

**SHRI G.S. INSTITUTE OF TECHNOLOGY AND SCIENCE, INDORE**  
**DEPARTMENT OF MANAGEMENT STUDIES**  
**MASTER OF BUSINESS ADMINISTRATION**

**MBA Scheme (Choice Based Credit System)**

**MBA FIRST YEAR (2YDC) (First Semester)**

| S No         | Sub. Category | Sub. Code | Subject                               | L         | T        | P        | Credits   |          | Th         | CW         | SW        | P          | Total       |
|--------------|---------------|-----------|---------------------------------------|-----------|----------|----------|-----------|----------|------------|------------|-----------|------------|-------------|
|              |               |           |                                       |           |          |          | T         | P        |            |            |           |            |             |
| 1            | CC            | MBA1006   | Fundamentals of Management            | 3         | -        | -        | 3         | -        | 70         | 30         | -         | -          | 100         |
| 2            | CC            | MBA1007   | Accounting for Managers               | 3         | -        | -        | 3         | -        | 70         | 30         | -         | -          | 100         |
| 3            | SSC           | MBA1008   | Business and Economic Environment     | 3         | -        | -        | 3         | -        | 70         | 30         | -         | -          | 100         |
| 4            | CC            | MBA1009   | Organization Behaviour                | 3         | -        | -        | 3         | -        | 70         | 30         | -         | -          | 100         |
| 5            | CC            | MBA1010   | Operations Management                 | 3         | -        | -        | 3         | -        | 70         | 30         | -         | -          | 100         |
| 6            | CC            | MAA1104   | Mathematics & Statistics for Managers | 3         | -        | -        | 3         | -        | 70         | 30         | -         | -          | 100         |
| 7            | SSC           | HUA1105   | Business Communication                | 3         | -        | -        | 3         | -        | 70         | 30         | -         | -          | 100         |
| 8            | CC            | CTA1106   | IT for Managers                       | 3         | -        | -        | 3         | -        | 70         | 30         | -         | -          | 100         |
| 9            | EGC           | CTA1904   | IT Lab                                | -         | -        | 2        | -         | 1        | -          | -          | 20        | 30         | 50          |
| 10           | EGC           | MBA1905   | GD/PI Lab                             | -         | -        | 2        | -         | 1        | -          | -          | 50        | -          | 50          |
| 11           |               | MBA1998   | Comprehensive Viva                    | -         | -        | -        | -         | 4        | -          | -          | -         | 100        | 100         |
| <b>Total</b> |               |           |                                       | <b>24</b> | <b>-</b> | <b>4</b> | <b>24</b> | <b>6</b> | <b>560</b> | <b>240</b> | <b>70</b> | <b>130</b> | <b>1000</b> |

CC - Core Courses, SSC - Soft Skill Courses, EGC - Elective Generic Courses

**CURRICULUM FOR FULL-TIME COURSE**

**(Under Choice Based Credit System)**

**MBA FIRST YEAR**

**FIRST SEMESTER**

| <b>SUBJECT CODE</b> | <b>LIST OF SUBJECTS</b>                        |
|---------------------|------------------------------------------------|
| <b>MBA 1006</b>     | <b>FUNDAMENTALS OF MANAGEMENT</b>              |
| <b>MBA 1007</b>     | <b>ACCOUNTING FOR MANAGERS</b>                 |
| <b>MBA 1008</b>     | <b>BUSINESS AND ECONOMIC ENVIRONMENT</b>       |
| <b>MBA 1009</b>     | <b>ORGANIZATION BEHAVIOR</b>                   |
| <b>MBA 1010</b>     | <b>OPERATIONS MANAGEMENT</b>                   |
| <b>MAA 1104</b>     | <b>MATHEMATICS AND STATISTICS FOR MANAGERS</b> |
| <b>HUA 1105</b>     | <b>BUSINESS COMMUNICATION</b>                  |
| <b>CTA 1106</b>     | <b>IT FOR MANAGERS</b>                         |
| <b>CTA 1904</b>     | <b>IT LAB</b>                                  |
| <b>MBA 1905</b>     | <b>GD/PI LAB</b>                               |
| <b>MBA 1998</b>     | <b>COMPREHENSIVE VIVA</b>                      |

