

**FINAL AND REVISED**  
**REGULATIONS & COURSE CONTENT OF**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**MBA Syllabus as per Revised Course Structure to be**  
**effective from Academic Year 2022-23 and onwards**



**SFC-PPP**  
**DEPARTMENT OF BUSINESS ADMINISTRATION**  
**FAKIR MOHAN AUTONOMOUS COLLEGE**  
**BALASORE, ODISHA**

## DEPARTMENTAL PROFILE

The Department of Business Administration was established in 2022 with a vision to be a leading B-School of research and academic excellence. All these courses have been tailor-made keeping in mind industry needs and societal merit. Situated in the sprawling campus of Fakir Mohan Autonomous College, New Commerce Block in the heart of the Balasore.

## REGULATION

The duration of MBA course shall be two academic years spread over four semesters. Each academic year shall have two semesters. Each semester is of six months duration with minimum 90 teaching days in a semester. The 1st Semester shall commence ordinarily within one week after the last date of admission fixed by the Department. The 3rd Semester shall commence ordinarily from the middle of July. The 2nd and 4th Semesters shall commence ordinarily from 1st week of January. **The Department of Business Administration offers Dual Specialization i.e.(a) Marketing; (b) Finance; (c) Human Resource (d) Information Technology; (e)International Business and (f) Operation Management.**

The Department also offered **Value Added Course and Add on Course** for equip with different business scenario.

Courses Code	Semester	Subjects
VA-1 Value Added Course	Semester-1	Constitution of India
AO-1 Add on Course	Semester-1	YOGA
VA-1I Value Added Course	Semester-II	Multimedia : Tools & Applications
AO-1I Add on Course	Semester-II	Business Organizations and E-Governance
VA-1II Value Added Course	Semester-III	Intellectual Property Laws
AO-1II Add on Course	Semester-III	Rural Tourism
VA-1V Value Added Course	Semester-IV	Event Management
AO-1V Add on Course	Semester-IV	Design and Fabrics

In a Semester, each theory paper carries 100 full marks and 06 credits and total credit for each semester is 48 credits. For each paper 40 teaching will be allotted. There shall be a Mid Semester assessment of 20 marks and rest 80 marks for semester examination. There shall be one mid- Semester examination. A candidate failing to appear shall be allowed to re-appear it only under following conditions:

- a) If the candidate is seek during the period of examination and produces medical certificate to that effect.

- b) In case the candidate is representing the college/ university in Sports/Cultural/ Allied activities, provided documentary evidences is produced.
- c) In case of demise of candidates Father/ Mother/Close relative, provided documentary evidences is provided.
- d) Further, improvement for mid- semester test shall not be allowed.

## **PROGRAMME OUTCOME FOR MBA COURSE (POs)**

**POs-01:** Students will develop professional skills that prepare them for immediate corporate employment and for life-long learning.

**POs-02:** Students will establish themselves as effective professionals by solving real problems through the use of management science knowledge and with attention to team work, effective communication, critical thinking and cross-cultural problem-solving skills.

**POs-03:** Students will be provided with a management educational foundation that prepares them for business excellence, leadership roles along career paths with encouragement to professional ethics and active participation needed for a successful career across the globe.

**POs-04:** Students will demonstrate their ability to adapt to a rapidly changing environment by having learned and applied new skills and new competencies.

## **PROGRAMME SPECIFIC OUTCOMES FOR MBA COURSE (PSOs)**

**PSOs-01:** An ability to recognize the importance of professional development by pursuing management Programme which offers challenging and rewarding careers and immediate employment.

**PSOs-02:** Apply conceptual Business foundations to solve practical decision making problems, both individually and as part of teams using techniques such as case analysis, projects and assignments.

**PSOs-03:** An ability to develop a systematic understanding of LPG and its impact on People, businesses, Technology and the Economy.

**PSOs-04:** An ability to demonstrate a critical awareness of current issues with respect to Marketing, /finance, Human Resource and International Business, sustainability, innovation, knowledge management, etc.

**PSOs-05:** An ability to analyze international business problem identification and to formulate and use the appropriate managerial techniques for solutions.

## SEMESTER-I

<b>COURSE CODE</b>	<b>TITLE OF THE PAPER</b>	<b>CREDIT</b>	<b>MID SEM</b>	<b>END SEM</b>	<b>FULL MARKS</b>
MBA101	Management Principles & Processes	4	20	80	100
MBA102	Business Statistics for Decision Making (Theory: 60, Mid Sem:15 and Pratical:25)	4	15	60 25 Practical	100
MBA103	Organizational Behaviour (Theory: 60, Mid Sem:15 and Pratical:25)	4	15	60 25 Practical	100
MBA104	Managerial Economics	4	20	80	100
MBA105	Business Communication (Theory: 60, Mid Sem:15 and Pratical:25)	4	15	60 25 Practical	100
MBA106	Accounting for Decision Making	4	20	80	100
MBA107	Business Environment	4	20	80	100
MBA108	IT for Managers (Theory: 60, Mid Sem:15 and Pratical:25)	4	15	60 25 Practical	100
VA-1 Value Added Course	Constitution of India	2	There is <b>NO</b> Mid-Sem or End-Sem exam. The Assessment through Quiz. Evaluation can be shown through GRADE (Like A, B,C,D )		
AO-1 Add on Course	YOGA	2	There is <b>NO</b> Mid-Sem or End-Sem exam. The Assessment through Quiz. Evaluation can be shown through GRADE (Like A, B,C,D )		
	Total	36			800

## SEMESTER-II

<b>COURSE CODE</b>	<b>TITLE OF THE PAPER</b>	<b>CREDIT</b>	<b>MID SEM</b>	<b>END SEM</b>	<b>FULL MARKS</b>
MBA201	Human Values and Professional Ethics	4	20	80	100
MBA202	Marketing Management (Theory: 60, Mid Sem:15 and Pratical:25)	4	15	60 25 Practical	100
MBA203	Financial Management	4	20	80	100
MBA204	Human Resource Management	4	20	80	100
MBA205	Production & Operation Management (Theory: 60, Mid Sem:15 and Pratical:25)	4	15	60 25 Practical	100
MBA206	Entrepreneurship, Start up & Innovation (Theory: 60, Mid Sem:15 and Pratical:25)	4	15	60 25 Practical	100
MBA207	Corporate Accounting (Theory: 60, Mid Sem:15 and Pratical:25)	4	15	60 25 Practical	100
MBA208	Disaster Management and Cyber Security	4	20	80	100
VA-II Value Added Course	Multimedia – Tools & Applications	2	There is <b>NO</b> Mid-Sem or End-Sem exam. The Assessment through Quiz. Evaluation can be shown through GRADE (Like A, B,C,D )		
AO-II Add on Course	Business Organizations and E-Governance	2	There is <b>NO</b> Mid-Sem or End-Sem exam. The Assessment through Quiz. Evaluation can be shown through GRADE (Like A, B,C,D )		
	Total	36			800

<b>SEMESTER-III</b>					
<b>COURSE CODE</b>	<b>TITLE OF THE PAPER</b>	<b>CREDIT</b>	<b>MID SEM</b>	<b>END SEM</b>	<b>FULL MARKS</b>
MBA301	Strategic Management and Corporate Governance, Sustainability (Theory: 60, Mid Sem:15 and Pratical:25)	4	15	60 25 Practical	100
MBA302	Specialization Group -I	4	20	80	100
MBA303	Specialization Group -I	4	20	80	100
MBA304	Specialization Group -I (Theory: 60, Mid Sem:15 and Pratical:25)	4	15	60 25 Practical	100
MBA305	Specialization Group -II	4	20	80	100
MBA306	Specialization Group -II	4	20	80	100
MBA307	Specialization Group -II (Theory: 60, Mid Sem:15 and Pratical:25)	4	15	60 25 Practical	100
MBA308	Summer Training Project Report and Presentation	4			100
VA-III Value Added Course	Intellectual Property Laws	2	There is <b>NO</b> Mid-Sem or End-Sem exam. The Assessment through Quiz. Evaluation can be shown through GRADE (Like A, B,C,D )		
AO-III Add on Course	Rural Tourism	2	There is <b>NO</b> Mid-Sem or End-Sem exam. The Assessment through Quiz. Evaluation can be shown through GRADE (Like A, B,C,D )		

**(The Candidate choose Dual Specialisation: Marketing/ Finance/ Human Resource / Information Technology, International Business and Operation Management)**

<b>SEMESTER-IV</b>					
<b>COURSE CODE</b>	<b>TITLE OF THE PAPER</b>	<b>CREDIT</b>	<b>MID SEM</b>	<b>END SEM</b>	<b>FULL MARKS</b>
MBA401	E-Commerce (Theory: 60, Mid Sem:15 and Pratical:25)	4	15	60 25 (Practical)	100
MBA402	Operation Research	4	20	80	100
MBA403	Research Methodology	4	20	80	100
MBA404	Specialization Group -I  (Theory: 60, Mid Sem:15 and Pratical:25)	4	15	60 25 (Practical)	100
MBA405	Specialization Group -I	4	20	80	100
MBA406	Specialization Group -II  (Theory: 60, Mid Sem:15 and Pratical:25)	4	15	60 25 (Practical)	100
MBA407	Specialization Group -II	4	20	80	100
MBA408	Research Project Report Viva	4	20	80	100
VA-1 Value Added Course	Event Management	2	There is <b>NO</b> Mid-Sem or End-Sem exam. The Assessment through Quiz. Evaluation can be shown through GRADE (Like A, B,C,D )		
AO-1 Add on Course	Design and Fabrics	2	There is <b>NO</b> Mid-Sem or End-Sem exam. The Assessment through Quiz. Evaluation can be shown through GRADE (Like A, B,C,D )		

**(The Candidate choose Dual Specialisation: Marketing/ Finance/ Human Resource / Information Technology, International Business and Operation Management)**

**The Students are required to select two groups of Papers for their Specialization)**

<b>GROUP - MARKETING MANAGEMENT (MM)</b>		
<b>Semester</b>	<b>Subject Code</b>	<b>Subjects</b>
Semester-III	MM-031	Consumer Behavior and Customer Loyalty
Semester-III	MM-032	Product & Brand Management
Semester-III	MM-033	Marketing Analytics (Theory: 60, Mid Sem:15 and Pratical:25)
Semester-IV	MM-041	Retail Management (Theory: 60, Mid Sem:15 and Pratical:25)
Semester-IV	MM-042	Rural Marketing

<b>GROUP – FINANCE MANAGEMENT (FM)</b>		
<b>Semester</b>	<b>Subject Code</b>	<b>Subjects</b>
Semester-III	FM-031	Security Analysis & Portfolio Management
Semester-III	FM-032	Financial Institutions, Services and Fintech
Semester-III	FM-033	Financial Analytics (Theory: 60, Mid Sem:15 and Pratical:25)
Semester-IV	FM-041	Financial Derivatives (Theory: 60, Mid Sem:15 and Pratical:25)
Semester-IV	FM-042	Behavioural Finance

**GROUP –HUMAN RESOURCE MANAGEMENT (HRM)**

<b>Semester</b>	<b>Subject Code</b>	<b>Subjects</b>
Semester-III	HRM-031	HR Practices
Semester-III	HRM-032	Performance & Reward Management
Semester-III	HRM-033	HR Analytics (Theory: 60, Mid Sem:15 and Pratical:25)
Semester-IV	HRM-041	Labour Legislation & Indian Labour Code (Theory: 60, Mid Sem:15 and Pratical:25)
Semester-IV	HRM-042	Strategic Human Resource Management

**GROUP - INFORMATION TECHNOLOGY (IT)**

<b>Semester</b>	<b>Subject Code</b>	<b>Subjects</b>
Semester-III	IT-031	Enterprise Resource Planning (ERP)
Semester-III	IT-032	AI and Machine Learning for Business
Semester-III	IT-033	Web Analytics (Theory: 60, Mid Sem:15 and Pratical:25)
Semester-IV	IT-041	Business Data Warehousing & Data Mining (Theory: 60, Mid Sem:15 and Pratical:25)
Semester-IV	IT-042	Business Applications of Block Chain Technologies

**GROUP -OPERATION MANAGEMENT (OM)**

<b>Semester</b>	<b>Subject Code</b>	<b>Subjects</b>
Semester-III	OM-031	Materials Management
Semester-III	OM-032	Supply Chain and Logistics Management
Semester-III	OM-033	Operations and Supply Chain Analytics (Theory: 60, Mid Sem:15 and Pratical:25)
Semester-IV	OM-041	Quality Management (Theory: 60, Mid Sem:15 and Pratical:25)
Semester-IV	OM-042	Service Operations Management

**GROUP -INTERNATIONAL BUSINESS (IB)**

<b>Semester</b>	<b>Subject Code</b>	<b>Subjects</b>
Semester-III	IB-031	India's Foreign Trade & Policy
Semester-III	IB-032	Export Import Management
Semester-III	IB-033	IB Analytics (Theory: 60, Mid Sem:15 and Pratical:25)
Semester-IV	IB-041	Intellectual Property Rights (Theory: 60, Mid Sem:15 and Pratical:25)
Semester-IV	IB-042	International Supply Chain Management

## SYLLABUS OF VALUE ADDED COURSE AND ADD ON COURSE

**Credit : 02 Weekly 02 class**

**Note:** There is NO Mid-Sem and End-Sem exam.

**Evaluation:** The Assessment through Quiz. Evaluation can be shown through GRADE (Like A, B,C,D )

<b>Courses Code</b>	<b>Semester</b>	<b>Subjects</b>	<b>Contents</b>
VA-1 Value Added Course	<b>Semester-1</b>	Constitution of India	<p><b>Unit-1: Indian Constitution:</b> Meaning of the constitution law and constitutionalism, The Preamble of the Constitution, Fundamental Rights, Fundamental Duties.</p> <p><b>Unit-II: Union Executive and State Executive:</b> Powers of Indian Parliament Functions of Rajya Sabha, Functions of Lok Sabha, Powers and Functions of the President, Comparison of powers of Indian President with the United States, Powers and Functions of the Prime Minister, Judiciary – The Independence of the Supreme Court, Appointment of Judges, Judicial Review, Public Interest Litigation, Judicial Activism, LokPal, Lok Ayukta, The Lokpal and Lok ayuktas Act 2013</p>
AO-1 Add on Course	<b>Semester-1</b>	YOGA	<p><b>Unit-1: Introduction to Yogasutra:</b> Meaning of yoga, the nature of seer in pure and modified state, Vrittis - Nature, classification, definition, method to control of chitta vrittis. Samprajnata Samadhi and its classification, asamprajnata and its classification, variation in the attainment of Asamprajnata Samadhi; Iswarapranidhana - a means to attain Samadhi, definition and quality of Iswara. Chittavikshepa, Chittaprasadana and its associates, control of chitta-vikshepa, different methods of manasthiti and its benefits, Samapatti. Sukshnavishayatwa, Sabijasamadhi, Speciality of Nirvichara, Ritambharaprajna, Nirbijasamadhi,</p> <p><b>Unit-II: Kriya-Yoga:</b> benefits; Classification, methods to control the Kleshas, Karmashaya, Vipaka of kleshamula, Heyaswarupa, Heyahetu, Drshya and Drasta, Samyoga - Nature &amp; Cause,</p>

			Hanopaya, Hanaswarupa, Vivekakhyathi, Astanga yoga-Vama, Niyama, Asana, Pranayama, Ratyahara-Bahiranga Yoga, Dharana, Dhyana, Samadhi-Antaranga Yoga,
VA-1I Value Added Course	<b>Semester- II</b>	Multimedia – Tools & Applications	<p><b>Unit-I: Introduction To Multimedia:</b> Identifying Multimedia Elements - Text, Images, Sound, Animation and Video, Making Simple Multimedia With PowerPoint., Using Common Text Preparation Tools, Conversion to and from of Various Text Formats, Creating text using standard software. , Image Capturing Methods - Scanner, Digital Camera Etc. Color models-RGB, CYMK, Hue, Saturation, and Brightness, Various Attributes of Images Size, Color, Depth Etc, Various Image File Format BMP, DIB, CIF, PIC, and TIF.</p> <p><b>Unit-II: Video:</b> Basic of Video, Analog and Digital Video Type of Video, Digitization of Analog Video, Video Standard – NTSC, Pal, HDTV, Video Capturing Media /Instruments Videodisk Camcorder Compression Techniques, File Formats AVI, MJPG, MPEG, Video Editing and Movie Making Tools, converting formats of videos, recording and editing videos using video editing software like adobe premiere or Sony Vegas. <b>Animation:</b> Concepts of animation, 2D and 3D animation, tools for creating animation, character and text animation, creating simple animation using GIF animator and flash, Morphing and Applications.</p>
AO-1I Add on Course	<b>Semester- II</b>	Business Organizations and E-Governance	<p><b>Unit-1: Business Organizations:</b> Sole Traders, Partnerships: Companies: The Company’s Act: Introduction, Formation of a Company, Memorandum of Association, Articles of Association, Prospectus, Shares, Directors, General Meetings and Proceedings, Auditor, Winding up.</p> <p><b>Unit-II: E-Governance</b> and role of engineers in E-Governance, Need for reformed engineering serving at the Union and State level, Role of I.T. professionals in Judiciary, Problem of</p>

			Alienation and Secessionism in few states creating hurdles in Industrial development.
VA-1II Value Added Course	<b>Semester- III</b>	Intellectual Property Laws	<p><b>Unit-1: Intellectual Property Laws and Regulation:</b> Introduction, Legal Aspects of Patents, Filing of Patent Applications, Rights from Patents, Infringement of Patents, Copyright and its Ownership, Infringement of Copyright, Civil Remedies for Infringement.</p> <p><b>Unit-II: Right to Information Act, 2005,</b> Information Technology Act, 2000, Electronic Governance, Secure Electronic Records and Digital Signatures, Digital Signature Certificates, Cyber Regulations Appellate Tribunal, Offences, Limitations of the Information Technology Act.</p>
AO-1II Add on Course	<b>Semester- 1II</b>	Rural Tourism	<p><b>Unit-1: Rural Tourism:</b> Understanding Rural Tourism; Planning and Managing Rural Tourism; Issues in Rural tourism; Rural Tourism in India Future of Rural Tourism.</p> <p><b>Unit-II: Tourism festivals:</b> Ellora Festival, Taj Festival, Khajuraho Festival, Konark festival, Hampi Festivals. Trade Fairs: World Travel Mart, TTW, PTM, Commonwealth games, Asian Games, Olympic, world cup Cricket, Soccer and other mega events.</p>
VA-1V Value Added Course	<b>Semester- 1V</b>	Event Management	<p><b>Unit-1: Concept of Events:</b> Definition, Scope of Event Management, Advantages of events - to the Organizer, Event Planners, Participants, Economy and Society; Broad classification of Events. Conceptual foundations of events; Major characteristics, Five C's of Event Management.</p> <p><b>Unit-II: Events Venues:</b> Concept and types; Conference venues - facilities, Selection of venue, factors determining the venue selection; check-in and check-out procedures, requirements; conference room lay-outs; Convention manager. Conference facilities in India - Role and functions of ICPB and ICCA.</p>

AO-1V Add on Course	<b>Semester- 1V</b>	Design and Fabrics	<p><b>Unit-1: Design:</b> Retail chain stores for both men's and women's apparel: Sportswear/ casual wear: Brands – Reebok, Adidas, Nike, Puma etc. Product categories – jeans, t-shirts, casual shirts, trousers, shorts. Study the above in terms of design features, colours, fabrics, design composition, embellishments, cost etc. Indian wear- study in terms of styles, fabrics, colours, embellishments, cost etc.</p> <p><b>Unit-II: Fabrics:</b> Menswear, Womenswear, Kid swear. Sleepwear. Study the above in terms of composition, colour, design and cost.</p>

## SEMESTER-I

<b>COURSE CODE</b>	<b>TITLE OF THE PAPER</b>	<b>CREDIT</b>	<b>MID SEM</b>	<b>END SEM</b>	<b>FULL MARKS</b>
MBA101	Management Principles & Processes	4	20	80	100
MBA102	Business Statistics for Decision Making (Theory: 60, Mid Sem:15 and Pratical:25)	4	15	60 25 Practical	100
MBA103	Organizational Behaviour (Theory: 60, Mid Sem:15 and Pratical:25)	4	15	60 25 Practical	100
MBA104	Managerial Economics	4	20	80	100
MBA105	Business Communication (Theory: 60, Mid Sem:15 and Pratical:25)	4	15	60 25 Practical	100
MBA106	Accounting for Decision Making	4	20	80	100
MBA107	Business Environment	4	20	80	100
MBA108	IT for Managers (Theory: 60, Mid Sem:15 and Pratical:25)	4	15	60 25 Practical	100
VA-1 Value Added Course	Constitution of India	2	There is <b>NO</b> Mid-Sem or End-Sem exam. The Assessment through Quiz. Evaluation can be shown through GRADE (Like A, B,C,D )		
AO-1 Add on Course	YOGA	2	There is <b>NO</b> Mid-Sem or End-Sem exam. The Assessment through Quiz. Evaluation can be shown through GRADE (Like A, B,C,D )		
	Total	36			800

# MBA101: MANAGEMENT PRINCIPLES AND PROCESS

## Course Objectives:

- 1) To provide basic understandings of management processes.
- 2) To help the students understand the concepts of Management Thoughts.
- 3) To apply the concepts of management and organizational behaviors in real world situations.
- 4) Familiarizing the students with the contemporary issues in management.
- 5) Developing managerial and leadership skills among students.

## Detailed Syllabus

Unit	Topics	Hours
I	<p><b>Role of Indian Ethos in Managerial Practice</b> : Management lessons from Vedas, Mahabharata, Kautaliya's Arthashastra, Ethics Vs Ethos , Indian Vs western Management Contemporary issues in Management</p> <p><b>Evolution of Management thought</b>- Scientific Management, Administrative, Management, Bureaucratic, Management, Human Relation &amp; Behavioural Science Approach, Quantitative Approach, System Approach &amp; Contingency Approach, Managerial functions, Managerial levels, Skills and Roles-Mintzberg Classification. <b>Case studies Discussion.</b></p>	08 hour
II	<p><b>Planning and Decision Making:</b> Meaning and nature of planning, types of plans, steps in planning process, MBO, <b>Decision making:</b> meaning and importance, Steps involved in Decision Making-Rational Decision Making Model, Types of decision-Programmed vs. Non-Programmed Decision, Decision Making under various Condition-Certainty, Risk &amp; Uncertainty. <b>Case studies Discussion</b></p>	10 hour
III	<p><b>Organizing:</b> Function, purpose of Organizing, Formal vs. Informal Organization, Organization structure &amp; Design-Work specialization, Departmentalization, Chain of Command, Span of Control, Centralization &amp; Decentralization, Delegation of Authority, Line &amp; Staff authority, Mechanistic vs Organic Organization, <b>Case studies Discussion.</b></p> <p><b>Traditional Organization Design:</b> Simple, Functional &amp; Divisional, Contemporary Organizational Design-Team structure, Matrix-Project Structure, Boundaryless Organization, Virtual Organization, Network organization, Organizational Design Challenges. <b>Case studies Discussion</b></p>	12 hour
IV	<p><b>Leading and Controlling:</b> Leading as a function of management, Leadership and vision, Leadership traits, classic leadership styles, Leaders behavior-Likert's four systems. Overlapping role of leader and managers. Transactional vs Transformational Leadership, <b>Controlling:</b> Nature and process of controlling, Types of Control System-Feedforward, Concurrent &amp; Feedback. Budgetary vs Non-Budgetary Control, Requirements of Effective Control. <b>Case studies Discussion</b></p>	10 hour

## COURSE OUTCOME

Course Outcomes	Bloom's taxonomy
CO 1: Developing understanding of managerial practices and their perspectives.	Knowledge (K 2) Remembering (K1)
CO2: Understanding and Applying the concepts of Management Thoughts.	Knowledge (K 2) Applying (K 4)
CO 3: Applying the concepts of management and analyze organizational behaviors in real world situations	Applying (K 4) Analyzing (K 5)
CO 4: Comprehend and practice contemporary issues in management.	Comprehending (K 3)
CO 5: Applying managerial and leadership skills among students	Applying (K4)

### Suggested Readings:

1. Sharma gupta , *Management: Principles and application* , Kalyani Publishers
2. R. K . Singhal, *Management Principle and application*, V.K. Global Pub. Pvt. Ltd, New Delhi.
3. *Management Principles and Applications*-Jhunjhunwala J Mohanty, Himalaya Publishing House
4. Gupta R.N - *Principles & Practice of Management* – S. Chand
5. Chandan J.S – *Management Concepts of Strategy* – Vikash Publication
6. B.P. Singh and A.K.Singh, *Essentials of Management*, Excel Books
7. TN Chhabra, *Management Concepts and Practice*, Dhanpat Rai& Co. (Pvt. Ltd.), New Delhi

### Web Resources:

[:www.shrm.org](http://www.shrm.org)  
[www.shrmindia.org](http://www.shrmindia.org)  
[www.ipma-hr.org](http://www.ipma-hr.org)  
[www.ahrd.org](http://www.ahrd.org)

# MBA102: BUSINESS STATISTICS FOR DECISION MAKING

## Course Objectives

- 1) Understand the different basic concept / fundamentals of business statistics.
- 2) Understand the importance of measures of Descriptive statistics which includes measures of central tendency, Measures of Dispersion, Time Series Analysis, Index Number, Correlation and Regression analysis and their implication on Business performance.
- 3) Understand the concept of Probability and its usage in various business applications.
- 4) Understand the Hypothesis Testing concepts and use inferential statistics-t, F, Z Test and Chi-Square Test
- 5) Understand the practical application of Descriptive and Inferential Statistics concepts and their uses for Business Analytics.

