportunities in Assessing IT Payoff

**Unit - I : Introduction** : Forces that Shape Business Strategy, Analyzing the Impact of IT on Strategic Decision Making z IT Evolution and its Implications for Business (Business-IT Alignment) , IT Productivity Paradox z Factors Contributing to the IT Productivity Paradox. Does the Paradox Still Exist? Moving Beyond the Paradox.

**Unit - II : Building the Networked Economy z Value Chain and Value Creation** : The Notion of Value and Value Creation is Examined in Relation to Value Chains and Business Processes, Reasons for Success and Failure of IT Projects

**Unit - III : A Portfolio Approach to IS Development, Process Perspective of Valuation** : To Mix Process and Variance Approach or not. Is it another Management Buzz Phrase? z Advantages of Variance and Process Approaches. Combining Process and Variance Approaches.

**Unit - IV : Valuation of IT Impact** : APV Method vis-a vis other Methods, Technology Justification Models: z The Real Options Approach. Economic Value Added. Statistical Approaches.

**Unit - V : Managing IT Infrastructure** : IT Infrastructure and Strategic Alignment, Strategies for Managing Diverse IT Infrastructures, Managing IT Outsourcing: Strategies for Managing Outsourced Operations

**Unit - VI : Challenges and Opportunities in Assessing IT Payoff** : Enterprise Resource Planning Systems, Strategic impact of IT on Entertainment Industry: z Strategic Dissonance, Burgelman and Grove, California Management Review, Winter, 1996. 13. Strategic impact of IT on Financial Services

**Textbook**

1. Strategic Management: Kennedy B. Reed, Virginia Tech

**Reference Books:**

1. Business Strategy: Managing Uncertainty, Opportunity, and Enterprise by J.C. Spender
2. The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment by Robert Kaplan and David Norton





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

**Course Code : MBT629-6**

**Course : Bringing Ideas to Market**

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

**Total Credits : 3**

---

**Course outcomes**

At the end of the course, students should be able to:

1. Understand the concept of design thinking
2. Conceptualize experience mapping
3. Identify and deal with challenges in Idea generation
4. Learn the ways to boost creativity in Idea generation
5. Understand the vital role of stories and prototypes in idea generation
6. Apply embedded design thinking in the firm

**Unit - I :** Design thinking introduction, Criteria for designing idea, Understanding personas, defining personas, importance of Personas, Creating Personas, Applications and limitation of personas

**Unit - II :** The experience mapping process, Experience map as springboard to innovative solution, Conceptualizing a New Solution to Enhance User Value, Testing and Refining the New Solution

**Unit - III :** Challenges in Idea generation, The Need for a Systematic Method to Connect to the User, The Visualize, Empathize, and Ideate Method, Importance of Visualizing and Empathizing before Ideating, applying the method

**Unit - IV :** Boosting Creativity in Idea Generation, Design Heuristics, Identifying design heuristics, Designing Heuristics for Idea Generation

**Unit - V :** The Key Roles of Stories and Prototypes in Design Thinking, Combining Stories and Prototypes, Employing Stories and Prototypes in Process,

**Unit - VI :** Design Thinking for Non-Designers, Challenges, Knowledge Management Tasks for Breakthrough Innovation, Embedding Design Thinking in the Firm

**Books**

1. Designing Thinking, Michael Luchs, K Scott Swan, Abbie Griffin, Wiley Publication.





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

**Course Code : MBT629-7**

**Course : Software Project Management**

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

**Total Credits : 3**

---

**Course Outcomes**

1. To understand the various project management phases
2. To study various project estimation methodologies
3. To understand process models
4. To study risk management
5. To understand quality assurance in software development
6. To understand agile Project management

**UNIT - I : Project Management Overview**

What is Project and Project Management, Various phases of Project Management, Project Stakeholders, Project Management Organization (PMO); Roles and Responsibilities of Project Manager. Brief introduction to various process models - Waterfall, RAD, V, Spiral, Incremental, Prototyping, Agile- SCRUM, Extreme Programming (XP) and Kanban Project Initiation - Project Charter; Statement of Work (SoW)

**UNIT - II : Project Planning**

Project Planning Activities- Project Scope, Work Breakdown Structures (WBS), Software estimation methodologies - COCOMO Model and Function Point Project Scheduling Techniques - Program Evaluation and Review Technique (PERT), Gantt Chart and Critical Path Method (CPM)

UNIT III PROJECT TRACKING: Monitoring and Control, Project Status Reporting; Project Metrics; Earned Value Analysis (EVA); Project Communication Plan & Techniques; Steps for Process Improvement.

**UNIT - IV : Risk Management**

Concepts of Risks and Risk Management; Risk Management Activities; Effective Risk Management; Risk Categories; Aids for Risk Identification; Potential Risk Treatments; Risk Components and Drivers; Risk Prioritization.