## **MBA1006: FUNDAMENTALS OF MANAGEMENT**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min. Duration each**

### **COURSE OBJECTIVE:**

The objective of this course is to help the students gain understanding of principles and concepts of Management and functions & responsibilities of the manager, provide them tools and techniques to be used in the performance of managerial job, and enable them to analyze and understand the environment of the organization.

### **COURSE OUTCOMES:**

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

1. Describe the management evolution and demonstrate the roles, skills and functions of managers.
2. Explain the planning process, describe the need of MBO, analyze the role of Policies and strategies in business.
3. Discuss the basic aspects of organizing in management and determine the need of decentralization, delegation and optimum span of management in an organization.
4. Identify the importance of control, explain its process and types, illustrate the upcoming issues in management.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

## **MBA1006 : FUNDAMENTALS OF MANAGEMENT**

### **COURSE CONTENTS:**

**1. Concept of Management:** Functions and Responsibilities of Managers, Fayol's Principles of Management, Management Thought - The Classical School, The Human Relations School, Systems Theory, Contingency Management, Case Studies.

**2. Planning, Concept and Nature of Objectives :** Nature and Purpose of Planning, The Planning Process, Principles of Planning, Types of Planning, Advantages and Limitations of Planning, Types of Objectives, Importance of Objectives, Setting Objectives, Management by Objectives (MBO), Benefits and Weaknesses of MBO, Case Studies.

**3. Strategies and Policies:** Concept of Corporate Strategy, Formulation of Strategy, Types of Strategies, The Strategic Planning Process, The TOWS Matrix, The Portfolio Matrix, Three Generic Competitive Strategies by Porter, Effective Implementation of Strategies, Types of Policies, Principles of Formulation of Policies, Decision Making Process, Case Studies.

**4. Organizing:** Nature and Purpose of Organizing, Bases of Departmentation, Span of Management, Determinants of Span of Management, Line and Staff Relationship, Line-Staff Conflict, Bases of Delegation, Kinds of Delegation, Delegation and Decentralization, Methods of Decentralization.

**5. Controlling:** Concept and Process of Control, Control Techniques, Control as a Feedback System, Feed Forward Control, Preventive Control, Profit and Loss Control, Control Through Return on Investment, The Use of Computer for Controlling and Decision Making, The Challenges Created by IT as a Control Tool, Managing in a borderless world, Valuing diversity, its dimensions and attitudes, minority-challenges, glass-ceilings, gender issues in management, Case Studies.

### **TEXT READINGS: Latest Edition**

1. R. D. Agrawal, Organization and Management, New Delhi, Tata McGraw Hill, 1982
2. L.M Prasad, Management, Sultan Chand & Sons, 2007
3. S.K. Mandal, Management: Principles and Practice, Jaico Publishing house, 2011
4. Robbins, Stephens, Fundamentals of Management, Pearson Education, 2009

### **SUGGESTED READINGS: Latest Edition**

1. Richard L. Daft, The New Era of Management, Cengage Learning India Private Limited, 2012
2. Griffin Ricky W., Management Principles & Applications, Cengage Publications, 2012
3. Stoner James A.F., Management Principles & Applications, Pearson Education, 2003

## **MBA1007: ACCOUNTING FOR MANAGERS**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min. Duration each**

### **COURSE OBJECTIVE:**

Objective of this course is to acquaint students with the basic concepts and applications of financial, management and cost accounting.