## Detailed Syllabus

Unit	Topics	Hours
I	<b>Basics of Statistics:</b> Definition and scope. Variable types, Concepts of statistical population and sample. Data: quantitative and qualitative, cross-sectional and time-series, discrete and continuous. Scales of measurement: nominal, ordinal, interval and ratio. Presentation of data: tabular and graphical. Frequency distributions, cumulative frequency distributions, Types of class interval and their graphical representations.	08 hour
II	Measure of Central Tendency: Mean, Median, Mode, Standard Deviation, quartiles. Statistical Data and Descriptive Statistics, Simple Correlation and Regression Analysis ( <b>Practical: use of Microsoft Excel Data Analysis</b> ) <b>Case studies Discussion</b>	10 hour
III	<b>Components of Time Series</b> , Additive and multiplicative models Trend analysis, Fitting of trend line using principle of least squares – linear, second degree parabola and exponential, Conversion of annual linear trend equation to quarterly/monthly basis and vice-versa; Moving averages Seasonal variations- Calculation of Seasonal Indices using Simple averages, Ratio-to-trend, and Ratio-to-moving averages methods. Uses of Seasonal Indices. ( <b>Practical: use of Microsoft Excel Data Analysis</b> ) <b>Case studies Discussion</b>	12 hour
IV	<b>Confidence Interval Estimate &amp; Fundamentals of Hypothesis Testing:</b> Confidence Interval Estimate of Mean & Proportion, Fundamentals of hypothesis testing, Parametric vs Non-Parametric test, One sample test & Two sample test, One way ANOVA, Chi-square & Other Non-parametric test. ( <b>Practical: use of Microsoft Excel Data Analysis</b> ) <b>Case studies Discussion</b>	10 hour

## Practical Work :

- ✓ The students are required to use of Microsoft Excel Data Analysis Tool Pack for calculation of Descriptive statistics, Simple Correlation and Regression Analysis and submit a report.
- ✓ The Practical can be evaluated through one Internal Examiner and External Examiner.

## COURSE OUTCOME

Course Outcomes	Bloom's taxonomy
CO 1: Gaining Knowledge of basic concept/ fundamentals of business statistics	Knowledge (K 2) Remembering (K1)
CO2: To compute various measures of central tendency, Measures of Dispersion, Time Series Analysis, Index Number, Correlation and Regression analysis and their implication on Business performance.	Knowledge (K 2) Applying (K 4)
CO 3: To apply Hypothesis Testing concepts and Able to apply inferential statistics-t,F,Z Test and Chi SquareTest	Applying (K 4) Analyzing (K 5)
CO 4: Comprehend and practice contemporary issues in management.	Comprehending (K 3)
CO 5: To perform practical application by taking managerial decision and evaluating the Concept of Business Analytics.	Applying (K4)

### Suggested Readings:

1. *P.N.Arora, Fundamentals of Statistics, Sultan Chand and Sons).*
2. *S.P Gupta, Statistical Methods. (Sultan Chand and Sons).*
3. *S.C. Gupta, Fundamentals of Statistics.(Himalaya Publishing House).*
4. *R.P. Hooda: Statistics for Bussiness & Economics(Macmillan).*
5. *D.N. Elhance, Beena Helhance and B.M Agarwal: Bussiess Statistics(Kitab Mohal).*
6. *Heinz, Kohler: Statistics for Business & Economics(Harper Collins).*

# MBA103: ORGANISATIONAL BEHAVAVIOR

## Course Objectives:

- 1) To enhance the understanding of the dynamics of interactions between individual and the organization.
- 2) To facilitate a clear perspective to diagnose and effectively handle human behavior issues in Organizations.
- 3) To develop greater insight into their own behavior in interpersonal and group, team, situations.

## Detailed Syllabus

Unit	Topics	Hours
I	<b>Fundamentals of OB &amp; Interpersonal Behavior</b> Emergence of OB as a Discipline, Reasons of Studying OB, Five Anchors of OB, MARS Model of Individual Behaviour, Models of OB, Understanding Individual Differences: Personality-Determinants, Big Five Personality Dimensions. Myers-Briggs Type Indicator, Perception- Perceptual Process and errors, Emotions & Moods, Attitude-sources and components, Cognitive Dissonance Theory, Changing Attitude, Learning- Classical and Operant conditioning, Social Learning. <b>Case studies Discussion</b>	08 hour
II	<b>Group Behaviour</b> Individual & Group, Reasons of group formation, Difference between Group and Team, Types of Groups, Stages of Group Formation, Theories of Group Formation, Group dynamics & Model of Group Effectiveness. Traditional and Current Views of Conflict, Positive vs. Negative Conflict, Stages of Conflict , Levels and Sources of Conflict. <b>Case studies Discussion</b>	10 hour
III	<b>Motivation</b> Motivation: Concept and Process, Primary motives-Secondary motives, Content Theories: Need Hierarchy Theory, Two Factor Theory, Three Need Theory, ERG Model, Theory X & Theory Y ,Process Theories-Equity Theory, Expectancy Theory, Reinforcement Theory, Goal setting theory, Other Contemporary Theories of Motivation-Self-determination theory, Job Engagement, , Self-efficacy Theory, Four Drives Theory. <b>Case studies Discussion</b>	12 hour
IV	<b>Organizational System</b> Power & Politics in organization,, Organizational Citizenship Behavior (OCB), Concept of Change Management, Kurt Lewin Model of Change, Resistance to change, methods of managing resistance, Implementing change, Organizational Culture-Dimensions, Creating and sustaining organization culture. <b>Organisational Effectiveness:</b> Concept, Nature & Importance, Determinants of organizational effectiveness, Models of - Goal Model, System Resource Model, Strategic constituent model, Social Function Model, Behavioural Model, Contradiction Model, Model, Integrated Model, Emerging Trends & Challenges in OB. <b>Case studies Discussion</b>	10 hour

## Practical Work :

- ✓ The students are required to find out Five Big Personality and their life structure.
- ✓ The students may form a Group Activity/ Role Playing on activities through studying each other perception and Motivational Skills on the eventful activities and submit a report.
- ✓ The Practical can be evaluated through one Internal Examiner and External Examiner.

## COURSE OUTCOME

Course Outcomes	Bloom's taxonomy
CO 1: Developing understanding of managerial practices and their perspectives.	Knowledge (K 2) Remembering (K1)
CO2: Understanding and Applying the concepts of organizational behavior	Knowledge (K 2) Applying (K 4)
CO 3: Applying the concepts of management and analyze organizational behaviors in real world situations	Applying (K 4) Analyzing (K 5)
CO 4: Comprehend and practice contemporary issues in management.	Comprehending (K 3)
CO 5: Applying managerial and leadership skills among students	Applying (K4)

### Reference Books:

1. Prasad, L.M: *Principles of Practice of Management*, S.chand.
2. Aswathappa, K; *Organisational Behaviour* , Himalaya Publishing House, Mumbai.
3. Koontz, Harold, Cyril O'Donnell and Heinz Weihrich: *Essentials of Management*, TMHL, N.Delhi.
4. Luthans Fred: *Organisational Behaviour*, McGrawHill, New York.

### Web Resources:

[www.obweb.org](http://www.obweb.org)  
[http://www.indianchild.com/organizational\\_behavior.htm](http://www.indianchild.com/organizational_behavior.htm)  
[www.obmnetwork.com](http://www.obmnetwork.com)  
<http://onlinelibrary.wiley.com/journal>  
[www.humanmetrics.com](http://www.humanmetrics.com)  
[www.quickmba.com](http://www.quickmba.com)  
<http://www.thinkingmanagers.com/>  
[www.mindtools.com](http://www.mindtools.com)

## MBA104: MANAGERIAL ECONOMICS

### Course Objective:

- 1) To understand the importance of Managerial Economics in management and businesses
- 2) To apply the principles of managerial economics in achieving business objectives
- 3) Be equipped with the tools necessary in forecasting product demand
- 4) Understand and be able to apply latest pricing strategies
- 5) Understand and analyze the macro environment affecting the business decision making.

### Detailed Syllabus

Unit	Topics	Hours
I	<b>Basics</b> Meaning and scope of Managerial Economics, Role and responsibilities of Managerial Economist, Objectives of firm, Fundamental concepts of Economics - Incremental reasoning, contribution, Time perspective, Risk and uncertainty, Discounting principle, Opportunity cost, Profit maximization model, Growth maximization model and Behavioral model of firm. <b>Case studies Discussion</b>	08 hour
II	<b>Demand and Revenue:</b> Elasticity of demand its significance and its applications in business, Demand function, Determinants of demand, Demand forecasting, Cost concepts relevant to business decisions, Cost Functions, Production function, Laws of returns and returns to scale, Estimation of production and Estimation of cost. <b>Case studies Discussion</b>	10 hour
III	<b>Pricing</b> Theory of pricing, Perfect competition, Imperfect Competition, Monopoly, Monopolistic competition, Monopsony, Duopoly and Oligopoly. Pricing decisions, General theory of pricing, Peak load pricing, Pricing over life cycle of a product, Cost plus pricing, Multi-product pricing, Transfer pricing and Cost oriented prices. <b>Case studies Discussion</b>	12 hour
IV	<b>Macro Economics Analysis</b> National Income, its Components, Methods of measurement, Problems in estimating, economic welfare and industrial growth, The flat world economy, Characteristics of new economy, , Icons of new economy, Demographic dividend and Rules of the game in new economy. <b>Case studies Discussion</b>	10 hour

## COURSE OUTCOME

Course Outcomes	Bloom's taxonomy
CO1: Students will be able to remember the concepts of micro economics and also able to understand the various micro economic principles to make effective economic decisions under conditions of risk and uncertainty.	Knowledge (K 2) Remembering (K1)
CO2: The students would be able to understand the law of demand & Supply & their elasticities, evaluate & analyse these concepts and apply them in various changing situations in industry. Students would be able to apply various techniques to forecast demand for better utilization of resources.	Knowledge (K 2) Applying (K 4)
CO3: The students would be able to understand the production concept and how the production output changes with the change in inputs and able to analyse the effect of cost to business and their relation to analyze the volatility in the business world	Applying (K 4) Analyzing (K 5)
CO4: The students would be able to understand & evaluate the different market structure and their different equilibriums for industry as well as for consumers for the survivalist industry by the application of various pricing strategic	Comprehending (K 3)
CO5: The students would be able to analyze the macro economic concepts & their relation to micro economic concept & how they affect the business & economy.	Applying (K4)

### Suggested Readings:

1. Varshney R.L., and maheswari K.L., *Managerial Economics*, (Sultan Chand & Sons )
2. Dean, Joel, *Managerial Economics*, (Prentice Hall)
3. Mote, V.L., Paul S & Gupta, G.S., *Managerial Economics Concepts & cases* ( Tata Mcc-grawhill)
4. Dwivedi, D.N, *Managerial Economics*, (Vikas Publication House)

# MBA105: BUSINESS COMMUNICATION

## Course Objectives:

- 1) To understand business communication strategies and principles for effective communication in domestic and international business situations.
- 2) To understand and appropriately apply modes of expression, i.e., descriptive, expositive, narrative, scientific, and self-expressive, in written, visual, and oral communication.
- 3) To develop the ability to research and write a documented paper and/or to give an oral presentation.
- 4) To develop the ability to communicate via electronic mail, Internet, and other technologies for presenting business messages.
- 5) To understand and apply basic principles of critical thinking, problem solving, and technical proficiency in the development of exposition and argument.

## Detailed Syllabus

Unit	Topics	Hours
I	<b>Basics of Communication:</b> Communication-Nature, Importance, Purpose and Functions. Process of Communication, Types of Communication-Vertical, horizontal, lateral and diagonal, Barriers to Communication and Overcoming the Barriers of Communication. <b>Case studies Discussion</b>	08 hour
II	<b>Writing Skills:</b> Learning words for general purpose, use through situations, sentence formation and use of given set of words in different contexts, usages of words in different tenses, aspect and moods, narrative in first, second and third person, meaning and usages of connectives, modifiers and models, phrasal verbs, connotations, various types of sentences and paragraphs, features of paragraph (cohesion and coherence). <b>Case studies Discussion</b> <b>Speaking Skills:</b> Speech and verbal communication, articulation (pronunciation of different sounds and words i.e. vowels, consonants, diphthongs, (IPA Chart) and words), paralinguistic features, formal informal speaking, extempore, discussion and presentation. <b>Case studies Discussion</b>	10 hour
III	<b>Telephone Etiquette:</b> Dos and Don'ts, Communicating effectively, Opening and Closing a Customer Service call, Paraphrasing, Directing a Customer Over The Phone, Handling an Angry Customer, Handling Customer Queries, The Call Flow, Business Meetings, Email Etiquette. <b>Case studies Discussion</b>	12 hour
IV	<b>Body Language:</b> Dress and appearance, problem-solving in intercultural communication; Character building; Team-work. Assertive Behaviour, Handling Different Type of Customers, Giving and Receiving feedback, Importance of Communication skill, Effective listening skill, Emotional Intelligence, Interpersonal relations. <b>Case studies Discussion</b>	10 hour

## Practical Work :

- ✓ Vocabulary and conversation exercises on the newly learnt words, transcription of words, understanding of tenses, enhancing conversation skills, reading & listening Comprehension of writing reports and simple passages.
- ✓ List of Practical: 1. Listening skill 2. Presentation Skill 3. Role Plays 4. Business meetings 5. Team work 6. Group discussion 7. Case study.

- ✓ Presentation skills and conducting presentations on a topic.
- ✓ The Practical can be evaluated through one Internal Examiner and External Examiner.

### **COURSE OUTCOME**

<b>Course Outcomes</b>	<b>Bloom's taxonomy</b>
CO 1: Apply business communication strategies and principles to prepare effective communication for domestic and international business situations.	Knowledge (K 2) Remembering (K1)
CO2: Analyse ethical, legal, cultural, and global issues affecting business Communication.	Knowledge (K 2) Applying (K 4)
CO 3: Develop an understanding of appropriate organizational formats and channels used in business communications	Applying (K 4) Analyzing (K 5)
CO 4: Gaining an understanding of emerging electronic modes of communication..	Comprehending (K 3)
CO 5: Developing effective verbal and non verbal communication skills.	Applying (K4)

### **Books Recommended**

- 1) *Essentials of Business Communication - Rajendra Pal and J. S. Korhalli - Sultan Chand & Sons, New Delhi.*
- 2) *Business Communication (Principles, Methods and Techniques) Nirmal Singh - Deep & Deep Publications Pvt. Ltd., New Delhi.*
- 3) *Business Communication - M. Balasubrahmanyam - Vani Educational Books.*
- 4) *Creating a Successful CV - Siman Howard - Dorling Kindersley.*
- 5) *Business Communication - K. K. Sinha - Galgotia Publishing Company, New Delhi.*
- 6) *Media and Communication Management - C. S. Rayudu - Himalaya Publishing House, Bombay.*

### **Web Links**

<http://learnenglish.britishcouncil.org/en>

<https://www.duolingo.com>

<http://www.bbc.co.uk/learningenglish>

<https://www.slideshare.net/FurrukhAliBaig/importance-of-communication-in-business>

## MBA106: ACCOUNTING FOR DECISION MAKING

### Course Objectives:

- 1) To understand the basic theory, concepts and practice of financial accounting.
- 2) To enable students to understand information contained in the published financial statements of companies and other organizations.
- 3) It includes the preparation of accounting statements, but their uses and limitations will also be emphasized.

### Detailed Syllabus

Unit	Topics	Hours
I	<b>Basics:</b> Book keeping and Accounting-Meaning, users of accounting information, Branches of Accounting, Accounting equation, Accounting concepts and conventions, Journal, Ledger and Trial Balance.	08 hour
II	<b>Final Account:</b> Preparation of Trading Account, Profit and Loss Account and Balance Sheet with adjustments of Sole trading and Partnership firm.	10 hour
III	<b>Financial Statements:</b> Types of Financial Analysis, Techniques of Financial Analysis, Comparative Statements, Common Size Statements, Trend Analysis. <b>Ratio Analysis:</b> Meaning and Objectives of Ratio Analysis, Types- Solvency ratios, Profitability ratios, Liquidity ratios and Activity ratios in decision making. <b>Marginal Costing:</b> Cost Volume Profit Analysis and Break even analysis for the decision making.	12 hour
IV	<b>Budgeting:</b> Concept of budget, Fixed & Flexible budget, Zero based budgeting(ZBB), Budgetary Control- meaning, objectives, merits and demerits. <b>Standard Costing and Variance Analysis</b>	10 hour

## COURSE OUTCOME

Course Outcomes	Bloom's taxonomy
CO 1: Understand and apply accounting concepts, principles and conventions for their routine monetary transaction;	Knowledge (K 2) Remembering (K1)
CO2: Recognize circumstances providing for increased exposure to fraud and define preventative internal control measures.	Knowledge (K 2) Applying (K 4)
CO 3: Create and Prepare financial statements in accordance with Generally Accepted Accounting Principles	Applying (K 4) Analyzing (K 5)
CO 4: Analyze, interpret and communicate the information contained in basic financial statements and explain the limitations of such statements.	Comprehending (K 3)
CO 5: Applying decision skills through Budgeting and Variance Analysis among students.	Applying (K4)

### Book Recommended:

1. *Fundamentals of Accounting & Financial Analysis: By Anil Chowdhry (Pearson Education)*
2. *Accounting Made Easy By Rajesh Agarwal & R Srinivasan (Tata McGraw –Hill)*
3. *Financial Accounting For Management: By Amrish Gupta (Pearson Education)*
4. *Financial Accounting For Management: By Dr. S. N. Maheshwari (Vikas Publishing House)*

### Web Links

1. <https://schools.aglasem.com/15181>
2. <https://www.swayamprabha.gov.in/index.php/program/archive/16>

# MBA107: BUSINESS ENVIRONMENT

## Course Objectives:

- 1) To give students an exposure to the VUCA environment of International Business .
- 2) To provide in-depth understanding of digital transformation on business processes.
- 3) To understand the impact of Industry 4.0 has on the context of International Business.
- 4) To understand in detail the shifts taking place in the Political, Economic, Social and Technological environments that are shaping business realities.
- 5) To understand the changing role of International Organizations and changing dynamics in Geo Politics.

## Detailed Syllabus

Unit	Topics	Hours
I	<p><b>Basics:</b> Business Environment: Nature, Scope &amp; Importance, Dimensions of Business environment, Liberalization, Privatization and Globalization of Economy.</p> <p><b>Political, Economic &amp; Legal environment:</b> Political factors that affect Business Environment ,Prevailing political system and its impact on Business.</p> <p><b>Social, Technological &amp; Natural environment:</b> Evolving Social Institutions &amp;Demographic Changes , Social forces affecting business, Dynamics of Technology Change, Technology Policy ,Technology Transfer &amp; R &amp; D scenario in India..</p>	08 hour
II	<p><b>Social, Cultural and Global Challenges:</b> Diversity of different generations in the workplace, issue of inter-generational equity. Migration – Political, Economic and Human Rights Perspective, the Migrant Crisis in the EU.</p> <p><b>Climate Change</b> – Political Dimensions of Climate Change, Plight and Issue of Climate Refugees, Sustainable Development Goals.</p> <p><b>Rising Inequality:</b> Historical Context of Inequality and Social Unrest, Global Inequality, Social and Economic Reforms.</p> <p><b>Privacy in the Digital World</b> – Complexity of Privacy Issues, Basics of GDPR (General Data Protection Regulation) , Importance of Personal Data.</p> <p><b>Existential Threats</b> – Five Types of Risks associated with AI , Need for New Age Ethics .</p>	10 hour
III	<p><b>Industry 4.0 and Digital Transformation:</b> Meaning and Nature of Industry 4.0 and Latest Trends. Realignment in Political, Economic, Socio Cultural, Technological Factors that are driving change in International Business Management, the changing nature of Globalization, The changing nature of regulatory environment, natural environment, new age ethics. Overview of Digital Transformation.</p>	12 hour
IV	<p><b>New Age Economies : Circular Economy-</b> Concept of Circular Economy, difference between Linear and Circular Economy, Role of Circular Economy in Sustainable Business and Innovation. <b>Sharing Economy</b> – New Business Models , Characteristics , Difference Between Platforms and Traditional Business Models, Different Types of Platforms , implications on future of work.</p>	10 hour

## COURSE OUTCOME

Course Outcomes	Bloom's taxonomy
CO 1: To get an overview of the changing context of International Business in the wake of Industry 4.0.	Knowledge (K 2) Remembering (K1)
CO2: Conceptual understanding of the new technologies that are driving change in business operations and strategy.	Knowledge (K 2) Applying (K 4)
CO 3: Understand shifts in economic thought and its impact on business decisions.	Applying (K 4) Analyzing (K 5)
CO 4: Understand changing geo politics and analyses its impact on international Business.	Comprehending (K 3)
CO 5: Critically think about issues and challenges in the Global World and find sustainable solutions.	Applying (K4)

### Suggested Readings:

- 1) Paul Justin, *Business Environment: Text and Cases*, Tata McGraw Hill, New Delhi
- 2) Kapoor, Mansi – *Global Business Environment: Shifting Paradigms in the Fourth Industrial Revolution*, SAGE Publishing India
- 3) 2. Narendra Jadhav, *New Age technology an Industrial Revolution 4.0*(Konark Publisher)
- 4) 3. Pranjal Sharma, *India Automated* (McMillan)

# MBA108: IT FOR MANAGERS

## Course Objectives

- 1) To provide knowledge about the functioning of computers and its uses for managers.
- 2) To provide hands on learning on Internet and its Applications.
- 3) To provide hands on learning on Word processing Software.
- 4) To provide hands on learning of applications on Spreadsheet Software.
- 5) To provide hands on learning on Presentation Software.

## Detailed Syllabus

Unit	Topics	Hours
I	<b>Computer Fundamentals Skills:</b> Definition of computer, types of computer systems for individuals (Desktops, Workstations, Notebooks, Tablet PCs, Handheld PCs, Smart phones) and organizations (Network servers, Mainframes, Minicomputers, Supercomputers) <b>Computer components:</b> Hardware (Processing devices, memory (RAM, ROM), Input-Output devices, External storage devices), Software (System, Application software), Data, Humanware.	08 hour
II	<b>Mastering MS-Office: MS Word:</b> Word window anatomy, opening and closing word document, creating a new document, entering, selecting, editing, formatting text, inserting date, saving word document, creating and formatting tables, bullets and numbering. <b>MS Excel:</b> Excel window anatomy, values vs. text concept, Entering & editing cell entries (text, numbers), inserting, deleting, copying, moving cells, rows, columns, text alignment, using autofill function, cell referencing, basic formula (SUM, COUNT, AVERAGE, MAX, MIN, PRODUCT, Subtract, divide), creating excel charts. <b>(Practical)</b>	10 hour
III	<b>MS PowerPoint:</b> Auto content wizard, Using blank presentations, Selecting slide layouts, Formatting slides and text, Adding objects (pictures, sound & video clip, tables from word), graphical bullets, formatting slide header & footer, adding animations, drawing charts, preparing handouts. <b>(Practical)</b>	12 hour
IV	<b>Internet Technology:</b> Basic concepts (Internet, World Wide Web, email), connecting to internet, opening a website, surfing internet, using search engines, making email address, sending, receiving and replying to emails, uploading and downloading attachments, Outlook express, managing address book, instant messaging, Video conferencing. <b>Overview of Emerging Technologies:</b> IOT, AI, cloud computing, big data, data mining, mobile computing and embedded systems.	10 hour

## Practical Work:

The students are required to learn MS-Word, Excel and PowerPoint. The report will be evaluated by one Internal as well as one external examiner appointed College. Student has to present his output through a Report/Seminar.