**UNIT - V : Project Closure**

Project Closure Analysis, Lesson Learnt Software Quality Assurance-Software Quality Assurance Activities; Software Qualities; Software Quality Standards - ISO Standards for Software Organization, Capability Maturity Model (CMM), Comparison between ISO 9001 & SEI CMM, Other Standards.



## **UNIT - VI : Agile Project Management with Scrum**

Agile Manifesto and Agile Principles Agile Scrum - Purpose, Values, Scrum Framework, Scrum Roles - Product Owner, Scrum Master & Team, Scrum Events - Sprint Planning, Daily Scrum/Stand-up Meeting, Sprint Review, Sprint Retrospective

### **Text Books**

1. Bob Hughes and Mike Cotterell, Software Project Management, Tata McGraw Hill, 5 th Edition

### **References**

1. Jalote, "Software Project Management in Practice", Pearson Education
2. Ramesh, Gopalswamy, "Managing Global Projects", Tata McGraw Hill
3. Ken Schwaber, Agile Project Management with Scrum, Microsoft Press
4. Mike Cohn, Agile Estimating & Planning, Pearson.







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

**Course Code : MBT629-8**

**Course : Spreadsheet Essentials**

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

**Total Credits : 3**

---

**Course Outcomes**

At the end of the course, students should be able to:

1. Apply advanced formulas to lay data in readiness for analysis
2. Use advanced techniques for report visualizations
3. Leverage on various methodologies of summarizing data
4. Use the basic and advance spreadsheet functions of different domains
5. Understand the report generation using spreadsheet
6. Understand and apply basic principles of laying out Spreadsheet models for decision making

**Unit - I**

Get a head start with templates and set up an Spreadsheet template, workbook and worksheet templates, modular templates, Customizing the Spreadsheet interface, built in checks and controls, Key techniques to reduce risk and increase automation and efficiency

**Unit - II**

Data Validation, Extended uses of Data Validation, Working with validation formulae, Other methods of tracking down invalid entries

**Unit - III**

Preparing data for analysis, Mastering lookup functions (INDEX, MATCH), Creating helper columns using DATE and TEXT functions, Applying NESTED-IF, AND, OR to organize data

**Unit - IV**

Methods of Summarizing Data , SUMIFS, COUNTIFS, PIVOT-TABLE features like Value Field Settings, Grouping Data, using group functions LARGE, SMALL, MAX, MIN, Calculations and reporting in Power Pivot - an introduction to Data Analysis Expressions (DAX)

**Unit - V**

Report Visualization Techniques in Spreadsheet, Dynamic charts (using CHOOSE & OFFSET functions) & Sparklines for trends, Report Interactivity -Using Pick-Lists, Form Controls like combo box & Spreadsheet Camera, Effectively using Conditional Formatting (formula-driven) for reporting



## Unit - VI

Decision Making with Spreadsheet, Applications of Financial functions (Amortization table, FV, NPV, IRR, etc.); Sensitivity ("What-if") analysis on models using Data Tables, Goal Seek , Scenarios; Laying out a model in Spreadsheet (Budget Model case study)

## Books

1. Microsoft Excel 2016 Bible: The Comprehensive Tutorial Resource
2. Excel 2016 ALL-IN-ONE for Dummies





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

**Course Code : MBT629-9**

**Course : Data Presentation and Visualization**

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

**Total Credits : 3**

---

**Course Outcomes**

At the end of the course, students should be able to:

1. Select appropriate graph, charts for visualizing data
2. Understand advance visualization through visualization
3. Build and Demonstrate advance dashboards
4. Prepare report and develop interactive interfaces
5. Learn interacting outside world data
6. Use different power Bi Functions

**Unit - I :** Plotting and interpreting different types of charts in spreadsheet, Column Chart, Line Chart, Pie Chart, Doughnut Chart, Bar Chart, Area Chart, XY (Scatter) Chart, Bubble Chart, Stock Chart, Surface Chart, Radar Chart, Combo Chart

**Unit - II :** Building basic dashboard components, dressing up data tables, using sparklines, formatting the visualizations, using pivot tables, organising elements, formatting the dashboards

**Unit - III : Building advance dashboards :** charts showing trends, grouping and bucketing data, displaying performance against target, working with KPI

**Unit - IV : Advance reporting technique :** Understanding macros, developing macros, Macro-Charged dashboards, developing interactive interfaces, Interacting with slicers

**Unit - V : Working with outside world :** Importing data from different sources, making the data compatible, Using external data for dashboards and reports, sharing workbook with the outside world

**Unit - VI : Use of Power Bi Functions :** Power pivot, Power Query, Power View

**Books**

1. Excel® Dashboards & Reports For Dummies®, by Michael Alexander, 3rd Edition Published by: John Wiley & Sons, Inc
2. Data Visualization with Excel® Dashboards and Reports, by Dick Kusleika, Wiley Publication
3. Power Pivot and Power BI: The Excel User's Guide to DAX, Power Query, Power BI, and Power Pivot, by Rob Collie & Avichal Singh.