### **COURSE OUTCOMES:**

At the end of this course, the student will be able to:

1. Describe accounting process and principles and apply it to prepare financial statements as well as emerging dimensions of modern accounting and computerized accounting.
2. Identify cost elements and determine cost of product and services.
3. Prepare budgets and understand key elements of cost control and cost reductions.
4. Take various strategic managerial decisions involving profit and cost considerations.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

## **MBA 1007: Accounting for Manager**

### **COURSE CONTENTS:**

1. Introduction to Accounting: concept and conventions, accounting standards , journalizing the transactions, posting entries in ledger accounts, triple column cash book, preparation of final accounts of various types of organizations including companies as per schedule III of Companies Act, 2013, bank reconciliation, depreciation.
2. Introduction to Cost Accounting: Nature, role, scope, concept of cost centers and cost units, classification of cost by nature and behaviors, essentials while establishing a cost system, elements and managerial uses of unit cost, batch cost, job order costs, contract cost, process cost, joint product cost and by-product cost., preparation of cost sheet.
3. Cost Management: Understanding difference between cost reduction and control meaning, advantages and limitations of budgetary controls, types of budget, and preparation of budgets.
4. Cost Analysis for Decision Making and Standard Costing: Make or buy decisions, accept or reject decisions, concept of standard costing, concept of variance, calculating material, labor and overhead variance.
5. Recent Developments: Understanding basic difference between GAAP and IFRS, understanding concept and importance of (IA) inflation accounting and (HRA) human resources accounting, Calculation of IA and HRA , computerized accounting : features, creating ledgers & making voucher entries in accounting software package.

### **TEXT READINGS: Latest Edition**

1. S. N. Maheshwari, “A Textbook of Accounting for Managers”, Vikas Publishing House, New Delhi, 2008
2. Jawharlal, “Accounting for Managers”, 5th ed. , Himalaya publication, New Delhi, 2012
3. S. N. Maheshwari, “Cost Accounting, Theory and Problems”, 12th ed. 2014, Vikas Publications, New Delhi

### **SUGGESTED READINGS:Latest Edition**

1. Management Accounting / Hansen, Don, R., 8th edition 2006, Thomson south western USA
2. Ramachandran, N, Financial Accounting for Management, 3rd ed. 2013, McGraw Hill Education
3. Tulsian,P.C, Financial Accounting New Delhi, 2nd edition 2014, McGraw Hill Education

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## **MBA1008: BUSINESS AND ECONOMIC ENVIRONMENT**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min. Duration each**

### **COURSE OBJECTIVE:**

Objective of this Course is to help the students to analyze and understand economic environment.

### **COURSE OUTCOMES:**

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

- 1 Describe various components of business environment.
- 2 Analyze the impact of environment upon economy.
- 3 Explain role and objectives of international trade organizations.
- 4 Define features of capital and money market in India.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

## **MBA1008: BUSINESS AND ECONOMIC ENVIRONMENT**

### **COURSE CONTENTS:**

- 1. Business Environment:** Components and Significance of Business Environment, Factors effecting environment of Business, SLEPT analysis – Social environment and its impact on purchasing and consumption; Legal factors influencing business environment; Economic factors and its components; Political stability and sovereignty and its impact on the returns of business; and Technology effects on internationalizing the business activities
- 2. Sectors of Indian Economy and Business Environment:** Sectors of Indian economy, industrial policy and its review, contribution and trends of various sectors in national income and economy, economic institution, public; private; joint; and cooperative sectors, monetary policy, fiscal policy, trends and structure of Indian import and export, FDI, FII, inflation measures, five year plans since independence.
- 3. Global Economic Environment:** International economic integration, international trading blocks, their objectives, WTO ,GATT, G5, G20, BRICS etc, International Vs Inland trade, international trade theories, balance of payments – concept and trends, trade barriers , free trade vs. protection, country evaluation and selection.
- 4. Regulation and Promotion of Business in India:** Indian banking system, tax system in India (VAT,GST,STT,CTT) insurance regulatory and development agency, Telecom regulatory authority of India, SEBI, FMS, FICCI and CII, MSME.
- 5. Money and Capital Markets in India:** Block Chain technology, crypto-currency, money market and capital market of India, non-banking finance companies, special financial institutions –UTI, ICICI; IFCI; IDBI, merchant banking, mutual funds, stock exchanges, Micro-finance.