## **COURSE OUTCOME**

<b>Course Outcomes</b>	<b>Bloom's taxonomy</b>
CO 1: Gain in depth knowledge about the functioning of computers and its uses for managers	Knowledge (K 2) Remembering (K1)
CO2: Understand and implement Word processing software	Knowledge (K 2) Applying (K 4)
CO 3: Learn applications on Spread sheet softwares	Applying (K 4) Analyzing (K 5)
CO 4: Prepare Presentation though software issues in management.	Comprehending (K 3)
CO 5: Learn to useInternet and its applications	Applying (K4)

### **Suggested Readings:**

1. *Computer Application in Business: R. Parameswar, S. Chand & Company Ltd.*
2. *Data Communication and Networks: Charanjeet Singh, Kalyani Publishers*

## SEMESTER-II

<b>COURSE CODE</b>	<b>TITLE OF THE PAPER</b>	<b>CREDIT</b>	<b>MID SEM</b>	<b>END SEM</b>	<b>FULL MARKS</b>
MBA201	Human Values and Professional Ethics	4	20	80	100
MBA202	Marketing Management (Theory: 60, Mid Sem:15 and Pratical:25)	4	15	60 25 Practical	100
MBA203	Financial Management	4	20	80	100
MBA204	Human Resource Management	4	20	80	100
MBA205	Production & Operation Management (Theory: 60, Mid Sem:15 and Pratical:25)	4	15	60 25 Practical	100
MBA206	Entrepreneurship, Start up & Innovation (Theory: 60, Mid Sem:15 and Pratical:25)	4	15	60 25 Practical	100
MBA207	Corporate Accounting (Theory: 60, Mid Sem:15 and Pratical:25)	4	15	60 25 Practical	100
MBA208	Disaster Management and Cyber Security	4	20	80	100
VA-II Value Added Course	Multimedia – Tools & Applications	2	There is <b>NO</b> Mid-Sem or End-Sem exam. The Assessment through Quiz. Evaluation can be shown through GRADE (Like A, B,C,D )		
AO-II Add on Course	Business Organizations and E-Governance	2	There is <b>NO</b> Mid-Sem or End-Sem exam. The Assessment through Quiz. Evaluation can be shown through GRADE (Like A, B,C,D )		
	Total	36			800

# MBA201: HUMAN VALUES AND PROFESSIONAL ETHICS

## Course Objectives:

- 1) To help students distinguish between values and skills, and understand the need, basic guidelines, content and process of value education.
- 2) To help students initiate a process of dialog within themselves to know what they 'really want to be' in their life and profession.
- 3) To help students understand the meaning of happiness and prosperity for a human being.
- 4) To facilitate the students to understand harmony at all the levels of human living, and live accordingly.
- 5) To facilitate the students in applying the understanding of harmony in existence in their profession and lead an ethical life.

## Detailed Syllabus

Unit	Topics	Hours
I	<p><b>Human Values-1 : Morals, Values (Niyam):</b> -Understanding values, Types of values, Role of tracking values for individual &amp; social wellbeing. And Ethics (Yama): Integrity: - Understanding integrity and role of integrity in social harmony –Trustworthiness Work Ethics – Service-Learning – Civic Virtue – Respect for others – Living Peacefully –Caring – Sharing.</p> <p><b>Honesty:</b> -Understanding honesty and its role in personal and social –Courage – Value Time. Cooperation: -Understanding cooperation and significance of cooperation its family, work team and social cohesiveness, wellbeing and development – Commitment. <b>Case Studies Discussion</b></p>	08 hour
II	<p><b>Human Values-2: Empathy:</b> Basic Concept on Empathy– Self-confidence – Spirituality- Character. Truthfulness: - Understanding truthfulness, need for truthfulness and role of truthfulness in relationship, social interaction, integrity, faiths &amp; dependence – Customs and Traditions.</p> <p><b>Value Education</b> – Human Dignity – Human Rights – Fundamental Duties – Aspirations and Harmony (I, We &amp; Nature) – Gender Bias – Emotional Intelligence– Emotional Competencies – Conscientiousness. Being, body, brain &amp; mind: - Effective &amp; efficient use of body, brain and mind is personal and social well being Value Judgments, Facts &amp; Values, how values are justified, Aesthetics, Selection of Values, Universal Values, Human Values, Value Education. <b>Case Studies Discussion</b></p>	10 hour
III	<p><b>Professional Ethics aiming at excellence and Harmony:</b> Value Based Life and Profession, Professional Ethics and Right Understanding, Competence in Professional Ethics, Issues in Professional Ethics – The Current scenario. Positive and constructive dynamism of power, politics and leadership.</p> <p><b>Professional Ethics: Global Prospective:</b> Globalization and MNCs –Cross Culture Issues – Business Ethics – Media Ethics – Environmental Ethics – Endangering Lives – Bio Ethics – Computer Ethics – War Ethics. <b>Case Studies Discussion</b></p>	12 hour
IV	<p><b>Duties and Rights in Profession:</b> Concept of Duty – Professional Duties – Collegiality – Techniques for Achieving Collegiality – Senses of Loyalty – Consensus and Controversy – Professional and Individual Rights – Confidential and Proprietary Information – Conflict of Interest-Ethical egoism – Collective Bargaining – Confidentiality – Gifts and Bribes, Plagiarism. <b>Case Studies Discussion</b></p>	10 hour

## COURSE OUTCOME

<b>Course Outcomes</b>	<b>Bloom's taxonomy</b>
CO 1: Understand the significance of value inputs in a classroom, distinguish between values and skills, understand the need, basic guidelines, content and process of value education, explore the meaning of happiness and prosperity and do a correct appraisal of the current scenario in the society	Knowledge (K 2) Remembering (K1)
CO2: Distinguish between the Self and the Body, understand the meaning of Harmony in the Self the Co-existence of Self and Body.	Knowledge (K 2) Applying (K 4)
CO 3: Understand the value of harmonious relationship based on trust, respect and other naturally acceptable feelings in human-human relationships and explore their role in ensuring a harmonious society.	Applying (K 4) Analyzing (K 5)
CO 4: Understand the harmony in nature and existence, and work out their mutually fulfilling participation in the nature.	Comprehending (K 3)
CO 5: Distinguish between ethical and unethical practices, and start working out the strategy to actualize a harmonious environment wherever they work.	Applying (K4)

### Suggested Readings:

1. A Foundation Course in Human Values and Professional Ethics Paperback – 30 Apr 2010  
by R.R. Gaur , R. Sangal, G.P. Bagaria, Excel Books (30 April 2010)

# MBA202: MARKETING MANAGEMENT

## Course Objectives:

- 1) To assess market opportunities by analyzing customers, competitors, collaborators, context, and the strengths and weaknesses of a company.
- 2) Understand consumers' requirements and their behaviors.
- 3) Develop effective marketing strategies to achieve organizational objectives.
- 4) Develop the understanding the current global and digital aspect of marketing.

## Detailed Syllabus

Unit	Topics	Hours
I	<p><b>Marketing Basics:</b> Understanding Marketing Concept: nature &amp; scope, Marketing Environment.</p> <p><b>Marketing Planning, Information and Research:</b> Marketing Information System –need and elements, Marketing research- Process of Marketing Research and its application, Market Segmentation-Bases and Procedures, Targeting and Positioning (STP). <b>Case Studies Discussion.</b></p>	08 hour
II	<p><b>Marketing Mix:</b></p> <p><b>Product-</b> Planning and development, Product Life cycle, Branding, Packaging and Labeling, Pricing -Objectives, <b>Pricing Decisions</b> – factors affecting pricing decisions, Pricing methods and strategies. <b>Channel Management</b> – role of marketing channels, channel management decisions, Integrated Marketing Communication and Promotion strategy, Promotion mix. <b>Case Studies Discussion.</b></p>	10 hour
III	<p><b>Digital Marketing :</b> Concepts and Evolution of Digital Marketing, Difference between Digital Marketing and Traditional Marketing, Objectives &amp; Components of Digital Marketing, Digital Marketing Mix, Digital Marketing Tools.</p> <p><b>Digital Marketing Campaign:</b> Planning Principles of digital marketing campaigns, Supporting hardware platforms available and the implications of technological advancements in digital marketing campaign, <b>Digital media channels and techniques:</b> Search marketing, Email marketing, Social media and Viral marketing, Online &amp; display advertising</p> <p><b>Digital Media Channels:</b> Digital marketing communication mix, Search Engine Optimisation (SEO), Marketing implications of Banner Ads and Mobile Ads, Online public relation activities, Affiliate sites &amp; networks, Online social customer service. <b>Case Studies Discussion.</b></p>	12 hour
IV	<p><b>Marketing Application:</b></p> <p>CRM: Meaning, Relationship Marketing Vs. Relationship Management, Types of Relationship Management, Significance of Customer Relationship Management. Recent trends and Innovation in Marketing- Green Marketing, Agile Marketing. <b>Case Studies Discussion.</b></p>	10 hour

## Practical Work:

- ✓ Formation of groups- The class will be divided into groups of two students Selection of any road side enterprise in the nearby locality (not a proper shop like paanwala, chaiwala, chatwala, maggiwala, cobbler, vegetable vendor, phoolwala,

- rikshawala,vendors on red lights, chik makers etc.) Interaction and understanding of the enterprise and person running it – visual documentation, observation, interview etc.
- ✓ The report will be evaluated by one Internal as well as one external examiner appointed College. Student has to present his output through a Report/Seminar.

### **COURSE OUTCOME**

<b>Course Outcomes</b>	<b>Bloom's taxonomy</b>
CO 1: Remember and Comprehend basic marketing concepts.	Knowledge (K 2) Remembering (K1)
CO2: Understand marketing Insights on application of basic marketing concepts	Knowledge (K 2) Applying (K 4)
CO 3: Able to Apply and develop Marketing Strategies and Plans	Applying (K 4) Analyzing (K 5)
CO 4: Understand and Analyzing Business/ Consumer Markets and ability Identify & evaluate Market Segments and Targeting	Comprehending (K 3)
CO 5: Develop skills to understand the current global and digital aspect of marketing.	Applying (K4)

### **Suggested Readings:**

1. Kotler Phillips and Gray Armstrong :Principles of Marketing ,(PHI)
2. Kotler Phillips ; Marketing Management (PHI)
- 3.Ramaswamy V.S and Namkumari; Marketing Management (Macmillan)

## MBA203: FINANCIAL MANAGEMENT

### Course Objectives:

- 1) To introduce the basic theory, concepts and practical applications in corporate finance.
- 2) To acquire knowledge about various techniques used for analysing various long-term projects.
- 3) To have an understanding about various capital structure techniques and selecting best source of finance.
- 4) To have an understanding of various dividend models and its applicability.
- 5) To acquaint students about corporate valuation in mergers and acquisitions.

### Detailed Syllabus

Unit	Topics	Hours
I	<b>Basics:</b> Nature & Scope. Organization of Financial Functions, Emerging role of Finance Manager in India and in Global context. Financial Goal. Financial Planning, Risk and Return concepts. <b>Case Studies Discussion.</b>	08 hour
II	<b>Investment Decisions:</b> <b>Capital Budgeting:</b> Features, types and Techniques of capital budgeting decision. <b>Cost of Capital</b> and its application. <b>Case Studies Discussion.</b>	10 hour
III	<b>Financial Leverage &amp; Dividend Decision:</b> <b>Financial Leverage:</b> Operating Leverage, Financial Leverage. <b>Capital Structure.</b> Theory and Policy., <b>Dividend Policy:</b> Types, Factors and Dividend Theories and Dividend Policy. <b>Case Studies Discussion.</b>	12 hour
IV	<b>Working Capital Management:</b> Working Capital concepts, Policies, estimation, factors affecting working capital, Sources of financing Working Capital. <b>Management of Cash :</b> Cash budget, Management of collections and disbursement, Investment of Surpluscash ; <b>Management of Receivables :</b> Terms of Credit, Credit Policy decision; <b>Management of Inventory :</b> Techniques of Inventory planning and control. <b>Case Studies Discussion.</b>	10 hour

## COURSE OUTCOME

Course Outcomes	Bloom's taxonomy
CO 1: Understand the different basic concept / Models of Corporate Finance and Governance	Knowledge (K 2) Remembering (K1)
CO2: Understand the practical application of time value of money and evaluating long term investment decisions.	Knowledge (K 2) Applying (K 4)
CO 3: Develop analytical skills to select the best source of capital, structure and leverage.	Applying (K 4) Analyzing (K 5)
CO 4: Understand the use and application of different models for firm's optimum dividend pay-out.	Comprehending (K 3)
CO 5: Understand the recent trends of mergers and acquisition and its valuation.	Applying (K4)

### Suggested Readings :

- 1) Pandey, I.M: *Financial Management*(Vikas).
- 2) Chanda P: *Financial Management; Theory & Practice*(Tata McGraw Hill).
- 3) Khan M.Y & Jain P.K:*Financial Management; Text & Problems*(Taa McGraw Hill).
- 4) Sharma R.K and Gupta S.K: *Financial Management*(Kalyani).
- 5) Van Horne James C: *Financial Management & Policy*(Prentice Hall).
- 6) T.P.Ghosh: *Accounting and Finance for Managers*(Taxmann).
- 7) D.Chandra Bose: *Fundamentals of Financial Management*(Prentice Hall of Management).
- 8) R.P.Rustagi: *Financial Management*(Galgotia Publishing Company).

## MBA204: HUMAN RESOURCE MANAGEMENT

### Course Objectives:

- 1) In this course the students will learn the basic concepts and frameworks of Human Resource Management (HRM)
- 2) To understand the role that HRM has to play in effective business administration.
- 3) It will provide an insight as to how to use Human Resource as a tool to implement strategies. and frameworks of Human Resource Management (HRM).
- 4) To understand the role that HRM has to play ineffective business administration.
- 5) It will provide an insight as to how to use Human Resource as a tool to implement strategies

### Detailed Syllabus

Unit	Topics	Hours
I	<b>Introduction:</b> Understanding the Evolution, Nature, Scope & Objective of Human Resource Management, Context of Human Resource Management, Functions of HRM, Role of HR Managers & Challenges, Ethics in HRM. <b>Case Studies Discussion</b>	08 hour
II	<b>Employee Resourcing:</b> <b>Job Analysis:</b> Job description and specifications; Job design; Job characteristic approach to job design. <b>Human Resource Planning-</b> Importance & Process. <b>Recruitment and Selection:</b> Sources & Methods of Recruitment - Selection Process, Types of Tests, Interview, Placement, Induction, Socialization-Employee onboarding. <b>Case Studies Discussion</b>	10 hour
III	<b>Employee Development, Performance &amp; Reward Management:</b> <b>Employee Development:</b> Concept, Process, Methods of Training & Management Development. <b>Performance Appraisal-</b> Concept & Methods of Performance Appraisal, Promotion & Transfer. <b>RewardManagement-</b> Concept, components & total reward, Factors affecting pay-levels, Job Evaluation, Employee Safety, Health and Well-being. <b>Case Studies Discussion</b>	12 hour
IV	<b>Employee Relations:</b> Concept, Elements, HRM approach to Industrial Relations, Employee Relation Process-Role of union 7 process of recognition, collective bargaining arrangements, Employee voice-concept & framework. <b>Case Studies Discussion</b>	10 hour

## COURSE OUTCOME

Course Outcomes	Bloom's taxonomy
CO 1: Demonstrate knowledge of laws that impact behaviour in relationships between employers and employees that ultimately impact the goals and strategies of the organization.	Knowledge (K 2) Remembering (K1)
CO2: Synthesize the role of human resources management as it supports the success of the organization including the effective development of human capital as an agent for organizational change.	Knowledge (K 2) Applying (K 4)
CO 3: Show evidence of the ability to analyze, manage and problem solve to deal with the challenges and complexities of the practice of collective bargaining.	Applying (K 4) Analyzing (K 5)
CO 4: Demonstrate knowledge of practical application of training and employee development as it impacts organizational strategy and competitive advantage.	Comprehending (K 3)
CO 5: To understand the Labor relation as relationships between employers and employees that ultimately impact the goals and strategies of the organization.	Applying (K4)

### Suggested Readings :

1. Aswathappa K, „Human Resource Management’, Fifth Edition, Tata McGraw-Hill companies, 2008.
2. Mirza S Saiyadain, ‘Human Resources Management’, TMH, New Delhi, 2003.
3. Bhatia S K, ‘Human Resource Management’, Deep and Deep Publication Pvt Ltd, 2006.

### Web Links:

<https://www.swayamprabha.gov.in/index.php/program/archive/16>

<https://www.swayamprabha.gov.in/index.php/program/archive/5>

<http://cec.nic.in/E-Content/Pages/default.aspx>

<https://www.youtube.com/watch?v=f60dheI4ARg>

<https://www.youtube.com/watch?v=7wnpfZRPkNU>

# MBA205: PRODUCTION AND OPERATION MANAGEMENT

## Course Objective:

- 1) To understand the role of Operations in overall Business Strategy of the firm.
- 2) To understand the application of operations management policies and techniques to the service sector as well as manufacturing firms.
- 3) To identify and evaluate the key factors and their interdependence of these factors in the design of effective operating systems.
- 4) To understand the trends and challenges of Operations Management in the current business environment.
- 5) To familiarize the students with the techniques for effective utilization of operational resources and managing the processes to produce good quality products and services at competitive prices.

## Detailed Syllabus

Unit	Topics	Hours
I	<b>Basics</b> Introduction to Production & Operation Management-Concept & objectives, Types of Production System, Process Planning & Design, location of Plant, plant layout and types of plant layout. <b>Case Studies Discussion</b>	08 hour
II	<b>Aggregate Planning &amp; Inventory Management:</b> Aggregate Planning, Concept, Need for Aggregate Planning, Aggregate planning strategies, Types, Chase Strategies, Level Strategies, Mixed Strategies. <b>Inventory Management:</b> Concept, Importance, Dependent and Independent Inventory, Costs of Inventory, Economic Order Quantity model, Quantity discount, Fixed order quantity and Fixed interval inventory systems, Reorder Point and Safety Stock, ABC analysis.	10 hour
III	<b>Control Decision in POM</b> Basic concepts of quality of products and service, TQM, concept, demings-14 principle, Kaizen, Quality circle, JIT, ISO-9000-2000, QS-9000, Six sigma concepts, role of management in implementing quality system. <b>Case Studies Discussion</b>	12 hour
IV	<b>Supply Chain Management System</b> Introduction to Supply Chain Management, Logistics Network Configuration, Inventory Management and Risk Pooling. The Value of Information, Supply Chain Integration, Customer value and Supply chain Management, Information Technology for Supply Chain Management, Decision – Support Systems for Supply Chain Management. <b>Case Studies Discussion</b>	10 hour

## Practical:

- ✓ Student has to visit any manufacturing unit or Fabrication unit about understanding the enterprise on the following terms: where Raw material procured, How it is processed what types of machinery used for the final product.
- ✓ Prepare a report and give presentation in this regard.
- ✓ The Practical can be evaluated through one Internal Examiner and External Examiner.

## COURSE OUTCOME

Course Outcomes	Bloom's taxonomy
CO 1: Understand and apply the concepts of Material Management, Supply Chain Management and TQM perspectives.	Knowledge (K 2) Remembering (K1)
CO2: Understand and apply the concepts of Material Management, Supply Chain Management and TQM perspectives.	Knowledge (K 2) Applying (K 4)
CO 3: Analyze / understand the trends and challenges of Operations Management in the current business environment.	Applying (K 4) Analyzing (K 5)
CO 4: Analyze / understand the Inventory Management and Risk Pooling.	Comprehending (K 3)
CO 5: Apply techniques for effective utilization of operational resources and managing the processes to produce good quality products and services at competitive prices.	Applying (K4)

### Reference Books:

1. Chopra, Sunil, Meindl, Peter and Kalra, D. V.; *Supply Chain Management: Strategy, Planning and Operation*; Pearson Education
2. Altekhar, Rahul V.; *Supply Chain Management: Concepts and Cases*; PHI Learning
4. Ballou, Ronald H.; *Supply Chain Management*; Pearson Education
5. Sahay, B.S.; *Supply Chain Management*; Macmillan
6. Ballou, R.H. *Business Logistics Management*. Prentice-Hall Inc.
7. Bowersox D.J. , Closs D.J. , *Logistical Management*, McGraw-Hill, 1996

## MBA206: ENTREPRENURSHIP DEVELOPMENT

### Course Objectives:

- 1) The purpose of this course is to expose the student to the basic concepts of entrepreneurship,
- 2) Functions of entrepreneurs and problems faced by them in the real world.
- 3) Familiarizing the students with financing and international entrepreneurial opportunities.
- 4) To understand the role of innovation and global level economic performance
- 5) To understand the dimensions of innovation.

### Detailed Syllabus

Unit	Topics	Hours
I	<b>Basics:</b> Concept and Importance of Entrepreneurship, Types of Entrepreneurs Entrepreneurial Mindset- How entrepreneurs think, intention, background, characteristics & skills, Corporate Entrepreneurship-Causes, Managerial vs Entrepreneurial Decision Making, Entrepreneurial Culture. <b>Case Studies Discussion</b>	08 hour
II	<b>Entrepreneurship Process:</b> Creativity & Business Ideas-Sources, Methods, Creative Problem Solving, Identifying & Analyzing Opportunities, Development of Business Plan, Resource Mobilizations, Funding, Launching, Growing and Ending the new venture. <b>Case Studies Discussion</b>	10 hour
III	<b>Innovation &amp; Entrepreneurship:</b> Understanding innovation-Purpose, Seven sources of innovation, Types- Radical vs Incremental, Product vs Process, Business Model Innovation- Business Model Canvas, Innovative Business Model, Service Innovation, Design led Innovation, Social Innovation, Innovation Management Process, Sustainable Innovation. <b>Case Studies Discussion</b>	12 hour
IV	<b>Startup &amp; Innovation:</b> Concept & Definition, Startup policies in India, Startup landscape in India, Step by Step Process for Recognition, Idea validation, Financial and Legal aspects, Pitching & Funding Support & Facilities, Challenges for Startup, Large Firm vs Startup Innovation. <b>Case Studies Discussion</b>	10 hour

### Practical Work:

- ✓ Prepare a report on Business Plan and give presentation in this regard.
- ✓ The Practical can be evaluated through one Internal Examiner and External Examiner.

## COURSE OUTCOME

Course Outcomes	Bloom's taxonomy
CO 1: Remember and comprehend basic concepts of entrepreneurship.	Knowledge (K 2) Remembering (K1)
CO2: Develop knowledge on Entrepreneurial Finance, Assistance and role of Entrepreneurial Development Agencies.	Knowledge (K 2) Applying (K 4)
CO 3: Develop understanding of converting an Idea to an opportunity and develop understanding of various funding sources	Applying (K 4) Analyzing (K 5)
CO 4: Gain in depth knowledge of innovation and its various sources	Comprehending (K 3)
CO 5: Develop understanding of various dimensions of innovation along with current trends and general awareness of innovation and startup.	Applying (K4)

### Suggested Readings:

1. NVR Naidu and T.Krishna Rao, *Management and Entrepreneurship*, JK Int Pub House, New Delhi
2. S Anil Kumar, *Small Business and Entrepreneurship*, IK Int Pub House, New Delhi
3. Balraj Singh, *Entrepreneurship Development*, Wisdom, New Delhi
5. C.V. Bakshi, *Entrepreneurship Development*, Excel Publications.
6. Vasant Desai, *Dynamics of Entrepreneurial Development and Management*, Himalaya Publishing House, Mumbai.
7. Arora M., Natarajan K. and Gordan E., *Entrepreneurship Development*, 1st ed; Himalaya Publishing House Pvt Ltd, 2009.

## MBA207: CORPORATE ACCOUNTING

### Course Objectives:

- 1) Understand basics of Company formation.
- 2) Develop effective understanding on Issue of share and Debenture.
- 3) Develop effective understanding on Company Final Account.
- 4) Understand Valuation of Good will and shares.
- 5) Ability to understand Liquidation Process of a Company.

### Detailed Syllabus

Unit	Topics	Hours
I	<b>Meaning of Company;</b> Maintenance of Books of Accounts; Statutory Books; Annual Return Company – Issue of Shares – issue, forfeiture, reissue. <b>Case Studies Discussion</b>	08 hour
II	<b>Redemption of Preference shares &amp; Debentures:</b> Meaning, rules and accounting. Redemption of Preference Shares . <b>Redemption of Debenture</b> – Important Provisions, Redemption of debenture Accounting for Redemption: by conversion, by lot, by purchase in the open market (cum and ex-interest), held as Investment and Use of Sinking Fund. <b>Case Studies Discussion</b>	10 hour
III	<b>Company's Final Accounts</b> Introduction to Schedule III of Companies Act 2013 Format. <b>Valuation of Goodwill &amp; Shares Goodwill</b> – valuation using different methods, i.e., Average Profit, Super Profit, Capitalization and Annuity. Shares – Valuation using different methods: Asset approach, Earnings approach, Dividend Yield, Earnings-Price, Cum-div and Ex-div, Majority and Minority view and Fair Value. <b>Case Studies Discussion</b>	12 hour
IV	<b>Liquidation:</b> Meaning of liquidation, modes of winding up, consequences of winding up, statement of affairs, liquidator's final statement of account, list 'B' contributories. <b>Case Studies Discussion</b>	10 hour

### Practical Work:

- ✓ Student has to collect the Annual Statement of any Company from their website.
- ✓ Analyze the Auditors report and prepare a report on the company's performance and give presentation in this regard.
- ✓ The Practical can be evaluated through one Internal Examiner and External Examiner.

## COURSE OUTCOME

Course Outcomes	Bloom's taxonomy
CO 1: Understand the formation of the company and its share capital.	Knowledge (K 2) Remembering (K1)
CO2. Understanding the Redemption of Preference shares & Debentures	Knowledge (K 2) Applying (K 4)
CO 3: Develop an skill to understand of Company's Final Accounts Schedule III of Companies Act 2013 Format	Applying (K 4) Analyzing (K 5)
CO 4: Gaining an understanding of emerging electronic modes of communication.	Comprehending (K 3)
CO 5: Analysing the liquidation, modes of winding up, consequences of winding up.	Applying (K4)

### Suggested Readings:

- 1) Jain, S.P. and K.L. Narang. *Corporate Accounting*. Kalyani Publishers, New Delhi.
- 2) Maheshwari, S.N. and S. K. Maheshwari. *Corporate Accounting*. Vikas Publishing House, New Delhi.
- 3) Sehgal, Ashok and Deepak Sehgal. *Corporate Accounting*. Taxman Publication, New Delhi.
- 4) Tulsian, P.C, *Corporate Accounting*, S. Chand
- 5) Monga, J.R. *Fundamentals of Corporate Accounting*. Mayur Paper Backs, New Delhi.
- 6) Gupta, Nirmal. *Corporate Accounting*. Sahitya Bhawan, Agra.
- 7) Bhushan Kumar Goyal, *Fundamentals of Corporate Accounting*, International Book House.