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

**Course Code : MBT629-10**

**Course : Data Management and IT Infrastructures**

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

**Total Credits : 3**

---

**Course Outcomes**

1. To understand concept of RDBMS
2. To understand SQL
3. To understand different data models
4. To understand IT Infrastructure Management
5. To understand IT Infrastructure Management Components
6. To study IT Infrastructure Management Best Practices

**Unit - I :** Relational DBMS overview, the importance of data, data management, and data management systems, different types of data, data models, and data management systems (relational, XML, text, small/large), etc. ,DBMS architecture overview Using relational DBMS

**Unit - II : SQL :** How to create a database, load data, insert/delete, and ask queries , - Modeling a real problem using a database ,Conceptual design: ER diagrams, functional dependencies ,Views and integrity constraints

**Unit - III : Other data models :** XML, Text, and multimedia ,Data integration, Information retrieval c. Asking structured queries over the web ,Data warehousing (OLAP) and data mining a. Data cleaning and extract? transform? load pipelines b. Data cubes

**Unit - IV : IT Infrastructure :** IT Infrastructure Management, Role of IT Infrastructure Management, Three Categories of IT Infrastructure Management: Systems Management, Network Management, Storage Management

**Unit - V : IT Infrastructure Management Components :** Computer Hardware Platforms Operating System Platforms Software Applications Networking and Telecommunications Platforms Data Management and Storage Internet Consulting and System Integration Services

**Unit - 6 :** IT Infrastructure Management Best Practices, Benefits of IT Infrastructure Management.

**Textbooks**

1. Data Management: Databases and Organizations 6th Edition Richard T. Watson IT2.
2. Infrastructure Management by Anita Sengar.





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

**Course Code : MBT629-11**

**Course : Legal Aspects of IT Organizations**

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

**Total Credits : 3**

---

**Course Outcomes**

1. Identify the emerging legal issues in a digital networked environment including general issues of jurisdiction and enforcement of rights and liabilities in cyberspace
2. To study developments in specific areas of law arising in cyberspace including intellectual property, regulation of content / censorship, privacy and electronic commerce
3. Understand and evaluate how these developing concepts affect the flow of information in society and the work of information professionals
4. Identify and analyse recent developments in national and global information policy, the nature of the policy making process and the identities and positions of the various stakeholders
5. Understand the role of the information professions in this policy making process
6. Identify and evaluate resources and materials treating the Law of Cyberspace and IPR

**Unit - I**

UNCITRAL Model Law , Introduction To Information Technology Act, 2000: Object; Scope; Scheme Of The Act; Relevancy With Other Laws

**Unit - II**

Jurisdictional Issues o Civil Jurisdiction; Cause of Action; Foreign Judgment; Exclusion Clause of Contract; Jurisdiction under IT Act, 2000, Digital Signature: Technical Issues & Legal Issues: Digital signature; Digital signature Certificate; Certifying Authorities and liabilities in the event of Digital Signature Compromise; E-Governance in India.

**Unit - III**

Concept of Cyber Crime and the IT Act, 2000, Cyber Crimes: Technical Issues; Cyber Crimes : Legal Issues; Cyber Crimes : Legal Issues [ Penalty under the IT Act ]; Cyber Crimes : Legal Issues [ Offences under the IT Act ]; Cyber Crimes : Legal Issues [Offences under IPC ]; Cyber Crimes & Investigation; Cyber Crimes & Adjudication.

**Unit - IV**

Contract in the InfoTech World, Status of Electronic Contracts; Click -Wrap And Shrink - Wrap Contract; Contract Formation In The Internet Vis- A -Vis Contract Law.



### Unit - V

Protection of Cyber Consumers in India o Are Cyber Consumers Covered Under The Consumer Protection Act ?; Goods and Services; Defect in Goods and Deficiency in Services; Restrictive and Unfair Trade Practices; Consumer Foras, Jurisdiction And Implications on Cyber Consumers In India.

### Unit - VI

Evidence Law vis-a-vis IT Law o Status of Electronic Record as Evidence; Proof and Management of Electronic Records; Relevancy, Admissibility and Probative Value of e-Evidence; Proving of Digital Signature; Proving of Electronic Message

### Text Books

1. Kamath Nandan, Law Relating to Computers Internet & E-commerce - A Guide to Cyberlaws & The Information Technology Act, Rules, Regulations and Notifications along with Latest Case Laws (2012)

### Reference Books

1. Apar Gupta Commentary on Information Technology Act (2016)
2. Prashant Mali, Cyber Law and Cyber Crimes, 2nd Ed. (2015)



# NOTES



# NOTES