# MBA208: DISASTER MANAGEMENT & CYBER SECURITY

## Course Objectives:

- 1) Understand basics of Disaster.
- 2) Develop how to mitigate the Disaster.
- 3) Know about the Cyber Security and Cyber Space.
- 4) Understand Cyber Laws and Cyber Crimes.
- 5) Ability to understand the Information Technology Act.2005.

## Detailed Syllabus

Unit	Topics	Hours
I	<p><b>Concept of Disaster:</b> Definition and types of disaster Hazards and Disasters, Risk and Vulnerability in Disasters, Natural and Man-made disasters, earthquakes, floods drought, landside, land subsidence, cyclones, volcanoes, tsunami, avalanches, global climate extremes.</p> <p><b>Man-made Disasters:</b> Terrorism, gas and radiations leaks, toxic waste disposal, oil spills, forest fires. <b>Case Studies Discussion</b></p>	08 hour
II	<p><b>Mitigation and Management techniques of Disaster :</b> Study of Important disasters Earthquakes and its types, magnitude and intensity, seismic zones of India, major fault systems of India plate, flood types and its management, drought types and its management, landside and its managements case studies of disasters in Sikkim (e.g) Earthquakes, Landside). Social Economics and Environmental impact of disasters.</p> <p><b>Principles of Disasters Management:</b> Disaster Management cycle, Disaster management policy, National and State Bodies for Disaster Management, Early Warning Systems, Building design and construction in highly seismic zones, retrofitting of buildings. <b>Case Studies Discussion</b></p>	10 hour
III	<p><b>Introduction to Cyber Security:</b> Defining Cyberspace and Overview of Computer and Web-technology, Architecture of cyberspace, Communication and web technology, Internet, World wide web, Advent of internet, Internet infrastructure for data transfer and governance.</p> <p><b>Internet society:</b> Regulation of cyberspace, Concept of cyber security, Issues and challenges of cyber security. <b>Case Studies Discussion</b></p>	12 hour
IV	<p><b>Cyber crime and Cyber law Classification of Cyber Crimes:</b> Common cyber crimes- cyber crime targeting computers and mobiles, cyber crime against women and children, financial frauds, social engineering attacks, malware and ransomware attacks, zero day and zero click attacks, Cybercriminals modus-operandi , Reporting of cyber crimes, Remedial and mitigation measures,</p> <p><b>Legal perspective of Cyber Crime:</b> IT Act 2000 and its amendments, Cyber crime and offences, Organisations dealing with Cyber crime and Cyber security in India, <b>Case Studies Discussion</b></p>	10 hour

## COURSE OUTCOME

Course Outcomes	Bloom's taxonomy
CO 1: Knowledge about the Risk and Vulnerability in Disasters.	Knowledge (K 2) Remembering (K1)
CO2: Analyse the Mitigation and Management techniques of Disaster.	Knowledge (K 2) Applying (K 4)
CO 3: Develop an understanding of Introduction to Cyber Security.	Applying (K 4) Analyzing (K 5)
CO 4: Gaining an understanding of Cyber crime and Cyber law Classification of cyber crimes.	Comprehending (K 3)
CO 5: Developing effective Legal perspective of cyber crime.	Applying (K4)

### Suggested Readings:

1. *Cyber Crime Impact in the New Millennium*, by R. C Mishra , Auther Press. Edition 2010.
2. *Cyber Security Understanding Cyber Crimes, Computer Forensics and Legal Perspectives* by Sumit Belapure and Nina Godbole, Wiley India Pvt. Ltd. (First Edition, 2011)
3. *Security in the Digital Age: Social Media Security Threats and Vulnerabilities* by Henry A. Oliver, Create Space Independent Publishing Platform. (Pearson , 13<sup>th</sup> November, 2001)
4. *Electronic Commerce* by Elias M. Awad, Prentice Hall of India Pvt Ltd.
5. *Cyber Laws: Intellectual Property & E-Commerce Security* by Kumar K, Dominant Publishers.
6. *Network Security Bible*, Eric Cole, Ronald Krutz, James W. Conley, 2nd Edition, Wiley India.
7. *Fundamentals of Network Security* by E. Maiwald, McGraw Hill.

<b>SEMESTER-III</b>					
<b>COURSE CODE</b>	<b>TITLE OF THE PAPER</b>	<b>CREDIT</b>	<b>MID SEM</b>	<b>END SEM</b>	<b>FULL MARKS</b>
MBA301	Strategic Management and Corporate Governance, Sustainability (Theory: 60, Mid Sem:15 and Pratical:25)	4	15	60 25 Practical	100
MBA302	Specialization Group -I	4	20	80	100
MBA303	Specialization Group -I	4	20	80	100
MBA304	Specialization Group -I (Theory: 60, Mid Sem:15 and Pratical:25)	4	15	60 25 Practical	100
MBA305	Specialization Group -II	4	20	80	100
MBA306	Specialization Group -II	4	20	80	100
MBA307	Specialization Group -II (Theory: 60, Mid Sem:15 and Pratical:25)	4	15	60 25 Practical	100
MBA308	Summer Training Project Report and Presentation	4			100
VA-III Value Added Course	Intellectual Property Laws	2	There is <b>NO</b> Mid-Sem or End-Sem exam. The Assessment through Quiz. Evaluation can be shown through GRADE (Like A, B,C,D )		
AO-III Add on Course	Rural Tourism	2	There is <b>NO</b> Mid-Sem or End-Sem exam. The Assessment through Quiz. Evaluation can be shown through GRADE (Like A, B,C,D )		

**(The Candidate choose Dual Specialisation: Marketing/ Finance/ Human Resource / Information Technology, International Business and Operation Management)**

<b>SEMESTER-IV</b>					
<b>COURSE CODE</b>	<b>TITLE OF THE PAPER</b>	<b>CREDIT</b>	<b>MID SEM</b>	<b>END SEM</b>	<b>FULL MARKS</b>
MBA401	E-Commerce (Theory: 60, Mid Sem:15 and Pratical:25)	4	15	60 25 (Practical)	100
MBA402	Operation Research	4	20	80	100
MBA403	Research Methodology	4	20	80	100
MBA404	Specialization Group -I  (Theory: 60, Mid Sem:15 and Pratical:25)	4	15	60 25 (Practical)	100
MBA405	Specialization Group -I	4	20	80	100
MBA406	Specialization Group -II  (Theory: 60, Mid Sem:15 and Pratical:25)	4	15	60 25 (Practical)	100
MBA407	Specialization Group -II	4	20	80	100
MBA408	Research Project Report Viva	4	20	80	100
VA-1 Value Added Course	Event Management	2	There is <b>NO</b> Mid-Sem or End-Sem exam. The Assessment through Quiz. Evaluation can be shown through GRADE (Like A, B,C,D )		
AO-1 Add on Course	Design and Fabrics	2	There is <b>NO</b> Mid-Sem or End-Sem exam. The Assessment through Quiz. Evaluation can be shown through GRADE (Like A, B,C,D )		

**(The Candidate choose Dual Specialisation: Marketing/ Finance/ Human Resource / Information Technology, International Business and Operation Management)**

**The Students are required to select two groups of Papers for their Specialization)**

<b>GROUP - MARKETING MANAGEMENT (MM)</b>		
<b>Semester</b>	<b>Subject Code</b>	<b>Subjects</b>
Semester-III	MM-031	Consumer Behavior and Customer Loyalty
Semester-III	MM-032	Product & Brand Management
Semester-III	MM-033	Marketing Analytics (Theory: 60, Mid Sem:15 and Pratical:25)
Semester-IV	MM-041	Retail Management (Theory: 60, Mid Sem:15 and Pratical:25)
Semester-IV	MM-042	Rural Marketing

<b>GROUP – FINANCE MANAGEMENT (FM)</b>		
<b>Semester</b>	<b>Subject Code</b>	<b>Subjects</b>
Semester-III	FM-031	Security Analysis & Portfolio Management
Semester-III	FM-032	Financial Institutions, Services and Fintech
Semester-III	FM-033	Financial Analytics (Theory: 60, Mid Sem:15 and Pratical:25)
Semester-IV	FM-041	Financial Derivatives (Theory: 60, Mid Sem:15 and Pratical:25)
Semester-IV	FM-042	Behavioural Finance

**GROUP –HUMAN RESOURCE MANAGEMENT (HRM)**

<b>Semester</b>	<b>Subject Code</b>	<b>Subjects</b>
Semester-III	HRM-031	HR Practices
Semester-III	HRM-032	Performance & Reward Management
Semester-III	HRM-033	HR Analytics (Theory: 60, Mid Sem:15 and Pratical:25)
Semester-IV	HRM-041	Labour Legislation & Indian Labour Code (Theory: 60, Mid Sem:15 and Pratical:25)
Semester-IV	HRM-042	Strategic Human Resource Management

**GROUP - INFORMATION TECHNOLOGY (IT)**

<b>Semester</b>	<b>Subject Code</b>	<b>Subjects</b>
Semester-III	IT-031	Enterprise Resource Planning (ERP)
Semester-III	IT-032	AI and Machine Learning for Business
Semester-III	IT-033	Web Analytics (Theory: 60, Mid Sem:15 and Pratical:25)
Semester-IV	IT-041	Business Data Warehousing & Data Mining (Theory: 60, Mid Sem:15 and Pratical:25)
Semester-IV	IT-042	Business Applications of Block Chain Technologies

<b>GROUP -INTERNATIONAL BUSINESS (IB)</b>		
<b>Semester</b>	<b>Subject Code</b>	<b>Subjects</b>
Semester-III	IB-031	India's Foreign Trade & Policy
Semester-III	IB-032	Export Import Management
Semester-III	IB-033	IB Analytics (Theory: 60, Mid Sem:15 and Pratical:25)
Semester-IV	IB-041	Intellectual Property Rights (Theory: 60, Mid Sem:15 and Pratical:25)
Semester-IV	IB-042	International Supply Chain Management

<b>GROUP -OPERATION MANAGEMENT (OM)</b>		
<b>Semester</b>	<b>Subject Code</b>	<b>Subjects</b>
Semester-III	OM-031	Materials Management
Semester-III	OM-032	Supply Chain and Logistics Management
Semester-III	OM-033	Operations and Supply Chain Analytics (Theory: 60, Mid Sem:15 and Pratical:25)
Semester-IV	OM-041	Quality Management (Theory: 60, Mid Sem:15 and Pratical:25)
Semester-IV	OM-042	Service Operations Management

# MBA301: STRATEGIC MANAGEMENT AND CORPORATE GOVERNANCE, SUSTAINABILITY

## Course Objectives:

- 1) To have a clear understanding of the key concepts and principles of strategic management.
- 2) To have skills and understanding of tools and techniques for analyzing a company strategically.
- 3) To provide a basic understanding of the nature and dynamics of the strategy formulation and implementation processes.
- 4) To understand Corporate Governance critically and strategically.
- 5) The ability to identify strategic issues and design appropriate courses of action Sustainability & Sustainable Development.

## Detailed Syllabus

Unit	Topics	Hours
I	<b>Introduction:</b> Strategic Management, Business Policy, Corporate Strategy, Basic Concept of Strategic Management, Mission, Vision, Objectives, Strategic Decision Making. Environmental Scanning, Industry Analysis, Corporate Analysis, Resource based approach, Value-Chain Approach, Scanning Functional Resources, Strategic Budget and Audit. SWOT Analysis, TOWS Matrix. <b>Case Studies Discussion</b>	10hrs
II	<b>Process of Strategic Planning:</b> Stages of corporate development, Corporate Restructuring, Mergers & Acquisitions, Strategic Alliances, Portfolio Analysis, Corporate Parenting, Functional Strategy, BCG Model, GE 9 Cell, Porters Model: 5 Force and Porters Diamond Model, Strategic Choice. Strategy Implementation through structure, through Human Resource Management: through values and ethics. Mc Kinsey's 7S Model, Organization Life Cycle, Management and Control. <b>Case Studies Discussion</b>	10hrs
III	<b>Ethics:</b> Concept, Nature, Objectives & Scope of Business Ethics, Need of Business Ethics, Ethical issues and dilemmas in business, Ethics & managerial role ,Factors influencing Business Ethics. <b>Corporate Governance:</b> Concept, need scope, Theories of Corporate Governance, Models of Corporate Governance, National Committees under Corporate Governance(CG), Role of SEBI in CG. <b>Case Studies Discussion</b>	10hrs
IV	<b>Social Responsibility:</b> CSR-Nature, Characteristics & Approaches, Business Case for CSR, Implementing CSR, Corporate Social Responsibility Policy Rules,2014 under Companies Act, 2013,Framework for CSR Reporting-Global Reporting Initiatives(GRI). <b>Sustainability:</b> Concept of Sustainability & Sustainable Development, SDGs & its implication for business, Brundland Report, Triple Bottomline Reporting, Triple Loop Learning. <b>Case Studies Discussion</b>	10hrs

## Practical Work:

- ✓ Student has to collect the Annual Statement of Social Responsibility any Company from their website.
- ✓ Analyze the SWOT Analysis of a Company and prepare a report on the company's performance and give presentation in this regard.
- ✓ The Practical can be evaluated through one Internal Examiner and External Examiner.

## COURSE OUTCOME

Course Outcomes	Bloom's taxonomy
CO 1: Formulate organizational vision, mission, goals, and values	Knowledge (K 2) Remembering (K1)
CO2: Develop strategies and action plans to achieve an organization's vision, mission, and goals.	Knowledge (K 2) Applying (K 4)
CO 3: Develop powers of managerial judgment, how to assess business risk, and improve ability to make sound decisions and achieve effective outcomes.	Applying (K 4) Analyzing (K 5)
CO 4: Evaluate and revise programs and procedures in order to achieve organizational goals;	Comprehending (K 3)
CO 5: Consider the ethical dimensions of the strategic management process;	Applying (K4)

### Suggested Readings:

1. Arthur A. Thompson et.al, *Crafting and Executing Strategy: Text and Readings*, McGraw Hill.
2. Fansis C., *Business Policies and Strategic Management*, Himalaya Publication House.
3. Bhattachary, S. K. and N. Venkataramin, *Managing Business Enterprises: Strategies, Structures and Systems*, Vikas Publishing House, New Delhi.
4. Kazmi Azhar, *Business Policy and Strategic Management*, Tata McGraw Hill, Delhi.

# **MBA308: SUMMER TRAINING PROJECT REPORT AND PRESENTATION**

At the end of second semester examination, every student of MBA will undergo on-the-job practical training in any manufacturing, service or financial organization. **The training will be of 6 to 8 weeks duration.** The college/institute will facilitate this compulsory training for students.

During the training, the student is expected to learn about the organization and analyse and suggest solutions of a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions. During the course of training, the organization (where the student is undergoing training) will assign a problem/project of the student. **The student, after the completion of training will submit a report to the college/institute which will form part of third semester examination. However, the report must be submitted by the end of august during third semester so that it is evaluated well in time and third semester results are not delayed.**

**Part-1 of the Report :** The report (based on training and the problem/project studied) prepared by the student will be known as summer training project report. The report should ordinarily be based on primary data. It should reflect in depth study of micro problem, ordinarily assigned by the organization where student undergoes training.

## **Part-2 of the Report:**

- a) The average size of report ordinarily will be of **100 to 150 typed pages** in standard font size (12) and double spacing.
- b) **Three neatly typed** and soft bound (paper back) copies of the report will be submitted to the college/institute. The report will be typed in A-4 size paper.
- c) The report will **have two certificates**. One by the head of the institute/college and the other by the reporting officer of the organization where the student has undergone training. These two certificates should be attached in the beginning of the report.
- d) **The report will be evaluated by one Internal and one external examiners.** It will carry total of 100 marks divided into written report of 70 marks and presentation of 30 marks.
- e) Only such person will evaluate the project report who has minimum three years of experience of teaching MBA/M.Com classes in a college/University. The Experience of teaching MBA classes as guest faculty shall not be counted.
- f) It is mandatory that the student will make presentation in the presence of teachers and students. The student is expected to answer to the queries and questions raised in such a meeting.

# MBA401: E-COMMERCE

## Course Objectives:

- 1) To help Student understand the concept of Digital Marketing & E-commerce in today's scenario.
- 2) To enable student in creating and maintaining a good website and blog posts.
- 3) To make student understand the importance of SEO and Email Marketing in today's modern world.
- 4) To understand the functioning and importance of Social Media Marketing via various platforms.
- 5) To understand various Analytics tools of online marketing.

## Detailed Syllabus

Unit	Topics	Hours
I	<b>Introduction to E-Commerce</b> E-commerce: A Brief History, Understanding E-commerce, E-commerce Business Models, Major Business to Consumer (B2C) business models, Major Business to Business (B2B) business models, Business models in emerging E-commerce areas, <b>The Internet:</b> Technology Background, The Internet Today, Internet Infrastructure, The World Wide Web. <b>Case studies Discussion</b>	10hrs
II	<b>E-payment System:</b> Models and methods of e-payments (Debit Card, Credit Card, Smart Cards, e-money), digital signatures (procedure, working and legal position), payment gateways, online banking (meaning, concepts, importance, electronic fund transfer, automated clearing house, automated ledger posting), risks involved in e-payments. <b>Case studies Discussion</b>	10hrs
III	<b>IT Act 2000 and Cyber Crimes:</b> IT Act 2000: Definitions, Digital signature, Electronic governance, Attribution, acknowledgement and dispatch of electronic records, Regulation of certifying authorities, Digital signatures certificates, Duties of subscribers, Penalties and adjudication, Appellate Tribunal, Offences and Cyber-crimes. <b>Case studies Discussion</b>	10hrs
IV	<b>Website Designing:</b> Introduction to HTML; tags and attributes: Text Formatting, Fonts, Hypertext Links, Tables, Images, Lists, Forms, Frames, Cascading Style Sheets.( <b>PRATICAL</b> )	10hrs

## Practical Work:

- ✓ Student has to shopping through various E-Commerce websites and its payment structure.
- ✓ Analyze the SWOT Analysis of a Company and prepare a report on the company's performance and give presentation in this regard.
- ✓ The Practical can be evaluated through one Internal Examiner and External Examiner.

## COURSE OUTCOME

Course Outcomes	Bloom's taxonomy
CO 1: Understand the concept of Digital Marketing & Ecommerce in today's scenario.	Knowledge (K 2) Remembering (K1)
CO2: To able to create and maintain a good website and blog posts.	Knowledge (K 2) Applying (K 4)
CO 3: Be able to understand and apply SEO and Email Marketing in today's modern world.	Applying (K 4) Analyzing (K 5)
CO 4: To apply the Social Media Marketing techniques via various platforms.	Comprehending (K 3)
CO 5: To implement various Analytics tools of online marketing.	Applying (K4)

### Suggested Readings:

- 1) *Bharat Bhaskar, Electronic Commerce: Framework, Technology and Application, 4th Ed., McGraw Hill Education*
- 2) *PT Joseph, E-Commerce: An Indian Perspective, PHI Learning*
- 3) *KK Bajaj and Debjani Nag, E-commerce, McGraw Hill Education*
- 4) *TN Chhabra, E-Commerce, Dhanpat Rai & Co.*
- 5) *Sushila Madan, E-Commerce, Taxmann 8. TN Chhabra, Hem Chand Jain, and Aruna Jain, An Introduction to HTML, Dhanpat Rai & Co*

## MBA402: OPERATIONS RESEARCH

### Course Objectives:

- 1) Understand the importance of the use of OR application in decision Making environment.
- 2) To formulate LPP and Obtain Graphical Solutions & Acquire General idea of the Simplex method.
- 3) To understand and solve transportation & assignment models.
- 4) To know optimal sequence model and understand concepts of queuing theory.
- 5) To identify right time for replacement of equipment and understand project management techniques.

### Detailed Syllabus

Unit	Topics	Hours
I	<p><b>Operations Research:-</b> Uses, Scope and Applications of Operation Research in managerial decision-making. Decision-making environments:- Decision-making under certainty, uncertainty and risk situations; Decision tree approach and its applications.</p> <p><b>Linear programming:</b> Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems; sensitivity analysis; duality. Transportation problem: Various methods of finding Initial basic feasible solution and optimal solution.</p>	10hrs
II	<p><b>Assignment model:</b> Algorithm and its applications. Game Theory: Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for solving Mixed Strategy Game. <b>Case studies Discussion</b></p>	10hrs
III	<p><b>Sequencing Problem:</b> Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m - Machines Problems. Queuing Theory: Characteristics of M/M/I Queue model; Application of Poisson and Exponential distribution in estimating arrival rate and service rate; Applications of Queue model for better service to the customers. <b>Case studies Discussion</b></p>	10hrs
IV	<p><b>Replacement Problem:</b> Replacement of assets that deteriorate with time, replacement of assets which fail suddenly. <b>Project Management:</b> Rules for drawing the network diagram, Applications of CPM and PERT techniques in Project planning and control; crashing of operations.</p>	10hrs

## COURSE OUTCOME

Course Outcomes	Bloom's taxonomy
CO 1: To formulate linear programming problem and to find optimal solution by graphical simplex method.	Knowledge (K 2) Remembering (K1)
CO2: Be able to understand the characteristics of different types of decision-making environments and the appropriate decision making approaches and tools to be used in each type.	Knowledge (K 2) Applying (K 4)
CO 3: Be able to build and solve Transportation Models and Assignment Models also to solve game theory problems by understanding pure and mix strategies.	Applying (K 4) Analyzing (K 5)
CO 4: To assign optimal sequence of difference jobs on different machines and develop understanding of queuing theory concepts.	Comprehending (K 3)
CO 5: To implement replacement of equipment's at right time and able to implement project management concepts like CPM, PERT to reduce cost and time.	Applying (K4)

### Suggested Readings:

- 1) Apte-Operation Research and Quantitative Techniques (Excel Books)
- 2) S Kalawathy-Operation Research (Vikas IVth Edition)
- 3) Natarajan- Operation Research(Pearson)
- 4) Singh & Kumar—Operation Research(UDH Publisher edition 2013)
- 5) Taha Hamdy - Operations Research - An Introduction (Prentice-Hall, 9th edition)
- 5) Vohra - Quantitative Techniques in Management (Tata McGraw-Hill, 2nd)
- 6) Kothari - Quantitative Techniques (Vikas 1996, 3rd Edition).
- 7) Sharma J K - Operations Research (Pearson, 3rd Edition)

## MBA403: RESEARCH METHODOLOGY

### Course Objectives:

- 1) Demonstrate familiarity with major concepts, theoretical perspectives, empirical findings, and historical trends.
- 2) Apply basic research methods including research design, data analysis, and interpretation.
- 3) Students should be able to conceptualize the primary characteristics of quantitative research and qualitative research.
- 4) Students should be able to design a good quantitative purpose statement and good quantitative research questions and hypotheses.
- 5) Students should be able to design a good qualitative purpose statement and a good central question in qualitative research.

### Detailed Syllabus

Unit	Topics	Hours
I	<b>Introduction:</b> Concept of Research and Its Application in Various Functions of Management, Types of Research, Types of Business Problems Encountered by the Researcher, Problems and Precautions to the Researchers.	10hrs
II	<b>Process of Research:</b> Steps Involved in Research Process. Research Design : Various Methods of Research Design, Collection of Data. <b>Case studies Discussion</b>	10hrs
III	<b>Concept of Sample:</b> Sample Size and Sampling Procedure, Various Types of Sampling Techniques, Determination and Selection of Sample Member, Types of Data: Secondary and Primary, Various Methods of Collection and Data, Preparation of Questionnaire and Schedule, Types of Questions, Sequencing of Questions, Check Questions, Length of Questionnaire, Precautions in Preparation of Questionnaire and Collection of Data.	10hrs
IV	<b>Analysis of Data:</b> Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance, Use of SPSS in Data Analysis, Application and Analysis of Variance (ANOVA). Measurement and Central Tendency, Measure of Dispersion and their Advantages. <b>Case studies Discussion</b>  <b>Report Preparation:</b> Types and Layout of Research Report, Precautions in Preparing the Research Report. Bibliography and Annexure in the Report : Their Significance, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons.	10hrs

## COURSE OUTCOME

Course Outcomes	Bloom's taxonomy
CO 1: Knowledge about the types of Research and Business Problems.	Knowledge (K 2) Remembering (K1)
CO2: Understanding the determination and selection of Sample size.	Knowledge (K 2) Applying (K 4)
CO 3: Practical exposure about the use of SPSS in Data Analysis.	Applying (K 4) Analyzing (K 5)
CO 4: Knowledge about the preparation of report.	Comprehending (K 3)
CO 5: Enhance the conducting the market research also.	Applying (K4)

### Suggested Readings:

1. Kothari C R – *Research Methodology Methods & Techniques* (New Age International Publishers)
2. C. Murthy- *Research Methodology* (Vrinda Publications)
3. Bhattacharyya-*Research Methodology*(Excel Books)
4. Panneer Selvam - *Research Methodology* (Prentice Hall of India, Edition 2008)

### Web Links:

- 1) <https://www.swayamprabha.gov.in/index.php/program/archive/16>
- 2) <https://www.swayamprabha.gov.in/index.php/program/archive/5>

## **MBA408: PROJECT REPORT/ DISSERTATION AND VIVA(100 MARKS)**

In fourth semester, the candidates will have to submit a Research Project Report on a problem/topic (from the specialization areas) to be **assigned by the Department of Business Administration or Department of Commerce** under the supervision of a core faculty member of the department.

The Research Project Report will carry 100 marks. The evaluation of the project report will be done by two examiners (external & internal of all faculty members). **The evaluation will consist of (1) Evaluation of Project Report (2) Evaluation of Viva on Project.**

**The evaluation of Viva Voce of Project would be evaluated by two examiners (1 external and 1 internal).**

The report will contain the objectives and scope of the study. Research Methodology, use, importance of the study, analysis of data collected, conclusions and recommendations. It will contain relevant charts, diagrams and bibliography.

**A certificate of the supervisor and the Coordinator Business Administration certifying the authenticity of the report shall be attached therewith.** The student will submit two copies of the report to the Coordinator /Head of Dept. of Business Administration. **The number of pages in the report will be 75 or more. The report should be typed in A-4 size paper.**

**GROUP - MARKETING MANAGEMENT (MM)**

Semester	Subject Code	Subjects
Semester-III	MM-031	Consumer Behavior and Customer Loyalty
Semester-III	MM-032	Product & Brand Management
Semester-III	MM-033	Marketing Analytics (Theory: 60, Mid Sem:15 and Pratical:25)
Semester-IV	MM-041	Retail Management (Theory: 60, Mid Sem:15 and Pratical:25)
Semester-IV	MM-042	Rural Marketing

# MBA-MM-031: CONSUMER BEHAVIOUR AND CUSTOMER LOYALTY

## Course Objectives:

- 1) To understand the conceptual foundations of consumer buying behavior.
- 2) To equip the learner to apply the principles consumer behavior in the FMCG and consumer durables industry.
- 3) To increase understanding of the key issues in crafting and evaluating customer loyalty strategies.
- 4) To help the learner distinguish between consumer behavior and customer loyalty.

## Detailed Syllabus

Unit	Topics	Hours
I	<b>Overview of Consumer Behaviour</b> : Understanding Consumer Behavior- Meaning and Concept of Consumer and Customer, Consumer Learning, Different Models in Consumer Behavior, Consumer Decision making process-Concept of Consumer Decision; Levels of Consumer Decision Making; Consumer Decision Making Model, Changing Indian Consumer Behavior-Drivers of Change; Changing Consumer Trends; Rural Consumer Behavior; New Consumption Patterns, Organisational Buying Behaviour. <b>Case studies Discussion</b>	08
II	<b>Factors Influencing Consumer:</b> Buying Decision Influence of Culture on Consumer Behavior-Concept of Culture; The measurement of Culture; Indian Core Values; Cultural aspects of emerging markets, Values, Lifestyles, and Psychographics- Impact of Values, Lifestyles and Psychographics on buying behavior; Demographics, Lifestyles and Psychographics; Values and Value Systems, Group Influence on Consumption- Role of reference groups; Effect of reference groups on consumer decision making; Celebrity endorsements . <b>Case studies Discussion</b>	10
III	<b>Customer Loyalty:</b> Comprehension Meaning and definition of customer loyalty, Significance of Customer Loyalty, Customer Loyalty Ladder, Loyalty Principles, Benefits of Customer Loyalty, Customer Loyalty and its relationship with customer satisfaction, Customer retention and Brand Loyalty, Factors affecting customer loyalty formation, Rai-Srivastava model of customer loyalty formation, Drivers of Customer Loyalty. <b>Case studies Discussion</b>	12
IV	<b>Customer Loyalty Outcomes:</b> Characteristic Features of Behavioral Loyalty, Attitudinal Loyalty and Cognitive Loyalty, Role of Customer Loyalty outcomes in business decisions, Significance of Customer Loyalty for Marketers, Relationship Influencers of Customer Loyalty including factors mediating customer loyalty relationship with other relationship influencers, Customer Affinity, Customer Engagement.  <b>Customer Loyalty Measurement and Application:</b> Measuring Customer Loyalty, Customer Loyalty measurement models and scales, Influence of Service Quality on Customer Loyalty, Customer Loyalty in Retail Industry, Customer Loyalty in Banking and Insurance Industry, Customer Loyalty Application in Aviation Industry.	10

## COURSE OUTCOME

Course Outcomes	Bloom's taxonomy
CO 1: Knowledge about the changing Indian Consumer Behavior-	Knowledge (K 2) Remembering (K1)
CO2: Evaluate the Lifestyles and Psychographics of consumers.	Knowledge (K 2) Applying (K 4)
CO 3: Develop the buying decision Influence of culture on consumer Behavior-	Applying (K 4) Analyzing (K 5)
CO 4: Knowledge about the role of Customer Loyalty outcomes in business decisions.	Comprehending (K 3)
CO 5: Knowledge about the customer loyalty measurement and application in different service sector.	Applying (K4)

## Suggested Readings

1. *D. L. Loudon, J. Albert Della Bitta: Consumer Behavior; Concepts and Applications, Tata McGrawHill Publishing Company Limited*
2. *L. G. Schiffman, L. L. Kanuk, & S. R. Kumar: Consumer Behavior, Pearson Education Inc.*
3. *Rai Alok K., Srivastava M., "The Character of Customer Loyalty", TATA MCGraw Hill*

## MBA-MM-032: PRODUCT AND BRAND MANAGEMENT

### Course Objective:

- 1) 1 . To understand the importance of product in the success of a business organization Product Management central to the marketing management function in the organization.
- 2) To equip the students with the knowledge to effectively analyze, plan and manage the product function.
- 3) To develop an understanding about the process of building up brand image and maintenance thereof.

### Detailed Syllabus

Unit	Topics	Hours
I	<b>Product Management:</b> Product Management Process, Value Proposition offered by a Brand, Product Planning (National, International Markets), Product Portfolio analysis (evaluation), Product Strategies, Life cycle management, Packaging and Labelling Decision. Launching and Commercialization of a new product: New product planning, Market Planning, Advertising budget formation, Commercialization and Launch (Techniques).	08
II	<b>Brand Management:</b> Brand Management, Brand Identity and Sources, Brand Creation Principles – Brand Awareness, Brand Personality, Time Effects – Pyramidal Model, Revitalising Brands, Brand Equity, Brand Extension. <b>Case studies Discussion</b>	10
III	<b>Brand and Product Strategies:</b> Corporate Branding, Portfolio Brands. Making Brands Global, Making strong Brands, Brand Equity-process to build Brand Equity, Elements. <b>Case studies Discussion</b>	12
IV	<b>Developing a Brand Equity:</b> Measurement and Measurement System, Integrating Marketing communications to Build Brand Equity, Designing Marketing Programs to Build Brand Equity. <b>Case studies Discussion</b>	10

## COURSE OUTCOME

<b>Course Outcomes</b>	<b>Bloom's taxonomy</b>
CO 1: Students will develop knowledge, understanding and skills in product and brand management.	Knowledge (K 2) Remembering (K1)
CO2: Acquainted with better understanding of analyzing brand equity.	Knowledge (K 2) Applying (K 4)
CO 3: Develop analytical skills for effective decision alternatives in brand management.	Applying (K 4) Analyzing (K 5)
CO 4: Develop the knowledge, understanding and skills in brand equity measurement.	Comprehending (K 3)
CO 5: Develop the Designing Marketing Programs to Build Brand Equity.	Applying (K4)

### Suggested Readings:

1. Harsh Verma; *Brand Management: Text and cases*; Excel Books
2. Kevin Lane Keller; *Strategic Brand Management – Building, Measuring and Managing Brand Equity*; 3rd Edition, Prentice Hall of India INC, 2008
3. David Aaker; *Building Strong Brands*; Simon and Schuster Limited
4. David Aaker; *Brand Leadership*; Simon and Schuster Limited.
5. Majumdar; *Product Management*; Prentice Hall of India.

## MBA-MM-033: MARKETING ANALYTICS

### Course Objectives:

- 1) To understand the basic concepts of Marketing Analytics.
- 2) To study various tools to have marketing insights in various marketing areas through empirical data.
- 3) To interpret the marketing data for effective marketing decision making.
- 4) To draw inferences from data in order to answer descriptive, predictive.
- 5) prescriptive questions relevant to marketing managers.

### Detailed Syllabus

Unit	Topics	Hours
I	<b>Introduction to marketing Analytics:</b> Meaning, characteristics, advantages and disadvantages of marketing analytics, Market Data Sources (Primary and Secondary). Market Sizing: Stakeholders, Applications & Approaches (Top-down and Bottom-up), PESTLE Market Analysis, Porter Five Force Analysis.	08
II	<b>Pricing Analytics :</b> Pricing Policy and Objectives, Estimating Demand: Price Elasticity, Estimating Linear and Power Demand Curves, Optimize Pricing, Incorporating Complementary Products, Pricing using Subjective Demand Curve, Pricing Multiple Products, Price Bundling & Nonlinear Pricing: Pure Bundling & Mixed Bundling, Determine Optimal Bundling Pricing, Profit Maximizing strategies using Nonlinear Pricing Strategies, Price Skimming & Sales, Revenue Management: Markdown Pricing and Handling Uncertainty.	10
III	<b>Sales Forecasting:</b> Introduction, Simple Linear Regression & Multiple Regression model to forecast sales, Forecasting in Presence of Special Events, Modeling trend and seasonality; Ratio to moving average forecasting method, Using S curves to Forecast Sales of a New Product. <b>Case studies Discussion</b>	12
IV	<b>Customer Analytics:</b> Customer Lifetime Value: Concept, Basic Customer Value, Measuring Customer Lifetime value, Estimating Chance that customer is still active, Using Customer Value to value a business Market Segmentation : The segmentation-targeting-positioning (STP) framework, Segmentation, The concept of market segmentation, managing the segmentation process, Deriving market segments and describing the segments using Cluster analysis. <b>Case studies Discussion</b>  <b>Retailing &amp; Advertising Analysis:</b> Market Basket analysis: Computing two way and three way lift, RFM Analysis, Allocating Retail Space and Sales Resources: Identifying the sales to marketing effort relationship & its modeling, optimizing sales effort Advertising Analysis: Measuring the Effectiveness of Advertising, Pay per Click (PPC) Online Advertising.	10

## COURSE OUTCOME

Course Outcomes	Bloom's taxonomy
CO 1: Students will develop the skill in marketing analytics.	Knowledge (K 2) Remembering (K1)
CO2: Students will be acquainted with better understanding of real life marketing data and its analysis.	Knowledge (K 2) Applying (K 4)
CO 3: Students will develop analytical skill for effective market decision making in real life environment.	Applying (K 4) Analyzing (K 5)
CO 4: Develop the Sales Forecasting skills.	Comprehending (K 3)
CO 5: Develop the Measuring the Effectiveness of Advertising.	Applying (K4)

### Suggested Readings:

1. *Marketing Analytics: Data-Driven Techniques with Microsoft Excel* by Wayne L
2. *Winston Wiley India Pvt. Ltd.*
3. *Marketing Analytics: Strategic Models and Metrics* by Stephan Sorger, Create 4. Space Publishing
5. *Marketing Engineering and Analytics* by Gary Lilen, Arvind Rangaswamy, and Arnaud De Bruyn, Decision Pro, Inc.
6. *Marketing Metrics* by Dugar Anurag, SAGE Publishing India

### Web Resources:

- ✓ [www.stattutorials.com](http://www.stattutorials.com) (Statistics tutorials including worked examples using softwares like SPSS)
- ✓ [www.analyzemath.com/statistics.html](http://www.analyzemath.com/statistics.html) (Statistics tutorials)
- ✓ [www.burns-stat.com/pages/tutorials.html](http://www.burns-stat.com/pages/tutorials.html) (Statistics tutorials)

## MBA-MM-041 RETAIL MANAGEMENT

### Course Objectives:

- 1) This course is designed to provide the learner a good understanding of the concepts, strategies
- 2) The trends associated with a retail operation in the Indian market place.
- 3) To help the learner to explore the current retail environment, key retail management strategies.

### Detailed Syllabus

Unit	Topics	Hours
I	<b>Retailing and Environment</b> :An overview of retailing – Types of stores – Product retailing vs. Service retailing – Non-store retailing Retail strategy – Achieving competitive advantage and positioning Retailing environment – legal, social, economic, technological, issues Trends in the Indian Retailing Industry. <b>Case studies Discussion</b>	08
II	<b>Store location and layout Retail store location and layout:</b> Country/Region analysis – Trade area analysis – Site evaluation and selection Store design and layout – Comprehensive store planning Exterior design and layout – Interior store design and layout – Interior design elements. <b>Case studies Discussion</b>  <b>Merchandise planning and pricing:</b> Planning merchandise needs and merchandise budgets – Methods for determining inventory evaluation – Assortment planning, buying and vendor relations Merchandise pricing – Price strategies – Psychological pricing – Mark-up and markdown strategies.	10
III	<b>Retailing communication and selling process:</b> Communicating with the retail customer – Retail promotion mix-Advertising – Sales promotion – Publicity Retail selling process – Retail database – In-store customer service. <b>Case studies Discussion</b>	12
IV	<b>Retail trends Globalisation and changing retail formats:</b> Virtual store – E-tailing – International Retailing – Opportunities and challenges New customized formats (customized stores, portable stores, merchandise depots, retail theater, service malls, customer-made stores, interactive kiosks, shopping arcades)	10

## COURSE OUTCOME

Course Outcomes	Bloom's taxonomy
CO 1: Knowing about the comprehensive retail store planning.	Knowledge (K 2) Remembering (K1)
CO2: Develop the Store location and layout Retail store location and layout strategies.	Knowledge (K 2) Applying (K 4)
CO 3: Develop the retailing communication strategies.	Applying (K 4) Analyzing (K 5)
CO 4: Knowing the new customized formats.	Comprehending (K 3)
CO 5: Evaluate the legal, social, economic, technological, issues Trends in the Indian Retailing Industry.	Applying (K4)

### Suggested Readings:

1. *Still, R.R., Cundiff, E.W. and Govani, N.A.P.; Sales Management; Pearson Education*
2. *Venugopal, Pingali, Sales and Distribution Management, SAGE Publishing*
3. *Berman, Evans, Retail Management Strategic approach, Pearson*
4. *Chaudhary Prashant , Selling and Negotiation, SAGE Publishing*
5. *Tapan Panda: Sales and Distribution Management, OUP.*
6. *Havaldar, K.K., and Cavale, V.M.; Sales and Distribution Management; McGraw- Hill Education.*
7. *Pradhan Swapna; Retailing Management; McGraw-Hill Education*

## MBA-MM-042: RURAL MARKETING

### Course Objectives:

- 1) The aim of the course is to introduce the basic concepts of Rural Marketing.
- 2) To understand the rural environment in the Indian context.
- 3) The course also intends to provide a strategic perspective of the classification of products and services in rural marketing.
- 4) The course will enable the students to understand rural marketing strategies such as merchandise, brand, pricing,

### Detailed Syllabus

Unit	Topics	Hours
I	<b>Introduction-</b> Definition, Scope of Rural Marketing, Concepts, Components of Rural Markets, Rural versus Urban Markets, Rural Market in India – size and scope, Factors contributing to Growth of Rural Markets . Rural Consumer behavior- Characteristics of rural consumers, Occupation and Income, Economic circumstances, Lifestyle, Consumer buying behaviour models, Factors affecting Rural Consumer Behaviour, Consumer Buying Process. <b>Case studies Discussion</b>	08
II	<b>Rural Marketing Environment-</b> Rural Environment, Occupation Pattern, Expenditure Pattern, Rural Demand and Consumption Pattern, Rural Markets Segmentation, Targeting and Positioning strategies, Four A's of Rural Marketing Mix. <b>Case studies Discussion</b>	10
III	<b>Product and Pricing</b> - Classification of products and services in Rural marketing, Rural Marketing of FMCG's and Consumer durables- issues and challenges, Importance of Branding, Packaging and Labelling, New Product launch techniques for rural markets, Nature of Competition in Rural Markets, Pricing Strategies in Rural Markets. <b>Case studies Discussion</b>	12
IV	<b>Distribution, Communication and Future-</b> Accessing Rural Markets, Channels of Distribution, Prevalent Rural Distribution Models, Emerging Distribution Models, Rural Retail System, Rural Communication strategy, Rural Media, Advertising and promotion strategies for rural markets, Challenges in Rural Communication, Future of Rural Marketing in India- Role of Government, Rural Micro Finance, Digitalizing the Indian rural markets.	10

## COURSE OUTCOME

Course Outcomes	Bloom's taxonomy
CO 1: This course will enable the students to know the various traditional, modern and evolving rural marketing communication tools.	Knowledge (K 2) Remembering (K1)
CO2: To understand how a company creates and manages its rural marketing activities.	Knowledge (K 2) Applying (K 4)
CO 3: It would include knowing practical application through variety of case studies.	Applying (K 4) Analyzing (K 5)
CO 4: Understand the rural communication strategy.	Comprehending (K 3)
CO 5: Develop the rural marketing of FMCG's and consumer durables.	Applying (K4)

### Suggested Readings:

1. Dogra B., & Ghuman K. (2010). *Rural Marketing Concepts and Practices*. New Delhi: Tata McGrawHill.
2. Gopal Swamy, T. P. (2009). *Rural Marketing (3rd ed.)*. New Delhi: Vikas Publishing House.
3. Kashyap, P., & Raut, S. (2007). *Rural Marketing (5th ed.)*. Wiley India Pvt.Ltd
4. KrishnamaCharyulu, C.S.G., & Ramakrishnan, L. (2011). *Rural Marketing Text & Cases (2nd ed.)*. Pearson Education.
5. Krishnamoorthy R. (2014). *Introduction to Rural Marketing, 4th Edition*. Himalaya Publishing House.
6. Ramakrishnan, R. (2006). *Rural Marketing in India – Strategies and Challenges*. New Century Publications.

## **GROUP - FINANCE MANAGEMENT (FM)**

<b>Semester</b>	<b>Subject Code</b>	<b>Subjects</b>
Semester-III	FM-031	Security Analysis & Portfolio Management
Semester-III	FM-032	Financial Institutions, Services and Fintech
Semester-III	FM-033	Financial Analytics (Theory: 60, Mid Sem:15 and Pratical:25)
Semester-IV	FM-041	Financial Derivatives (Theory: 60, Mid Sem:15 and Pratical:25)
Semester-IV	FM-042	Behavioural Finance

# MBA-FM-31: SECURITY ANALYSIS AND INVESTMENT MANAGEMENT

## Course Objectives:

- 1) To provide students with a conceptual and analytical framework of evaluating a security.
- 2) To provide students with working knowledge framework of different financial instruments, their risk and returns and their usefulness while constructing portfolios.
- 3) To familiarize students with portfolio construction and management techniques and strategies.
- 4) To appreciate the ethical and social dimensions of financial markets and portfolio management.

## Detailed Syllabus

Unit	Topics	Hours
I	<b>Overview of Capital Market:</b> Market of securities, Stock Exchange and New Issue Markets - their nature, structure, functioning and limitations; Trading of securities: equity and debentures/ bonds. Regulatory Mechanism: SEBI and its guidelines; Investor Protection, Saving, investment, speculation. Type of investors, Aim & Approaches of security analysis.	10hrs
II	<b>Risk &amp; Return:</b> Concept of Risk, Component & Measurement of risk, covariance, correlation coefficient, measurement of systematic risk. Fundamental Analysis: Economic, Industry, Company Analysis, Technical Analysis: DOW Theory, Support and Resistance level, Type of charts & its interpretations, Trend line, Gap Wave Theory, Relative strength analysis , Technical Versus Fundamental analysis. <b>Case studies Discussion</b>	10hrs
III	<b>Nature of Stock Markets:</b> EMH (Efficient Market Hypothesis) and its implications for investment decision. <b>Valuation of Equity:</b> Nature of equity instruments, Equity Valuation Models. Approaches to Equity Valuation: <b>Valuation of Debentures/Bonds :</b> nature of bonds, valuation, Bond theorem, Term structure of interest rates, Duration. <b>Valuation of Derivatives</b> (Options and futures): concept, trading, valuation. <b>Case studies Discussion</b>	12hrs
IV	<b>Portfolio Analysis and Selection:</b> Portfolio concept, Portfolio risk and return, Beta as a measure of risk, calculation of beta, Selection of Portfolio: Markowitz's Theory, Single Index Model, Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory. <b>Portfolio Management and Performance Evaluation:</b> Performance evaluation of existing portfolio, Sharpe, Treynor and Jensen measures; Finding alternatives and revision of portfolio	08 hrs

## COURSE OUTCOME

Course Outcomes	Bloom's taxonomy
CO 1: Knowledge about the Organization and Functioning of securities markets.	Knowledge (K 2) Remembering (K1)
CO2: Develop the skills of Portfolio Management - Some background assumptions; Markowitz portfolio Theory; An introduction to asset pricing models – Capital Market Theory	Knowledge (K 2) Applying (K 4)
CO 3: Helpful about knowing the Equity portfolio management strategies.	Applying (K 4) Analyzing (K 5)
CO 4: Develop the Portfolio Management and Performance Evaluation.	Comprehending (K 3)
CO 5: Know about Valuation of Debentures and shares.	Applying (K4)

### Suggested Readings:

- 1) Ranganatham - *Security Analysis and Portfolio Management* (Pearson Education, 2st Ed.)
- 2) Chandra P - *Investment Analysis and Portfolio Management* (Tata Mc Graw Hill, 2008)
- 3) Bhatt - *Security Analysis and Portfolio Management* (Excel Books)
- 4) Bhatt- *Security Analysis and Portfolio Management* (Wiley Dreamtech)
- 5) Pandian P - *Security Analysis and Portfolio Management* (Vikas, 1st Ed.)
- 6) Bodie, Kane, Marcus & Mohanti - *Investment and Indian Perspective* (TMH, 6th Ed.).

# MBA-FM-32: FINANCIAL INSTITUTIONS, SERVICES AND FINTECH

## Course Objectives:

- 1) General Knowledge about the Financial markets and its functions.
- 2) To familiarize students with Financial System, Institutions & Market.
- 3) To help them to acquire skill to deal with various financial instruments.
- 4) To know about Fin tech regulations in emerging markets.
- 5) To know about the Digital Disruption in Financial Services.

## Detailed Syllabus

Unit	Topics	Hours
I	<b>Financial Institutions</b> : Financial institutions and economic development, Regulatory Institutions, Development Institutions, Banking Institutions, Investment Institutions, Non- Banking Finance Companies Regulatory Institutions: RBI SEBI & IRDA, PFRDA Development Institutions: Challenges faced by development institutions.	10hrs
II	<b>Banking Institutions</b> : Evolution and growth of banking system , Project Appraisal Criteria, Narsimhan Committee Recommendations, Management of NPA , Banking Innovations, Basle Committee Recommendations, CAR - Risk Weighted Assets, Asset Liability Management in Commercial Banks, Retail and Wholesale Banking, , Bank assurance, Universal Banking, Payment Banks, Small Finance Banks, Digital Banking Units(DBUs) <b>Case studies Discussion</b>	10hrs
III	<b>Investment Institutions</b> : Role of Insurance companies, Life Insurance & general Insurance, Recent developments in insurance sector , <b>Mutual Funds</b> , types, Organization and Management, Regulations of Mutual Funds Recent Development in Mutual Fund Sector <b>Non-Banking Finance Companies</b> : Nature, types, performance, salient features of NBFC , challenges and recent development in NBFC Sector	12hrs
IV	<b>Introduction to FinTech-</b> Global Financial crisis of 2008 and the rise of Fintech - Major areas in FinTech- Recent developments - Future prospects and potential issues with FinTech. Fin tech regulations in emerging markets – rise in fintech companies – government restrictions and regulations. <b>Case studies Discussion</b> <b>Digital Disruption in Financial Services</b> - The changing role of SMAC for financial services- FinTech for actionable insights in digital banking and digital insurance Rethinking customer experience management in BFSI. <b>Digital transformation through Big Data-</b> Algorithm driven wealth management, crowd funding and P2P lending- Financial inclusion Gamification, chatbots and robotic process automation for digital disruption - Managing FinTech startups.	08hrs

## COURSE OUTCOME

Course Outcomes	Bloom's taxonomy
CO 1: Understand the Regulatory Institutions: RBI SEBI & IRDA, PFRDA.	Knowledge (K 2) Remembering (K1)
CO2: Know how about Narsimhan Committee Recommendations and also Management of NPAs.	Knowledge (K 2) Applying (K 4)
CO 3: Analysis about the regulations of Mutual Funds in India.	Applying (K 4) Analyzing (K 5)
CO 4: Develop the digital disruption in financial services.	Comprehending (K 3)
CO 5: Analyze the major areas in FinTech.	Applying (K4)

### Suggested Readings:

1. Khan M Y, 1999, *Indian Financial System, 2nd Ed.*, Tata McGraw Hill
2. Chandra, P. 1999, *Financial Management: Theory and Practice, 4th Ed.*, Tata McGraw Hill
3. Bhole L M, 2000, *Financial Institutions and Markets: Structure, Growth & Innovations*, TMH
4. Chandra, P. 1997, *Financial Management: Theory & Practice*, Tata McGraw Hill Publishing Company Limited.
5. *The FINTECH Book*, Susanne Chishti and Janos Barberis, Wiley, 2016

## MBA-FM-33: FINANCIAL ANALYTICS

### Course Objectives:

- 1) To familiarize students with basic concepts of Credit Risk Foundation & Risk Modeling.
- 2) To analyses the Risk Modeling techniques to facilitate the managers in managing their portfolio.
- 3) To acquaint students in respect to investment decisions related to financial assets, risks& returns involved.
- 4) To make aware about functioning of securities market alongside the theories& concepts involved in Support Vector Machines and how they are used in Risk Analytics.

### Detailed Syllabus

Unit	Topics	Hours
I	<b>Credit Risk Foundation &amp; Risk Modeling</b> Credit Risk Foundation - Overview of Consumer Credit Products - Credit Risk Fundamentals - Credit Rating Agencies - External Analysis for Credit Information - Verification Frameworks Risk modeling – Fundamentals - Different approaches for risk modeling - Binomial Logistic, Multinomial Logistic, Survival Analysis, Penalized Models, Hazard Models, ARIMA.	10hrs
II	<b>Risk Modeling: Deep Dive</b> Decision Trees – Clustering - Build Model to Predict Probability of Default (PD) - Rare Event Modeling - Business case studies using industry relevant datasets on almost all the models - Advanced Modeling Techniques – Neural Networks (Pros/Cons), Support Vector Machines and how they are used in Risk Analytics. <b>Case studies Discussion</b>	10hrs
III	<b>Credit Risk Regulations (Global) BASEL-II:</b> Concepts – Pillar 1, 2 and 3 - BASEL II vs BASEL III - IFRS9 standards - Comparison between requirements by FSA and APRA - Comparison between IFRS9 standard and CECL (FASB) - CCAR - Regulation and calculation overview - Asset Classes - <b>Business case studies.</b>	12hrs
IV	<b>Model Validation – Regulations’ Context:</b> Data Cleaning & Model Diagnostics, Variable Selection, Candidate Models, Residual Diagnostics, Holdout / OOT Sample Testings - SR 11-7 Requirements – Detailed understanding (Conceptual Soundness, Outcome Analysis, and Model Monitoring) - Model Documentation. <b>Case studies Discussion</b>  <b>Advanced Credit Risk Models:</b> Setting up models Economic,LGD Calculations - Selection of “Discount” Factor in creating Economic LGD - Conversion of model LGD to “Downturn LGD” - How EAD is calculated for Loan Products vs Products with Limits - EAD Modeling options for / approach comparison.	08hrs

## COURSE OUTCOME

<b>Course Outcomes</b>	<b>Bloom's taxonomy</b>
CO 1: Understand the different approaches for risk modeling.	Knowledge (K 2) Remembering (K1)
CO2: Discuss about advanced modeling techniques – Neural Networks (Pros/Cons).	Knowledge (K 2) Applying (K 4)
CO 3: Evaluate the BASEL-II: Concepts – Pillar 1, 2 and 3 - BASEL II vs BASEL III.	Applying (K 4) Analyzing (K 5)
CO 4: Understand the Data Cleaning & Model Diagnostics, Variable Selection.	Comprehending (K 3)
CO 5: Develop a new Advanced Credit Risk Models.	Applying (K4)

### Suggested Readings:

1. *Jimmy Skoglund, Weichen, Financial Risk Management, John Wiley & Sons Inc.*
2. *Richard Apostolik, Foundations of Financial Risk: An Overview of Financial Risk and Risk-based Financial Regulation*
3. *Victoria Lemieuz, Financial Analysis and Risk Management, Springer Publication*
4. *Bart Baesens, Daniel Roesch, Harald Scheule, Credit Risk Analytics: Measurement Techniques, Applications, and Examples in SAS, Wiley and SAS Business Series*

## MBA-FM-41: FINANCIAL DERIVATIVES

### Course Objectives:

- 1) Students will be able to analyze the risks in different financial markets.
- 2) Acquire ability to selection of various options and then can apply them to specific markets.
- 3) Students will be able to understand the risk management, hedging, arbitrage between markets, and Market speculation.
- 4) Student will be able to strategically manage the financial derivatives.

### Detailed Syllabus

Unit	Topics	Hours
I	<b>Introduction: Derivatives Market;</b> Definition, Evolution and features of Derivatives, Types of Derivatives, Forward , futures and options market, Forward market transactions , Forward contracts , Forward market in India , Hedging with forwards. <b>Case studies Discussion</b>	10hrs
II	<b>Forwards and Futures:</b> Introduction to Forward Contract, features of forward contracts Futures contract , types , functions , distinction between futures and forward , pricing of futures contract, Currency Futures , Hedging in Currency Futures , Speculation and Arbitrage in Currency Futures , Pricing of Futures, Cost of Carry Model , Application of Market Index , Index Futures in the Stock Market , Indian Derivatives Market.	10hrs
III	<b>Options:</b> Introduction to options, types of Options, Hedging with Currency Options, Speculation and Arbitrage with Options, Index Options, Hedging with Index Options, Speculation and Arbitrage with Index Options, Index Options Market in Indian Stock Market, Use of different option strategies to mitigate the risk . <b>Case studies Discussion</b>	12hrs
IV	<b>Pricing Options:</b> General Principles of Pricing, Binomial Option Pricing Model, Black-Scholes Option Pricing Model, Monte-Carlo Simulation Unit – V (Session 06) Swaps : Financial Swaps, Managing Interest Rate Exposure, Interest Rate Swaps, Currency Swaps, Forward Rate Agreement. <b>Case studies Discussion</b>	08hrs

## COURSE OUTCOME

Course Outcomes	Bloom's taxonomy
CO 1: Understand about various derivatives instruments and derivative Market structure.	Knowledge (K 2) Remembering (K1)
CO2: Understand the forward and future pricing mechanism and strategies for hedging using various futures products.	Knowledge (K 2) Applying (K 4)
CO 3: Understand the option pricing mechanism and using options strategies for mitigating risk.	Applying (K 4) Analyzing (K 5)
CO 4: Understand the Commodity derivative market.	Comprehending (K 3)
CO 5: Understand the Swaps derivatives and their mechanism	Applying (K4)

### Suggested Readings:

1. Thomas Susan; *Derivatives Market in India*; Tata McGraw Hill, 2005
2. S.L. Gupta; *Financial Derivatives: Theory, Concepts and practices*; Prentice Hall India, 2013.
3. S.S.S Kumar; *Financial Derivatives*, Prentice Hall India, 6th ed
4. John C. Hull; *Options, Futures and other Derivatives*; Prentice Hall of India; New Delhi, 10th ed.

### Websites:

- 1) [www.bseindia.com](http://www.bseindia.com)
- 2) [www.nseindia.com](http://www.nseindia.com)
- 3) [www.nism.ac.in](http://www.nism.ac.in)
- 4) [www.sebi.com](http://www.sebi.com)
- 5) [www.careratings.com](http://www.careratings.com)
- 6) [www.crisil.com](http://www.crisil.com)
- 7) [www.icraindia.com](http://www.icraindia.com)

## MBA-FM-42: BEHAVIOURAL FINANCE

### Course Objectives:

- 1) To make the MBA students aware of the Behavioural Finance and Psychology.
- 2) To understand the psychology of investor behaviour, Behavioural Finance Market Strategies.
- 3) To evaluate the Fear & Greed in Financial Market, emotions and financial markets.
- 4) To discuss about Personality traits and risk attitudes in different domains.
- 5) Significance of behavioral finance in financial market.

### Detailed Syllabus

Unit	Topics	Hours
I	<b>Behavioural Finance:</b> Nature, Scope, Objectives and Significance & Application. History of Behavioural Finance, Psychology: Concept, Nature, Importance, The psychology of financial markets, The psychology of investor behaviour, Behavioural Finance Market Strategies, Prospect Theory, Loss aversion theory under Prospect Theory & mental accounting—investors Disposition effect. <b>Case studies Discussion</b>	10hrs
II	<b>Building block of Behavioural Finance,</b> Cognitive Psychology and limits to arbitrage. Demand by arbitrageurs: Definition of arbitrageur; Long-short trades; Risk vs. Horizon; Transaction costs and short-selling costs; Fundamental risk; Noise-trader risk; Professional arbitrage; Destabilizing informed trading (positive feedback, predation) Expected utility as a basis for decision-making. The evolution of theories based on expected utility concept. <b>Case studies Discussion</b>	10hrs
III	<b>Rationality :</b> Elsberg's paradoxes, Rationality from an economics and evolutionary prospective. Different ways to define rationality: dependence on time horizon, individual or group rationality. Herbert Simon and bounded rationality. Demand by average investors: Definition of average investor; Belief biases; Limited attention and categorization; Non-traditional preferences – prospect theory and loss aversion; Bubbles and systematic investor sentiment. <b>Case studies Discussion</b>	12hrs
IV	<b>External factors and investor behaviour:</b> Fear & Greed in Financial Market, emotions and financial markets: geomagnetic storm, Statistical methodology for capturing the effects of external influence onto stock market returns. <b>Behavioral corporate finance:</b> Empirical data on dividend presence or absence, ex-dividend day behavior. Timing of good and bad corporate news announcement. Systematic approach of using behavioural factors in corporate decision-making. Neurophysiology of risk-taking. Personality traits and risk attitudes in different domains.	08hrs

## COURSE OUTCOME

Course Outcomes	Bloom's taxonomy
CO 1: Understand the psychology of investor behaviour and behavioural finance market strategies.	Knowledge (K 2) Remembering (K1)
CO2:Understan the Noise-trader risk and Professional arbitrage.	Knowledge (K 2) Applying (K 4)
CO 3: Evaluate the Non-traditional preferences – prospect theory and loss aversion; Bubbles and systematic investor sentiment.	Applying (K 4) Analyzing (K 5)
CO 4: Understand the Fear & Greed in Financial Market, emotions and financial markets.	Comprehending (K 3)
CO 5: Analyze about Neurophysiology of risk-taking.	Applying (K4)

### Suggested Readings:

1. *Finding Financial Wisdom in Unconventional Places* (Columbia Business School Publishing)
2. *Bisen,pandey-Learning Behavioural Finance*(Excel Books)
3. *A History of Financial Speculation: Edward Chancellor*
4. *Forbes- Behavioural Finance* (Wiley India)
5. *The Little Book of Behavioral Investing* (Montier)
6. *The Psychology of Persuasion* (Collins Business Essentials)

**GROUP – HUMAN RESOURCE MANAGEMENT  
(HRM)**

Semester	Subject Code	Subjects
Semester-III	HRM-031	HR Practices
Semester-III	HRM-032	Performance & Reward Management
Semester-III	HRM-033	HR Analytics (Theory: 60, Mid Sem:15 and Pratical:25)
Semester-IV	HRM-041	Labour Legislation & Indian Labour Code (Theory: 60, Mid Sem:15 and Pratical:25)
Semester-IV	HRM-042	Strategic Human Resource Management

## MBA-HRM-31: HR PRACTICES

### Course Objectives:

- 1) To understand the evolution of HR Practices with organizational goals and strategies.
- 2) To recognize the roles and competencies of HR Practices professionals .
- 3) To understand the frame work of Human Practices in ICT.
- 4) To identify the content, outcomes and the process of HR Practices applications.
- 5) To evaluate and understand diversity issues and their impact on organizations and HR Practices.

### Detailed Syllabus

Unit	Topics	Hours
I	<p><b>Changing dimensions of the work concept</b> – Nature of works and practices of working hours – Employees Life in knowledge based organizations – Operational mechanisms of KBOs – Dimensions of HRM in Knowledge Based Organisations(KBOs) – New Roles and Challenges for HRM in the KBO. <b>Case studies Discussion</b></p> <p><b>Managing knowledge for organizational effectiveness</b> – Process and Methods - Concept of Intellectual Capital and Learning Orientation in the Organizations – Knowledge and Role related issues – Performance appraisal in a KBO.</p>	08
II	<p><b>Managing knowledge and Health of Human Resource and Organization</b> – Now work rules and Change of Mental makeup of the Employees – Employees attrition and Stress Management - Rewarding knowledge – <b>Management of Retention:</b> Employee Engagement' Initiatives, Work from Home Concepts (Short Term and Long Term) and Certain Special Provisions to Women Workforce, ERP, SAP, Oracle, PeopleSoft and Xpedien and so on at appropriate slots. <b>Case studies Discussion</b></p>	12
III	<p><b>Information and Communication Technology (ICT):</b> HR practices in KBO – HRIS for a KBO – Concept , Mechanisms , and Software Orientation – Performance Management – Mechanics and One Illustrative Process..</p>	08
IV	<p><b>Management of leisure in KBO</b> – HR and comprehensive recreation retention practices – Online Assessment of Employees changing pattern of attitude and behavioural components - Comprehensive Case Study on HRM in a KBO – Collection and Complication of the material by the participants under the guidance of the Resource Person. <b>Case studies Discussion</b></p>	12

## **COURSE OUTCOME**

<b>Course Outcomes</b>	<b>Bloom's taxonomy</b>
CO 1: Knowledge about the Concept of Intellectual Capital and Knowledge Based Organizations (KBOs)	Knowledge (K 2) Remembering (K1)
CO2: Develop the Performance appraisal in a KBO.	Knowledge (K 2) Applying (K 4)
CO 3: Managing knowledge and Health of Human Resource and Organization	Applying (K 4) Analyzing (K 5)
CO 4: Develop the Information and Communication Technology (ICT) and HR practices.	Comprehending (K 3)
CO 5: Develop the HR and comprehensive recreation retention practices.	Applying (K4)

### **Suggested Readings:**

1. *Frances Horibe, Managing Knowledge Workers, John Wiley and Sons*
2. *Ganesh Natarajan and Sandhya Shekhar, Knowledge Management – Enabling Business Growth, Tata McGraw-Hill Publishing Company Limited*

## MBA-HRM-32: PERFORMANCE & REWARD MANAGEMENT

### Course Objectives:

- 1) To provide an exposure of theories, techniques and approaches to background to Performance Management
- 2) To provide an exposure to the management students who intend to take up HRM & IT as their vocation.
- 3) To understand the Legal Issues in Performance Management.
- 4) HR Components of Reward system and its mechanisms to manage them effectively for the benefit of both the organization and its stakeholders.
- 5) To appreciate and acknowledgement of Reward for Special groups.

### Detailed Syllabus

Unit	Topics	Hours
I	<b>Concept</b> , Principles and Contribution of Performance Management–Dangers of poorly implemented performance management system— Contributions of Performance Management– Background to Performance Management-Performance Management and Performance Appraisal- Strategic issues in moving from Performance Appraisal to Performance Management.- Concerns of Performance Management– Ethical considerations– Legal Issues in Performance Management.	08
II	<b>Performance management and compensation strategies</b> – Job analysis, Job description, Job Employee benefits required by laws – Discretionary major employee benefits – Employee services, Health care, Long term care-Requirements of an effective benefits programme – Concerns of management – Important issues in Executive compensation – International compensation. <b>Case studies Discussion</b>	12
III	<b>Reward Management:</b> Concept, Aims, Components of Reward system– Role of Reward in organisation– Strategic perspectives of Reward–Reward as a motivational tool– Psychological contract–Reward policies Factors determining the rates of Pay– Strategic and Tactical pay related issues–Establishing Job Values and Relativities: Internal and External Equities–Job evaluation schemes, Internal Pay Structure, Reward survey– Designing Pay Level, Pay Mix and Pay Structures–Grade and Pay structures: Types, Design and Implementation— Group/Individual Incentive, Designing Incentive Scheme. <b>Case studies Discussion</b>	08
IV	<b>Reward for Special groups</b> – Directors, Chief executives, Senior Managers, professionals and knowledge workers, Scientists and Engineers, Sales Staff, contingent workers –Components of Executive Compensation package. Employee Benefits and Services–Rationale for employee benefits–Types of benefits, Choice of benefits, administering employee benefits, Tax considerations– Flexible benefits/Cafeteria Plans–Pension Schemes–ESOP—Computations of taxable income, overtime, etc.	12

## COURSE OUTCOME

Course Outcomes	Bloom's taxonomy
CO 1: Knowledge about the Legal Issues in Performance Management.	Knowledge (K 2) Remembering (K1)
CO2: Develop the performance appraisal- strategic issues.	Knowledge (K 2) Applying (K 4)
CO 3: Develop the Strategic perspectives of Reward–Reward as a motivational tool.	Applying (K 4) Analyzing (K 5)
CO 4: Designing Pay Level, Pay Mix and Pay Structures.	Comprehending (K 3)
CO 5: Develop the different employee benefits.	Applying (K4)

### Suggested Readings:

1. T.V. Rao; *Performance Management and Appraisal Systems: HR Tools for Global Competitiveness; Response Books, New Delhi, 2004.*
2. Premchada; *Performance Management: It's about Performance – Not just appraising, Macmillan; New Delhi, 2003 (Reprint-2005)*
3. Srinivas Kandula, R.; *Strategic Human Resource Development; Prentice Hall of India, New Delhi, 2001.*

## MBA-HRM-33: HR ANALYTICS

### Course Objectives:

- 1) This course introduces the student to the theory, concepts, and business application of HR analytics.
- 2) The student will use applicable benchmarks/metrics to conduct research and statistical analyses related to Human Resource Planning and Recruitment and Selection.
- 3) Employ appropriate software to record, maintain, retrieve and analyze Performance and training effectiveness.
- 4) Apply quantitative and qualitative analysis to understand and design compensation system.

### Detailed Syllabus

Unit	Topics	Hours
I	<b>Introduction to HR Analytics:</b> Evolution of HR Analytics, HR information systems and data sources, Evolution of HR Analytics; HR Metrics and HR Analytics; Intuition versus analytical thinking; HRMS/HRIS and data sources; Analytics frameworks like LAMP, HR Scorecard & Workforce Scorecard,	08
II	<b>Human Resource Planning and forecasting:</b> Quantitative and Qualitative Dimensions of HR Planning, Methods and Techniques of HR Demand Forecasting, Data Base for Manpower Forecasting. Recruitment and Selection Analytics: Evaluating Reliability and validity of selection models, Finding out selection bias, Predicting the performance and turnover. <b>Case studies Discussion</b>	12
III	<b>Performance Analysis:</b> Predicting employee performance, Training requirements, evaluating training and development, Optimizing selection and promotion decisions, Analyzing and Classifying training needs, Measuring training effectiveness, Predicting training effectiveness and performance. Designing a Compensation System: Understanding compensation Analytics, quantifiable data, Factors affecting Compensation & Benefits, Analytics for compensation planning, Competency Scorecard.. <b>Monitoring impact of Interventions:</b> Tracking impact interventions, Evaluating stress levels and valuechange. Formulating evidence based practices and responsible investment, Evaluation mediation process, moderation and interaction analysis.	08
IV	<b>Applications of HR Metrics and Creating HR Dashboards:</b> HR Metrics, Types of HR Metrics, Staffing Metrics, Training and Development Metrics, Application-oriented Exercises : Dashboards: Few Key Excel Add-ins/Functions to Help Create Dashboards, Name Range, The Developer Tab, Form Controls, Important Excel Formulas Useful for Creating Dashboards, VLOOKUP, INDEX, SUMIF, AVERAGEIF and COUNTIF, Application of Excel Functions in Creating HR Dashboards, Storyboarding: Connecting the Dots and Integrating the Findings.	12

## COURSE OUTCOME

Course Outcomes	Bloom's taxonomy
CO 1: Apply HR Analytical techniques in the areas of HRP, recruitment and selection, Compensation and Benefits and Training etc.	Knowledge (K 2) Remembering (K1)
CO2: Demonstrate HR function in adding value in business terms.	Knowledge (K 2) Applying (K 4)
CO 3: Utilise soft factors in a people management context and convert them into measurable variables.	Applying (K 4) Analyzing (K 5)
CO 4: Design a Metrics and Analysis index for recruitment, performance and or a training and development context.	Comprehending (K 3)
CO 5: Predict the issues using the available HR data and formulate the best strategies.	Applying (K4)

### Suggested Readings:

1. *Bhattacharya Kumar Dipak, HR Analytics Understanding Theories and Applications, SAGE Publishing*
2. *Banerjee Pratyush, Pandey Jatin and Gupta Manish (2019), Practical Applications of HR Analytics, SAGE Publishing.*
3. *Sesil. J, Applying advanced analytics to HR management decisions: Methods for recruitment, managing performance and improving knowledge management. Prentice Hall.*

# MBA-HRM-41: LABOUR LEGISLATION & INDIAN LABOUR CODE

## Course Objectives:

- 1) Demonstrate descriptive knowledge of the field of industrial relations.
- 2) Apply the essential concepts of industrial relations and their interrelationship at the personal, organisational and national levels.
- 3) Recognise and consider the social, historical and equity issues within industrial relations.
- 4) Investigate solutions to industrial relations problems based on research and assessment of current practices.
- 5) Communicate your knowledge of industrial relations in both written and verbal formats reactive to both audience and purpose.

## Detailed Syllabus

Unit	Topics	Hours
I	<b>Introduction:</b> Concept, objectives, functions, significance and aspects of Industrial Relations Emerging challenges of IR in India, Linking Industrial Relations with economic growth of a country. Trade Unionism: Development of trade unionism, functions, type and structure, problems and suggestive remedial measures of trade unions The Trade Unions Act 1926- objectives, recognition and registration, Industrial Democracy and Participative Management. <b>Case studies Discussion</b>	08
II	<b>Collective Bargaining:</b> Significance, types and Procedure of collective bargaining Discipline: definition and objectives, Misconduct, Disciplinary Action, Types of punishments, Code of Discipline, Domestic Enquiry. Grievance Function in IR: Meaning and content presentation of grievances, role of HR department, evaluation of grievance redressal machinery, grievance settlement procedure. <b>Case studies Discussion</b>	12
III	<b>Labor Acts:</b> The Factories Act, 1948, The Payment of Wages Act, 1923, The Workmen's compensation Act, 1972, The Industrial Disputes Act, 1947. The Payment of Minimum wages act 1936, The Contract Labor (Abolition and regulative) act, The ESI Act, 1948. The payment of Bonus Act, 1965, The payment of Gratuity Cat, 1972 The Maternity Benefit Act, 1961, Employee's Provident fund and Miscellaneous Provisions Act, 1952. <b>Case studies Discussion</b>	08
IV	<b>Indian Labor Code:</b> Objectives, significance and details about four codes and its guidelines. <b>Case studies Discussion</b>	12

## COURSE OUTCOME

Course Outcomes	Bloom's taxonomy
CO 1: Understand the significance and aspects of Industrial Relations Emerging challenges of IR in India	Knowledge (K 2) Remembering (K1)
CO2: Develop the industrial democracy and participative Management.	Knowledge (K 2) Applying (K 4)
CO 3: Know about collective bargaining Discipline and role of trade union.	Applying (K 4) Analyzing (K 5)
CO 4:Analyse the Labor Acts.	Comprehending (K 3)
CO 5: Understand the significance and details about four codes and its guidelines.	Applying (K4)

### Suggested Readings:

1. Mamoria CB, Mamoria, Gankar; *Dynamics of Industrial Relations*; Himalaya Publishing House, 15th Ed.)
2. Singh B.D; *Industrial Relations and Labour Laws*; Excel, 1st Ed.
3. Srivastava SC; *Industrial Relations and Labour Laws*; Vikas Publishing, 2000, 4th Ed.
4. Venkata Ratnam; *Industrial Relations*; Oxford University Press, 2006, 2nd Ed.
5. Monappa Arun; *Industrial Relations*; McGraw Hill Education

# MBA-HRM-42: STRATEGIC HUMAN RESOURCE MANAGEMENT

## Course Objectives:

- 1) To understand the forces that stimulate Strategic Human Resource Management.
- 2) To understand the e-HR: changing practices and emerging trends.
- 3) To manage the strategy driven role behaviours, culture and subsystems.
- 4) To understand the concept and techniques of Workforce utilization.
- 5) To enable the Emerging issues and concerns in SHRM.

## Detailed Syllabus

Unit	Topics	Hours
I	<b>Strategic Human Resource Management (SHRM):</b> An Overview Definitions, meaning and concept of SHRM, Characteristics of SHRM, Significance and evolution of SHRM, Prerequisites of SHRM, Emerging HR skills and competencies; Models of SHRM: Schools of thought, SHRM themes, The SHRM framework.	08
II	<b>The SHRM Context</b> <b>The human resource environment:</b> external and internal contextual factors; Impact of technology on HRM and e-HR: changing practices and emerging trends; Investment perspective to HRM.	12
III	<b>SHRM- Strategy Formulation:</b> Importance of HR to strategy; Role of HRM in strategy formulation; HR planning and strategic planning integration: approaches and steps; Strategic HR planning typologies. <b>Case studies Discussion</b> <b>SHRM- Strategy Implementation:</b> Application of SHRM; strategy driven role behaviours, culture and subsystems; Workforce utilization and employment practices; Strategic staffing, strategic learning, strategic reward and strategic appraisal and development system. <b>Case studies Discussion</b>	08
IV	<b>SHRM- Strategy Evaluation:</b> The performance impact of HR practices; Evaluating strategic contributions of HR practices-dimensions of evaluation, approaches and methods of evaluation, trends in evaluation; Employer branding and HR-Marketing integration; Emerging issues and concerns in SHRM. <b>Case studies Discussion</b>	12

## **COURSE OUTCOME**

<b>Course Outcomes</b>	<b>Bloom's taxonomy</b>
CO 1: Develop the Strategic staffing techniques.	Knowledge (K 2) Remembering (K1)
CO2: Know about the SHRM framework strategies.	Knowledge (K 2) Applying (K 4)
CO 3: Knowledge about the Impact of technology on HRM and e-HR.	Applying (K 4) Analyzing (K 5)
CO 4: Evaluate the strategic reward and strategic appraisal and development system.	Comprehending (K 3)
CO 5: Calculate the methods of evaluation of SHRM.	Applying (K4)

### **Suggested Readings:**

1. Greer, C. R.; *Strategic Human Resource Management*; Pearson Education: New Delhi; 2001
2. Chanda, A. and Kabra, S.; *HR Strategy*; Response Books: New Delhi; 2000
3. Tyson, S.; *HR Strategy*; Pitman Publishing: London; 1995
4. *Recent articles from HBR and other relevant international and Indian publications*

### **Web Resources:**

- ✓ [www.ilo.org](http://www.ilo.org)
- ✓ [www.labour.nicnet.in](http://www.labour.nicnet.in)
- ✓ [www.labourstart.org](http://www.labourstart.org)
- ✓ [www.ioe.org](http://www.ioe.org)
- ✓ [www.icc.org](http://www.icc.org)
- ✓ [www.icftu.org](http://www.icftu.org)
- ✓ <http://www.labour.nic.in>

**GROUP - INFORMATION TECHNOLOGY (IT)**

<b>Semester</b>	<b>Subject Code</b>	<b>Subjects</b>
Semester-III	IT-031	Enterprise Resource Planning (ERP)
Semester-III	IT-032	AI and Machine Learning for Business
Semester-III	IT-033	Web Analytics (Theory: 60, Mid Sem:15 and Pratical:25)
Semester-IV	IT-041	Business Data Warehousing & Data Mining (Theory: 60, Mid Sem:15 and Pratical:25)
Semester-IV	IT-042	Business Applications of Block Chain Technologies

## MBA-IT-31: ENTERPRISE RESOURCE PLANNING

### Course Objectives:

- 1) To impart knowledge about enterprise resource planning, related technologies and its implementation.
- 2) Critically reflect upon theoretical approaches and analyse their application to achieve use of enterprise systems to support operations and management practice.

### Detailed Syllabus

Unit	Topics	Hours
I	<b>Concept of ERP</b> , Advantages of ERP, Growth of ERP. Business process reengineering (BPR), Management information system (MIS); Decision support systems (DSS), Executive support systems (ESS), Data warehousing, Data mining; Online analytical processing (OLAP)- This is OLAP and not OLTP, Supply chain management (SCM), Customer relationship management (CRM), Enterprise Content Management (ECM), Business Process Management (BPM).	10hrs
II	<b>Functional areas and ERP:</b> Finance, Production planning, Control and maintenance, Sales and distribution, Human resource management (HRM), Inventory control system, Quality management; ERP Solutions in the markets, sector specific ERP solutions, Business Intelligence. <b>Case studies Discussion</b>	10hrs
III	<b>Evaluation and selection of ERP package</b> , Project planning, Implementation team training and testing, End user training and going live, Post evaluation and maintenance, Issues and challenges in ERP implementation, Business models with vendors, Cloud based ERP offering.	12hrs
IV	<b>Post implementation review of ERP Packages:</b> Manufacturing, Services, and other organizations. <b>Case studies Discussion</b>	08hrs

## **COURSE OUTCOME**

<b>Course Outcomes</b>	<b>Bloom's taxonomy</b>
CO 1: Conceptual knowledge of Enterprise Resource Planning.	Knowledge (K 2) Remembering (K1)
CO2: To identify the key tools and elements of ERP.	Knowledge (K 2) Applying (K 4)
CO 3: Competency to implement effective managerial practices through ERP.	Applying (K 4) Analyzing (K 5)
CO 4: Understanding of project planning and post implementation evaluation and maintenance.	Comprehending (K 3)
CO 5: Knowledge about the ERP packages.	Applying (K4)

### **Suggested Readings:**

- 1. Leon, Alexis; ERP Demystified; McGraw-Hill Education.*
- 2. Joseph, A. Brady, Ellen, F. Monk and Wangner, Bret J.; Concepts in Enterprise Resource Planning; Thomson Learning.*
- 3. Garg, V.K. and Venkitakrishnan, N.K.; Enterprise Resource Planning: Concepts and Planning; Prentice Hall of India Learning*

## MBA-IT-32: AI AND MACHINE LEARNING FOR BUSINESS

### Course Objectives:

- 1) To understand the need of Machine Learning & Statistics for solving various problems.
- 2) To understand the basic concepts of Supervised and Unsupervised learning.
- 3) To apply regression analysis on the data available.
- 4) To design appropriate machine learning and apply on real world problems .
- 5) To optimize different Machine Learning & Deep Learning Techniques

### Detailed Syllabus

Unit	Topics	Hours
I	<b>Artificial Intelligence for Business Planning (4 Hours)</b> Introduction and Data sources for AI, Knowledge acquisition, Knowledge representation, History of ML, Framework for building ML Systems-KDD process mode, Introduction of Machine Learning Approaches – (Artificial Neural Network, Clustering, Reinforcement Learning, Decision Tree Learning, Bayesian networks, Support Vector Machine, Genetic Algorithm), Issues in Machine Learning, Data Science Vs Machine Learning. <b>Case studies Discussion</b>	10hrs
II	<b>Supervised Learning and Applications (8 Hours)</b> Supervised Learning: Introduction to classification, Linear Regression, Metrics for evaluating linear model, Multivariate regression, Non-Linear Regression, K-Nearest Neighbor, Decision Trees, Logistic Regression, Support Vector Machines, Model Evaluation, Applications of supervised learning in multiple domains Application of supervised learning in solving business problems such as pricing, customer relationship management, sales and marketing. <b>Case studies Discussion</b>	10hrs
III	<b>Unsupervised Learning algorithms (8 Hours)</b> Unsupervised Learning: Clustering, Hierarchical clustering, Partitioning Clustering- K-mean clustering, Density Based Methods DBSCAN, OPTICS, Applications of unsupervised learning in multiple domains, Association rules: Introduction, Large Item sets, Apriori Algorithms and applications .	12hrs
IV	<b>Artificial Neural Networks &amp; Deep Learning (8 hours)</b> Perceptron model, Multilayer perceptron, Gradient descent and the Delta rule, Multilayer networks, Backpropagation Algorithm, DEEP LEARNING - Introduction, concept of convolutional neural network, Types of layers – (Convolutional Layers, Activation function, pooling, fully connected), Concept of Convolution (1D and 2D) layers, Training of network, Recent Applications  <b>Reinforcement Learning– (8 Hours)</b> Introduction to Reinforcement Learning , Learning Task, Example of Reinforcement Learning in Practice, Learning Models for Reinforcement – (Markov Decision process , Q Learning - Q Learning function, Q Learning Algorithm), Application of Reinforcement Learning, Introduction to Deep Q Learning..	08hrs

## COURSE OUTCOME

Course Outcomes	Bloom's taxonomy
CO 1: To understand the need of Machine Learning & Statistics for solving various problems.	Knowledge (K 2) Remembering (K1)
CO2: To understand the basic concepts of Supervised and Unsupervised learning.	Knowledge (K 2) Applying (K 4)
CO 3: To apply regression analysis on the data available.	Applying (K 4) Analyzing (K 5)
CO 4: To design appropriate machine learning and apply on real world problems.	Comprehending (K 3)
CO 5: To optimize different Machine Learning & Deep Learning Techniques.	Applying (K4)

### Suggested Readings:

1. *Artificial Intelligence for Business Leaders: Ajit Kr. Jha*
2. *Machine Learning in Business: John C. Hull*
3. *An Introduction to Statistical Learning with Applications in R : James, G., Witten, D., Hastie, T., Tibshirani, R. (Springer)*
4. *Artificial Intelligence Business Applications: How to Learn Applied Artificial Intelligence and Use Data Science for Business. Includes Data Analytics, Machine Learning for Business and Python : William J Ford*
5. *AI and Machine Learning: Was Rahman, SAGE Publishing India*

## MBA-IT-33: WEB ANALYTICS

### Course Objectives:

- 1) To provide basic understanding of the use and deployment of Digital marketing tools and web/social/mobile analytics platforms.
- 2) Gaining a grounded understanding of web analytics and business implication.
- 3) To prepare the students with growth potentials for Web Analysts professionals.

### Detailed Syllabus

Unit	Topics	Hours
I	<p><b>Introduction to Web Analytics:</b> Definition, Process, Key terms: Site references, Keywords and Key phrases; building block terms: Visit characterization terms, Content characterization terms, Conversion metrics; Categories: Offsite web, on site web; Web analytics platform, Web analytics evolution, Need of web analytics, Advantages &amp; Limitations.</p> <p><b>Network fundamentals:</b> The social networks perspective - nodes, ties and influencers, Social network, web data and methods. Data Collection and Web Analytics Fundamentals: Capturing Data: Web logs, web Beacons, java script tags, packet sniffing; Outcome data: E-commerce, Lead generation, Brand/ Advocacy and support; Competitive Data: Panel Based measurement, ISP based measurement, Search Engine Data; Organizational Structure. Type and size of data, identifying unique page definition, cookies, Link Coding Issues.</p>	10hrs
II	<p><b>Web Metrics &amp; Analytics:</b> Common metrics: Hits, Page views, visits, unique page views, Bounce, Bounce rate &amp; its improvement, Average time on site, Real time report, traffic source report, custom campaigns, content report, Google analytics; Key Performance Indicator: Need, characteristics, perspective and uses. Graphs and Matrices- Basic measures for individuals and networks. Random graphs &amp; network evolution, Social Context: Affiliation &amp; Identity Web analytics tools: A/B testing, online surveys, Web crawling and Indexing. Natural Language Processing Techniques for Micro-text Analysis.</p>	10hrs
III	<p><b>Facebook Analytics:</b> Introduction, parameters, demographics. Analyzing page audience: Reach and engagement analysis. Post-Performance on FB; Social Campaigns: Goals and evaluating outcomes, Measuring and analyzing social campaigns, Social Network Analysis like Instagram, twitter, LinkedIn, YouTube etc. AdWords, Benchmarking, Categories of traffic: Organic traffic, Paid traffic; Google Analytics: Brief introduction and working, Google website optimizer, Implementation technology, Limitations, Performance concerns, Privacy issues.</p>	12hrs
IV	<p><b>Qualitative Analysis:</b> Heuristic evaluations: Conducting a heuristic evaluation, Benefits of heuristic evaluations; Site Visits: Conducting a site visit, Benefits of site visits; Surveys: Website surveys, Post-visit surveys, creating and running a survey, Benefits of surveys. Web analytics 2.0: Web analytics 1.0 &amp; its limitations, Introduction to WA 2.0, competitive intelligence analysis and data sources; website traffic analysis: traffic trends, site overlap and opportunities.</p>	08hrs

## COURSE OUTCOME

Course Outcomes	Bloom's taxonomy
CO 1: Understand the Web analytics platform, Web analytics evolution, Need of web analytics, Advantages & Limitations	Knowledge (K 2) Remembering (K1)
CO2: Know about the data collection and Web Analytics Fundamentals.	Knowledge (K 2) Applying (K 4)
CO 3: Analyze the Google analytics.	Applying (K 4) Analyzing (K 5)
CO 4: Analyze Facebook Analytics	Comprehending (K 3)
CO 5: Understand the Website surveys, Post-visit surveys, creating and running a survey.	Applying (K4)

### Suggested Readings:

1. Avinash Kaushik, *Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity*,
2. Clifton B., *Advanced Web Metrics with Google Analytics*, Wiley Publishing, Inc. 2nd ed.
3. Kaushik A., *Web Analytics 2.0, The Art of Online Accountability and Science of Customer Centricity*, Wiley Publishing, Inc. 1st ed.
4. Sterne J., *Web Metrics: Proven methods for measuring web site success*, John Wiley and Sons
5. Annmarie Hanlon, *Digital Marketing*, SAGE Publishing India

# MBA-IT-41: BUSINESS DATA WAREHOUSING & DATA MINING

## Course Objectives:

- 1) Understanding of data warehousing and its functions.
- 2) To identify the key processes of data warehousing and applications.
- 3) To understand data mining basic concepts.
- 4) To understand data mining techniques to solve problems in various disciplines.
- 5) Compare and evaluate data mining techniques

## Detailed Syllabus

Unit	Topics	Hours
I	<b>Data Warehousing:</b> Overview, Definition, Data Warehousing Components, Difference between Database System and Data Warehouse, Characteristics, Functionality and Advantages; Metadata: Concepts and classifications; Multi-Dimensional Data Model, Data Cubes, Stars, Snow Flakes, Fact Constellations, Concept hierarchy, 3 Tier Architecture, ETL, Data Marting ,Concept Hierarchy , Use of Data warehousing in Current Industry Scenario, Case Study.	10hrs
II	<b>Data Visualization and Overall Perspective:</b> Aggregation, Query Facility, OLAP function and Tools. OLAP Servers, ROLAP, MOLAP, HOLAP, Data Mining interface, Security, Backup and Recovery, Tuning Data Warehouse, Testing Data Warehouse. Warehousing applications and Recent Trends: Types of Warehousing Applications, Web Mining, Spatial Mining and Temporal Mining. <b>Case studies Discussion</b>	10hrs
III	<b>Data Mining:</b> Overview, Motivation, Definition & Functionalities, difference between data mining and Data Processing, KDD process, Form of Data Preprocessing, Data Cleaning. : Missing Values, Noisy Data, Binning, Clustering, Regression, Computer and Human inspection, Inconsistent Data, Data Integration and Transformation. Data Reduction:-Data Cube Aggregation, Dimensionality reduction, Data Compression. Applications of Data Mining in today's world. <b>Case studies Discussion</b>	12hrs
IV	<b>Data Mining Techniques:</b> Data Generalization, Analytical Characterization, Analysis of attribute relevance, Mining Class comparisons, Statistical measures in large Databases, Statistical-Based Algorithms, Distance-Based Algorithms, Association rules: Introduction, Large Item sets, Basic Algorithms, Apriori Analysis, Generating Filtering Rules, Target Marketing, Risk Management, Customer profiling., <b>Classification:</b> Definition Decision Tree-Based Algorithms, Clustering: Introduction, Similarity and Distance Measures, Hierarchical and Partitioned Algorithms. Hierarchical Clustering- CURE and Chameleon. Parallel and Distributed Algorithms, Neural Network approach, Business , Data mining Case study, Applications of Data Mining, Introduction of data mining tools like WEKA, ORANGE , SAS, KNIME etc.	08hrs

## COURSE OUTCOME

Course Outcomes	Bloom's taxonomy
CO 1: Understanding of data warehousing and its function.	Knowledge (K 2) Remembering (K1)
CO2: To identify the key processes of data warehousing and applications.	Knowledge (K 2) Applying (K 4)
CO 3: To understand data mining basic concepts.	Applying (K 4) Analyzing (K 5)
CO 4: To understand data mining techniques to solve problems in various disciplines.	Comprehending (K 3)
CO 5: Compare and evaluate data mining techniques.	Applying (K4)

### Suggested Readings:

1. *Data Mining with R: Learning with Case Studies*, Luís Torgo, Chapman and Hall/CRC;
2. *R Data Mining: Implement data mining techniques through practical use cases and real world datasets*, Andrea Cirillo, Packt Publishing; 1 edition.
3. *R Data Science Essentials*, By Raja B. Koushik, Sharan Kumar Ravindran, Packt Publishing.
4. Jiawei Han, Micheline Kamber, "Data Mining Concepts & Techniques" Elsevier.
5. Alex Berson, Stephen J. Smith "Data Warehousing, Data-Mining & OLAP", TMH

# MBA-IT-42: BUSINESS APPLICATIONS OF BLOCK CHAIN TECHNOLOGIES

## Course Objectives:

- 1) To understand the What is Blockchain, Game Theory and Cryptography.
- 2) To discuss about the Blockchain landscape as cloud.
- 3) To understand the study and use case: Ethereum.
- 4) To discuss the Blockchain functional architecture.

## Detailed Syllabus

Unit	Topics	Hours
I	<b>Introduction</b> :What is Blockchain, Game Theory and Cryptography, Blockchain vs Traditional architecture, Database Vs. Ledger, State Transitions and State Machines, The Consensus Algorithms, Software. <b>Case studies Discussion</b>	10hrs
II	<b>Benefits and Trust Layer:</b> A new Trust Layer, Decentralization of Trust, A spectrum of Trust Services, The Blockchain Landscape, Benefits and Indirect benefits, Trusted Blockchain enabling services, Identify ownership and representation, Decentralized data security, Blockchain as Cloud. <b>Case studies Discussion</b>	10hrs
III	<b>Blockchain Framework:</b> Blockchain with a Framework approach, Technical Challenges, Business Challenges, Legal Barriers, Behavioral/ Educational Challenges. Public, Private, and Consortium Blockchain networks, Blockchain pitfalls, Distinctions and Considerations of Resource and Control. Comparative Study and Use case: Ethereum	12hrs
IV	<b>Blockchain Business Case :</b> Blockchain domain specific Business Case – Supply chain, Financial markets, Healthcare & Transportation, BFSI, Insurance, Digital Marketing. <b>Blockchain Architecture:</b> Internal Strategies for tackling the Blockchain, The Blockchain Czar, Organizational Model, A Blockchain Functional Architecture, Core & Protocol, Decision Making Framework. Decentralized nternet, The crypto Economy.	08hrs

## COURSE OUTCOME

Course Outcomes	Bloom's taxonomy
CO 1: Understand the Block chain activities.	Knowledge (K 2) Remembering (K1)
CO2: Evaluate the Blockchain with a Framework approach.	Knowledge (K 2) Applying (K 4)
CO 3: Understand the Blockchain Landscape, Benefits and Indirect benefits.	Applying (K 4) Analyzing (K 5)
CO 4: discuss about Blockchain domain specific such as Supply chain, Financial markets, Healthcare & Transportation, BFSI sector,	Comprehending (K 3)
CO 5: Understand the Blockchain Architecture.	Applying (K4)

### Suggested Readings:

1. *Blockchain: The blockchain for beginners guide to blockchain technology and leveraging blockchain programming*, by Josh Thompsons

## **GROUP -OPERATION MANAGEMENT (OM)**

<b>Semester</b>	<b>Subject Code</b>	<b>Subjects</b>
Semester-III	OM-031	Materials Management
Semester-III	OM-032	Supply Chain and Logistics Management
Semester-III	OM-033	Operations and Supply Chain Analytics (Theory: 60, Mid Sem:15 and Pratical:25)
Semester-IV	OM-041	Quality Management (Theory: 60, Mid Sem:15 and Pratical:25)
Semester-IV	OM-042	Service Operations Management

# MBA-OM-31: MATERIALS MANAGEMENT

## Course Objective:

- 1) To expose the students to an integrated view of materials management, its functions, the latest concepts, tools and techniques.
- 2) To understand the practices prevalent in various organizations - The concepts and evolution of materials management,
- 3) To discuss the economic justification of investing in materials management related activities,
- 4) To determining how much, from whom and when to buy and Cost reduction tools available to a materials manager.

## Detailed Syllabus

Unit	Topics	Hours
I	<b>Purchasing &amp; Receiving Procedure</b> – Purchase requisition, Purchase order, Receiving materials, Approval of Invoices, Making Payments, Standardization Concept, forms of Product specifications, Variety reduction - Concept, importance, Procurement process; Types of Materials; Important Aspects; Quality; Quantity, Time, Price and Source; Standardization and Codification; Vendor selection and evaluation, Vendor development; Value Analysis; Make or Buy Decisions; Negotiations; Institutional, Government and International Buying; Capital Equipment Purchases.	10hrs
II	<b>Basic concepts of Materials Management:</b> Objectives; Evolution; Strategies; Functions; Organisation – Introduction, Concept, Materials Organisation for a Single Plant company and Multi Plant company, Relations among the Different Materials Department, Responsibilities of Materials Department, Important Considerations of Make-Buy Decisions, Reasons for Manufacturing, Preference for Buying, Numerical on Make. <b>Case studies Discussion</b>	10hrs
III	<b>Inventory Control</b> - Selective Control; Lead-time; Safety Stock; Fixed Quantity Reorder System; Fixed Period Reorder System; Safety Stock, Danger Level, Average Stock Level. Selective Inventory Control – ABC, VED, GOLF and XYZ Analysis, EOQ and Other Models of Deterministic Inventory Models, MRP and JIT systems; Multi – item inventory Modelling: Stock out Model.	10hrs
IV	<b>Concept of Warehousing and Transportation:</b> Warehouse Location; Transportation; Receiving, Issuing and Store Keeping. Concept of Spare parts management, Principles and Guidelines for Spare Parts Management.	10hrs

## COURSE OUTCOME

Course Outcomes	Bloom's taxonomy
CO 1: Shall be able to analyze the inventory situation of a company and suggest improvements.	Knowledge (K 2) Remembering (K1)
CO2: Shall be able to practise material planning through modern materials management tools like JIT, DBR etc.	Knowledge (K 2) Applying (K 4)
CO 3: To lead the teams for effective decision making and coordinate to effect purchase at minimum cost.	Applying (K 4) Analyzing (K 5)
CO 4: Shall be able to learn the concepts and evolution of materials management.	Comprehending (K 3)
CO 5: Principles and Guidelines for Spare Parts Management.	Applying (K4)

### Suggested Readings:

- 1) *Materials Management, Gopalakrishna and Sundaresan: , Tata McGraw Hill.*
- 2) *Materials Management: Procedures, Text and Cases, K. Datta, Pearson.*
- 3) *Materials Management, K. Sridhar Bhatt, HPH.*
- 4) *Purchasing and Inventory Control, Menon K. S., Wheeler.*
- 5) *Materials Management; Text & Cases, Gupta & Chital, PHI.*

## MBA-OM-32: SUPPLY CHAIN & LOGISTICS MANAGEMENT

### Course Objectives:

- 1) The principal objective of this course is to acquaint participants with key concepts.
- 2) To identify the solutions in the design, operation, control and Management of supply chain as an integrated system.
- 3) It also aims at sensitizing participants with how effective and efficient supply chains can facilitate in achievement of cost saving and market benefits based on the philosophy of extended enterprise.
- 4) To discuss the IT infrastructure used for Supply Chain.

### Detailed Syllabus

Unit	Topics	Hours
I	<b>Supply Chain Concepts:</b> Objectives of a Supply Chain, Stages of Supply chain, Value Chain Process, Cycle view of Supply Chain Process, Key issues in SCM, logistics & Supply Chain Drivers and obstacles, Supply chain strategies, strategic fit, Best practices in SCM, Obstacles of streamlined SCM.	10hrs
II	<b>Logistics</b> :Evolution, Objectives, Components and Functions of Logistics Management, Distribution related Issues and Challenges; Gaining competitive advantage through Logistics Management, Transportation- Functions, Costs, and Mode; Network and Decision, Containerization, Cross docking. <b>Case studies Discussion</b>	10hrs
III	<b>Supply Chain Performance:</b> Bullwhip effect and reduction, Performance measurement: Dimension, Tools of performance measurement, SCOR Model. Demand chain management, Global Supply chainChallenges in establishing Global Supply Chain, Factors that influences designing Global Supply Chain Network. <b>Case studies Discussion</b>	10hrs
IV	<b>Warehousing:</b> Concept and types, Warehousing strategy, Warehouse facility location & network design, Reverse logistics, Outsourcing- Nature and concept, Strategic decision to Outsourcing, Third party logistics(3PL), Fourth party logistics(4PL).  <b>Supply Chain and CRM:</b> Linkage, IT infrastructure used for Supply Chain and CRM, Functional components for CRM, Green supply chain management, Supply Chain sustainability. <b>Case studies Discussion</b>	10hrs

## COURSE OUTCOME

Course Outcomes	Bloom's taxonomy
CO 1: This course will help to understand the integration of key business processes from end user through original suppliers for the purpose of adding value for the firm, its key supply chain members, to include customers and other stakeholders.	Knowledge (K 2) Remembering (K1)
CO2: Helps to presents a framework for SCM that requires cross-functional integration of key business processes within the firm and across the network of firms that comprise the supply chain.	Knowledge (K 2) Applying (K 4)
CO 3: This course approaches SCM from a managerial perspective and introduces concepts in a format useful for management decision making.	Applying (K 4) Analyzing (K 5)
CO 4: Helps to learn the basic terms, concepts, and principles are examined in light of how they interrelate and interface within the firm and across the supply chain.	Comprehending (K 3)
CO 5: Evaluate Green supply chain management, Supply Chain sustainability.	Applying (K4)

### Suggested Readings:

1. Chopra, Sunil, Meindl, Peter and Kalra, D. V.; *Supply Chain Management: Strategy, Planning and Operation*; Pearson Education
2. Altekhar, Rahul V.; *Supply Chain Management: Concepts and Cases*; PHI Learning Reference Books
3. Ballou, Ronald H.; *Supply Chain Management*; Pearson Education
4. Sahay, B.S.; *Supply Chain Management*; Macmillan
5. Ballou, R.H. *Business Logistics Management*. Prentice-Hall Inc. 6. BowersoxD.J. ,Closs D.J. , *Logistical Management*, McGraw-Hill,

# MBA-OM-33: OPERATIONS AND SUPPLY CHAIN ANALYTICS

## Course Objectives:

- 1) To key decision areas in supply chain design and operation.
- 2) to measure supply chain performance, such as inventory levels, product availabilities, vendor performance, warehouse operations efficiency and customer service levels.
- 3) To apply various tool and methods to analyse trends, forecast the customer demand,
- 4) To extract knowledge and business intelligence, and make decisions.
- 5) To get useful insights on how to optimize the value of supply chain processes and operations,

## Detailed Syllabus

Unit	Topics	Hours
I	<b>Warehousing Decisions:</b> Mathematical Programming Models, P-Median Methods, Guided LP Approach, Balmer – Wolfe Method, Greedy Drop Heuristics, Dynamic Location Models, Space Determination and Layout Methods. <b>Case studies Discussion</b>	10hrs
II	<b>Inventory Management:</b> Inventory aggregation Models, Dynamic Lot sizing Methods, MultiEchelon Inventory models, Aggregate Inventory system and LIMIT, Transportation Network Models, Notion of Graphs, Minimal Spanning Tree . <b>Case studies Discussion</b>	10hrs
III	<b>Shortest Path Algorithms:</b> Maximal Flow Problems, Multistage Transshipment and Transportation Problems, Set covering and Set Partitioning Problems, Traveling Salesman Algorithms, Advanced Vehicle Routing Problem Heuristics, Scheduling Algorithms-Deficit Function Approach and Linking Algorithms. <b>Case studies Discussion</b>	10hrs
IV	<b>Analytic Hierarchy Process:</b> Data Envelopment Analysis, Risk Analysis in Supply Chain, Measuring transit risks, supply risks, delivering risks. Risk pooling strategies, Fuzzy Logic and Techniques-Application in SCM. <b>Case studies Discussion</b>	10hrs

## **COURSE OUTCOME**

<b>Course Outcomes</b>	<b>Bloom's taxonomy</b>
CO 1: Apply forecasting methods of SCM.	Knowledge (K 2) Remembering (K1)
CO2: Use decision tree methodologies to evaluate supply chain planning and capacity allocation decisions under uncertainty.	Knowledge (K 2) Applying (K 4)
CO 3: Determination and Layout Methods.	Applying (K 4) Analyzing (K 5)
CO 4: Evaluate about scheduling algorithms.	Comprehending (K 3)
CO 5: Knowledge about Fuzzy Logic and Techniques-Application in SCM.	Applying (K4)

### **Suggested Readings:**

- 1. Operations Management, Jay Heizer and Barry Render, Pearson Publications*
- 2. Supply Chain Analytics with SAP NetWeaver Business Warehouse, Amol Palekar and Shreekant Shiralkar*
- 3. Analytics in Operations/Supply Chain Management, Muthu Mathirajan and Chandrasekharan Rajendran*

## MBA-OM-34: QUALITY MANAGEMENT

### Course Objectives:

- 1) To get clear idea about Total Quality Management
- 2) To be able to work efficiently in a Total Quality Management organization.
- 3) Total Quality Management Implementation team in an organization.

### Detailed Syllabus

Unit	Topics	Hours
I	<b>Quality Concepts</b> : Evolution of Quality Management, Concepts of Quality, Quality Control v/s Quality assurance , Dimensions of Quality, Principles of Quality, Deming's, Juran's & Crosby's Quality Philosophy, Quality Cost, Quality Leadership, Role of Top Management. <b>Case studies Discussion</b>	10hrs
II	<b>Quality Management System (QMS) &amp; Process Quality Improvement</b> : Basics of QMS, 7 QC tools, Regression Control Charts, Process Capability and Analysis, Measurement system Analysis, Design and Analysis of Experiment (DOE), Acceptance sampling plan, Different Cost associated with Quality like Assurance cost, Failure cost , prevention cost, rectification cost, appraisal cost, Process failure mode and effect analysis (PFMEA), Understanding Service Quality, <b>case studies.</b>	10hrs
III	<b>Product Quality Improvement:</b> Quality Function Deployment, Robust Design and Taguchi Method, Design Failure Mode & Effect Analysis, Product Reliability Analysis. <b>Case studies Discussion</b>	10hrs
IV	<b>Total Quality Management:</b> Meaning of TQM, Elements of Total Quality Management, Quality Circles, Six Sigma, Six sigma for Process Improvement, Six Sigma in Product Development & Design. Benchmarking, Quality Function Deployment (QFD), Taguchi's Quality Engineering, Total Productive Maintenance (TPM) Quality Standards : ISO-9000 and its concept of Quality management, ISO 14001, ISO 22000, ISO 27001, OHSAS 18001 and QS 9000, Indian Quality standards, Quality Audit, Quality Awards	10hrs

## COURSE OUTCOME

Course Outcomes	Bloom's taxonomy
CO 1: Knowledge about principles of Quality.	Knowledge (K 2) Remembering (K1)
CO2: Develop the Quality Leadership as Role of Top Management.	Knowledge (K 2) Applying (K 4)
CO 3: Knowledge about the different Cost associated with Quality.	Applying (K 4) Analyzing (K 5)
CO 4: Know how the product reliability analysis.	Comprehending (K 3)
CO 5: About the use of ISO 22000, ISO 27001, OHSAS 18001 and QS 9000, Indian Quality standards, Quality Audit, Quality Awards.	Applying (K4)

### Suggested Readings:

1. Mitra A., *Fundamentals of Quality Control and Improvement*, PHI
2. Lt. Gen. H. Lal, "Total Quality Management", Eastern Limited
3. Greg Bounds, "Beyond Total Quality Management", McGraw Hill
4. Menon, H.G, "TQM in New Product manufacturing", McGraw Hill
5. D. C. Montgomery, *Introduction to Statistical Quality Control*, John Wiley & Sons,
6. J Evans and W Linsay, *The Management and Control of Quality*, Thomson
7. Besterfield, D H et al., *Total Quality Management*, 3rd Edition, Pearson Education,
8. D. C. Montgomery and G C Runger, *Applied Statistics and Probability for Engineers*, John Wiley & Sons.

# MBA-OM-41: SERVICE OPERATIONS MANAGEMENT

## Course Objective:

- 1) This Course aims at acquainting the students with Decision Making in Planning, Design, Delivery, Quality and Scheduling of Operations including Field Service Operations.
- 2) Service package, distinctive characteristics of service operations.
- 3) Effectiveness Evaluation, Field Service and Customer Relations Management.

## Detailed Syllabus

Unit	Topics	Hours
I	<b>Service Operations:</b> Concept & Role of Services in an Economy, Difference between Manufacturing and Service Operations, Service Operations Characteristics, Different Pure Service Organizations and their peculiarities, Field Service and its impact on manufacturing organizations, Field Service and Customer satisfaction., nature of services. <b>Case studies Discussion</b>	10hrs
II	<b>Service classification:</b> Service package, distinctive characteristics of service operations. Economic evolution, stages of economic development – pre-industrial society, Industrial society, post-industrial society, nature of service sector, role of service manager. <b>Case studies Discussion</b>	10hrs
III	<b>Service Operation Strategy:</b> strategic service concept, classifying services for strategic insights, understanding competitive environment of Services, Service objectives and goal formulation, Service organization: In house Vs. Outsourcing, Centralized Vs. Decentralized, Competitive service strategies, winning customers in the market place. <b>Case studies Discussion</b>	10hrs
IV	<b>Field Service Management &amp; Service:</b> Manpower Planning and Scheduling, Field Service Organization, Field Service Inventory Management, Field Technical Support Service, Integrating Field Service with Information Technology, Field Service, Effectiveness Evaluation, Field Service and Customer Relations Management. Uncertainty in Manpower Requirements, Cyclical and Seasonal nature of demand, Linear Programming and other models of planning and scheduling.  <b>Service Quality:</b> defining service quality, Measuring service quality, SERVQUAL, Bench marking, Scope of service quality, Quality service by design – incorporating quality in the service package, Taquchi method, Poka Yoke, QFD, Achieving service quality – cost of quality, tools for achieving service quality. Deming’s 14 point program.	10hrs

## COURSE OUTCOME

<b>Course Outcomes</b>	<b>Bloom's taxonomy</b>
CO 1: Understand and be able to explain the critical perspectives on the nature of service.	Knowledge (K 2) Remembering (K1)
CO2: Explain the ways in which good and bad service.	Knowledge (K 2) Applying (K 4)
CO 3: The services sector treats services as intangible products, service as a customer experience and service as a package of facilitating goods and services.	Applying (K 4) Analyzing (K 5)
CO 4: Be ready for Field Service Operations	Comprehending (K 3)
CO 5: Quality service by design – incorporating quality in the service package.	Applying (K4)

### **Suggested Readings:**

- 1) *Fitzsimons, A.J., Fitzsimmons M.J., Service Management Operations, Strategy and Information Technology, Tata McGraw Hill, 2006.*
- 2) *Service Management and Operations, Haksever C., Render, Russell R S., Murdick R G., Pearson.*
- 3) *Service Operations Management, Metters, Cengage*

## **GROUP -INTERNATIONAL BUSINESS (IB)**

Semester	Subject Code	Subjects
Semester-III	IB-031	India's Foreign Trade & Policy
Semester-III	IB-032	Export Import Management
Semester-III	IB-033	IB Analytics (Theory: 60, Mid Sem:15 and Pratical:25)
Semester-IV	IB-041	Intellectual Property Rights (Theory: 60, Mid Sem:15 and Pratical:25)
Semester-IV	IB-042	International Supply Chain Management

## MBA-IB-31: INDIA'S FOREIGN TRADE AND POLICY

### Course Objectives:

- 1) To understand India's contribution in International Trade and Service
- 2) To know the Export and Import Documents used in Global Trade.
- 3) To identify future opportunities and challenges of India's Foreign Trade.

### Detailed Syllabus

Unit	Topics	Hours
I	<b>India's Foreign Trade and Investments:</b> Pattern and structure of India's foreign trade; Foreign investment flows; India's balance of payments account and correction policies. <b>Policy Framework and Promotional Measures:</b> India's foreign trade and investment policy; Policy making body and mechanism; Export promotion measures and infrastructure support – export and trading, houses, export promotion schemes and incentives; Institutional arrangements for export promotion; Export processing/special economic zones, 100% EOUs.	10hrs
II	<b>EXIM Operations and Documentation:</b> Trade operations and documentation; Documentation areas and dimensions; Nature and characteristic features of Exim documents; EDI and documentation. <b>EXIM Policy Framework:</b> Legal framework, Objective of EXIM policy; Policy overview – Facilities and restrictions; getting started in export business. <b>Case studies Discussion</b>	10hrs
III	<b>International Trade Terms:</b> Trade contract and trade terms; DA Letter of credit and parties involved; Process of opening and advising LC, Types of LC; Export Payment Terms: Credit risk management and payment terms; Main features of payment terms - Advance payment, open account, documentary credit – Documentary bills for collection –DP and DA; UCPDC . <b>Case studies Discussion</b>	12hrs
IV	<b>Credit Risk Management: Export credit insurance</b> – Concept and importance; Role of Export Credit Guarantee Corporation (ECGC); Covers issued by ECGC; Financial guarantees; Coverage of commercial and political risks – procedures and documentary requirements. Excise duty – Definition, rationale, stages of levying and collection; Type of duties. <b>Case studies Discussion</b>	08hrs

## **COURSE OUTCOME**

<b>Course Outcomes</b>	<b>Bloom's taxonomy</b>
CO 1: Understand the pattern and structure of India's foreign trade; Foreign investment flows; India's balance of payments account.	Knowledge (K 2) Remembering (K1)
CO2: Develop the nature and characteristic features of Exim documents; EDI and documentation. EXIM Policy Framework.	Knowledge (K 2) Applying (K 4)
CO 3: Identify the credit risk management and payment terms.	Applying (K 4) Analyzing (K 5)
CO 4: Understand the role of Export Credit Guarantee Corporation (ECGC).	Comprehending (K 3)
CO 5: Evaluate the International Trade Terms.	Applying (K4)

### **Suggested Readings:**

- 1. H, Elhanan; International trade and trade policy; MIT Press.*
- 2. Hazari, R. Bharat; International Trade: Theoretical Issues; New York University Press.*
- 3. Rakesh Mohan Joshi; International Business; Oxford University Press*

## MBA-IB-32:EXPORT AND IMPORT DOCUMENTATION

### Course Objectives:

- 1) To understand about Exports Registration process.
- 2) To assess the Shipment Procedures Export and Import.
- 3) Develop the Documentation papers for Export and Import.
- 4) Know about the Export of Principal Commodities in India, SEZ, EHTP,STP and EOU's,
- 5) Evaluate the Types of Export Houses. (Free trade zones have been changed to SEZ)

### Detailed Syllabus

Unit	Topics	Hours
I	<b>Introduction to Exports</b> , Registration process, Selection of products and market Payment terms, Export costing and pricing , Preliminaries for exports. Registration – IEC, RCMC, EPC, Central Excise. ( BCMC changed to RCMC) Categories of Export, Physical – Direct and Indirect, Deemed Exports, Merchant and Manufacturer Exports.	10hrs
II	<b>Shipment Procedures:</b> Role of clearing and forwarding agent, Cargo management Containerization, Shipping documents and terms used in shipping, Export Procedures Excise clearance for exports, Marine insurance of Export cargo Shipment goods, Quality and Pre Shipment inspection, EGC Services, GSP rules of origin. <b>Case studies Discussion</b>	10hrs
III	<b>Documentation's:</b> Meaning and importance of letter of credit, Documentation papers of L/C EXPORT incentives, risk and insurance, Benefits of Exports, xcise clearance Benefit / Rebate, Income Tax Benefit , (IPRS is discountiued), Shipment and Transport – Sea, Air, Rail, Road, Pipeline, Role of overseas agent and remittance of commission. <b>Case studies Discussion</b>	08hrs
IV	<b>The organization of Exports –Imports Firms and Business planning:</b> Planning of export/import operations. Import procedures Overview of various export promotion schemes Duty Drawback- Advance License, (Replenishment Licenses, Special Interest License is discontinued), Remission Scheme, DEPB Scheme. <b>Export Promotion:</b> Capital Goods Scheme. Diamond and Jewelry, Agricultural and Pharmaceutical product exports promotion, scheme. Export of Principal Commodities in India, SEZ, EHTP,STP and EOU's, Types of Export Houses. (Free trade zones have been changed to SEZ) <b>Case studies Discussion</b>	12hrs

## **COURSE OUTCOME**

<b>Course Outcomes</b>	<b>Bloom's taxonomy</b>
CO 1: Understand the role of clearing and forwarding agent.	Knowledge (K 2) Remembering (K1)
CO2: Process about the Documentation papers for Export and import.	Knowledge (K 2) Applying (K 4)
CO 3: Understand the Shipment and Transport relating to Export and Import.	Applying (K 4) Analyzing (K 5)
CO 4: Understand the Export of Principal Commodities in India, SEZ, EHTP,STP and EOU's.	Comprehending (K 3)
CO 5: Evaluate the Types of Export Houses .	Applying (K4)

### **Suggested Readings:**

- 1. RBI Guidelines; New Import Export Policy; Nabhi Publications*
- 2. EXIM Policy and Handbook of EXIM Procedure; VOL I and II*
- 3. Mahajan; A Guide on Export Policy Procedure and Documentation; Snow White Publications Pvt. Ltd.*
- 4. RBI Guidelines; How to Export; Nabhi Publications*
- 5. D.C. Kapoor; Export Management; Vikas Publications.*

## MBA-IB-33: INTERNATIONAL BUSINESS ANALYTICS

### Course Objectives:

- 1) Understand the framework for International business marketing Analytics.
- 2) Evaluate the International Business Marketing Metrics & Models.
- 3) Know about the Sentiment Analysis.
- 4) Analytics in International Business: (Using R & Excel).
- 5) Evaluate the Dashboard & Storytelling - Visualization using Tableau & Excel.

### Detailed Syllabus

Unit	Topics	Hours
I	<b>Understanding Analytics:</b> Introduction to Analytics – Evolution of Analytics – Problems in Analytics – Marketing Data – Framework for Marketing Analytics – Diagnostic Breadth – Implementing Analytics – Types of Analytics – National & International Trends – Role of International Business Marketing Applications. <b>Case studies Discussion</b>	10hrs
II	<b>International Business Marketing Metrics &amp; Models:</b> Understanding Metrics – Developing Metrics – Metrics through theory and Formulae approach (CLV, PLV, NPS, Brand Equity, Frequency Response, Pricing etc...)- Metrics Validation/Do's and Don'ts – Decision Models to Mental Models – Marketing Decision Models – Market Response Models. <b>Case studies Discussion</b>	10hrs
III	<b>International Business Marketing Instruments (Using Excel, Tableau, SPSS, R &amp; GEPHI):</b> Text Analytics – Sentiment Analysis – Marketing Trends & Patterns – Dashboard & Storytelling - Visualization using Tableau & Excel – Market Research through PCA, ANOVA, CHI – SQUARE & T – TESTS. <b>Case studies Discussion</b>	10hrs
IV	<b>Customer &amp; STP Analytics (Using R, Excel &amp; SPSS):</b> Segmentation & Targeting Analytics through Clustering & Decision Tree Algorithms - Perceptual & Position Mapping Analytics – Customer Analytics through Logistic Regression – CLV & RFM Model.. <b>Analytics in International Business:</b> (Using R & Excel) New Product Decisions through Conjoint Analysis - Pricing Analytics through Regression – Forecasting – Retail Analytics - Market Basket Analysis - Recommender System - Promotional Analytics Using Solver & Regression – Mini Project. <b>. Case studies Discussion</b>	10hrs

## COURSE OUTCOME

Course Outcomes	Bloom's taxonomy
CO 1: Knowledge about international business marketing analytics.	Knowledge (K 2) Remembering (K1)
CO2: Develop the International Business Marketing Metrics & Models.	Knowledge (K 2) Applying (K 4)
CO 3: Know about Dashboard & Storytelling - Visualization using Tableau & Excel.	Applying (K 4) Analyzing (K 5)
CO 4: Sentiment Analysis of consumers.	Comprehending (K 3)
CO 5: Analytics in International Business: (Using R & Excel)	Applying (K4)

### Suggested Readings:

- 1) Wayne L Winston, (2015), *Marketing Analytics – Data- Driven Techniques with Microsoft Excel*, Wiley Publications, 1st Edition.
- 2) Gary L. Lilien & Arvind Rangaswamy, (2004), *Marketing Engineering – Computer Assisted Marketing Analytics & Planning*, Prentice Hall, 2nd Edition.
- 3) Dinesh Kumar U, (2017), *Business Analytics*, Wiley India, 1st Edition.
- 4) Paul W Farrris et.al., (2016), *Marketing Metrics*, Wiley India, 3rd Edition. 5. Chris Chapman, (2015), *R for Marketing Research and Analytics*, Springer Publications, 1st Edition.
- 5) Stephan Sorger, (2013), *Marketing Analytics- Strategic Models & Metrics*, Admiral Press, USA, 1st Edition.

## **MBA-IB-41: INTELLECTUAL PROPERTY RIGHTS**

### **Course Objectives:**

- 1) To acquire Basic knowledge in IPR to safeguard creators and other producers of intellectual goods and services.
- 2) To help the students to learn the process of getting various types of certificates.
- 3) To understand the contemporary issues related to IPR with real time examples.

### **Detailed Syllabus**

<b>Unit</b>	<b>Topics</b>	<b>Hours</b>
I	<b>Introduction to Intellectual Property Rights (IPR):</b> meaning, importance and origin of IPRs - concepts of intellectual property – Patent – Copy Right – Trade Marks – Industrial Design - Geographical Indication. <b>Case studies Discussion</b>	10hrs
II	<b>International Treaties and Conventions on IPRs</b> – The TRIPS agreement – Patent Cooperation Treaty – The Patent Act of India – Patent Amendment Act (2005) – Design Act – Trade Mark Act – Geographical Indication Act. <b>Case studies Discussion</b>	10hrs
III	<b>Patent Introduction</b> – Filing of patent application – rights from patents - patent information and data bases - licensing and assignments – software licensing – general public licensing – compulsory licensing – infringements – patenting in foreign countries. <b>Case studies Discussion</b>	08hrs
IV	<b>Copy Right meaning</b> – concepts - importance of copy rights – copy rights and its ownership - registration procedure - Universal copy right Convention – International Society on copy rights – piracy and remedies. <b>Case studies Discussion</b>  <b>Intellectual Property Management</b> – Role of WIPO in management of IPRs - IP valuation – IP insurance - Contemporary issues - Case studies on Intellectual Property Rights. <b>Case studies Discussion</b>	12 hrs

## COURSE OUTCOME

Course Outcomes	Bloom's taxonomy
CO 1: Understand the importance and origin of IPRs - concepts of intellectual property – Patent – Copy Right – Trade Marks – Industrial Design.	Knowledge (K 2) Remembering (K1)
CO2: Evaluate the TRIPS agreement – Patent Cooperation Treaty – The Patent Act of India.	Knowledge (K 2) Applying (K 4)
CO 3: Understand the Filing of patent application.	Applying (K 4) Analyzing (K 5)
CO 4: Discuss about the importance of copy rights.	Comprehending (K 3)
CO 5: evaluate the role of WIPO in management of IPRs.	Applying (K4)

### Suggested Readings:

1. Vinod V Sople (2012), *“Managing Intellectual Property: the strategic imperative”* 3<sup>rd</sup> Edition, PHI Learning Pvt. Ltd.,
2. Anurag K Agarwal (2016) *“Business and Intellectual Property; Protect your ideas”* Random House publication.
3. Miller, A., and Davis, M. (2012) *“Intellectual property: Patents, trademarks, and copyright in a nutshell”* 5<sup>th</sup> Edition, St. Paul, MN: Thomson/West.
4. Dreyfuss, R., and Kwall, R. (1996) *“Intellectual property: Trademark, copyright, and patent law: Cases and materials”* Westbury, New York Foundation Press.

# MBA-IB-42: INTERNATIONAL SUPPLY CHAIN MANAGEMENT

## Course Objectives:

- 1) To understand the Global Supply Chain Management.
- 2) Evaluate the Factors Driving Global Supply Chain Management;
- 3) To know about International Purchasing/Procurement System
- 4) Analyze the terms of Delivery – Incoterms; 2000

## Detailed Syllabus

Unit	Topics	Hours
I	<b>Introduction;</b> Role of the Supply Chain; Managing the Supply Pipeline for Global Trade Flows; The Global Logistics Operator; Comparison between National (Domestic) and International Logistics & International Transport; International Trade Law; Globalisation and International Trade Environment	10hrs
II	<b>Factors Driving Global Supply Chain Management;</b> Customs and Global Supply Chain Management; Management of the Inventory in the Supply Chain Analysis Including Vendor Management; Factors Contributing to the Development of Logistics; Asset Management in the Supply Chain; Lean Supply Chain Management; Lean Supply Workforce.	10hrs
III	<b>Export Sales Contract:</b> Introduction; Market Environment; Market Entry Strategy; Constituents of the Export Sales Contract; Evolution and Revolution of Logistics and Supply Chain Management; Modern Logistics Concepts; Logistics Department; Constituents of the Export Sales Contract Continued: Introduction; Contract of Affreightment: Terms of Delivery – Incoterms; 2000; Factors Determining Choice of Incoterms 2000.  <b>Constituents of the International Purchasing/Procurement System:</b> Introduction; International Purchasing Systems Constituents/Strategy and its Interface with the Management of the Global Supply Chain; Negotiating the Contract; Financing Global Supply Chains; Selecting the International Logistics Operator: Introduction, Criteria of Selecting the Third-Party Logistics Operator, The Key Factors in the Development of a Successful, Contract Logistics; International Organization for Standardization – ISO Supply Chain Management Selection.	12hrs
IV	<b>International Transport:</b> Introduction; Trade-Offs Inherent in International Logistics – Multi-Modalism; Key Factors in a Transport Mode(s) Trade-Off; Speed; Frequency; Packing; Insurance; Warehousing; Operations Management: Benchmarking – Supply Chain; Global Supply Chain Management; Supply Chain Cycle Time Management Reduction; Logistics Result Evolution Strategy; Demand-Driven Supply Network; Global Trade Scene: Introduction; Global Trade	08hrs

## **COURSE OUTCOME**

<b>Course Outcomes</b>	<b>Bloom's taxonomy</b>
CO 1: Understand the concept of International Trade Environment.	Knowledge (K 2) Remembering (K1)
CO2: Develop knowledge about Global Supply Chain Management.	Knowledge (K 2) Applying (K 4)
CO 3: Build knowledge on concepts of Determining Choice of Incoterms 2000.	Applying (K 4) Analyzing (K 5)
CO 4: Understand the International Purchasing/Procurement System	Comprehending (K 3)
CO 5: Assess the International Logistics as Multi-Modalism.	Applying (K4)

### **Suggested Readings:**

- 1. Global Supply Chain Management and International Logistics; Alan E. Branch; Routledge*
- 2. Logistics Management for International Business- Text and cases, Sudalaimuthu and Anthony Raj, PHI, 2009 Edition*
- 3. Supply Chain Logistics Management, By Bowersox D and Closs D, PHI, New edition Business Logistics Management, by R. H. Ballou, PHI, 2004 Edition*
- 4. Logistics Management, by V. V. Sople, Pearson education, New edition*