### **TEXT READINGS: Latest Edition**

1. Datt Ruddar & Sundaram K.P.M., Indian Economy, S Chand & company Ltd.
2. Cheruneelam Fransis, Business Environment, Himalaya publication
3. Palwar, Economic Environment of Business, PHI, New Delhi

### **SUGGESTED READINGS: Latest Edition**

1. Sundaram K.P.M., Money Banking and International Trade, S Chand & Sons
2. Avid W. Conklin, Cases in Environment of Business, Sage Response Book



## **MBA 1009: ORGANIZATION BEHAVIOUR**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min. Duration each**

### **COURSE OBJECTIVE:**

The objective of this course is to introduce the various concepts of organizational behavior to students. The course covers various important concepts related to learning, motivation, leadership, conflict management and organizational change and culture.

### **COURSE OUTCOMES:**

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

- 1 Define the concepts related to Individual, Organizational and Group behavior, Learning, Perception and Motivation.
- 2 Explain and differentiate between various Leadership theories and apply these theories to solve given problems.
- 3 Discuss the various types of Conflicts, Conflict Process, Conflict Management Techniques and explain the Negotiation process and strategies.
- 4 Explain Organizational Change, Stress management and Organizational Culture.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

## **MBA 1009: ORGANIZATION BEHAVIOUR**

### **COURSE CONTENTS:**

**1. Foundations of Individual, Organizational and Group Behavior:** OB Models, Personality: Determinants and Attributes, **Models of Personality**, Values, Job Attitudes. Defining and Classifying Groups, Group Structure and Processes, Process of Group formation, Group Decision Making, Group v/s Team, Team Effectiveness, and Decision Making. **Case Studies**

**2. Learning, Perception and Motivation** Learning and Learning Theories, Perception- Factors affecting Perception and Cognitive Dissonance theory. Motivation: Needs, Contents and Processes; Maslow's Hierarchy of Needs, Herzberg's Two Factor theory, ERG theory, Vroom's Expectancy theory, Reinforcement theory and Behavior Modification. **Case Studies**

**3. Leadership:** Trait theories, Behavioral theories-- Ohio State Studies, Michigan Studies, and Managerial Grid. Contingency theories-- Fiedler's Model, Hersey and Blanchard's Situational leadership theory, Leader-Member Exchange theory, Path Goal theory, Charismatic Leadership. **Case Studies**

**4. Conflict and Negotiation: Types of Conflict:** Intra-individual, Interpersonal, Intergroup, Organizational, Transitions in Conflict Thought, Functional versus Dysfunctional Conflict, Conflict Process, Conflict Management Techniques, **Negotiation process and strategies. Case Studies**

**5. Organizational Change , Stress Management and Organizational Cultures:** forces of Change, Resistance to Change, and Lewin's Three-Step Model, Stress Management—Potential Sources, Consequences and Coping Strategies for Stress, Definition of culture, Uniform Cultures, Relevance of Culture, Creating and Sustaining Culture, How Employees Learn Culture. **Case Studies**

### **TEXT READING: Latest Edition**

1. Robbins, Judge , Sanghi —Organizational Behavior, Prentice Hall, New Delhi, 2009
2. K Aswathappa- Organizational Behavior, 9<sup>th</sup> Edition, Himalaya Publications, 2012

### **SUGGESTED READINGS: Latest Edition**

1. Newstorm and Davis- Organizational Behaviour, McGraw Hill; 11th Edition, 2004
2. Khanka -Organizational Behavior, S Chand & Co Ltd, 2006
3. Hitt, Miller and Colella- Organisation Behaviour , 3<sup>rd</sup> Edition, Wiley, 2010

## **MBA1010: OPERATIONS MANAGEMENT**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min. Duration each**

### **COURSE OBJECTIVE:**

The objective of this course is to help the students understand the concepts of production function, inventory control, quality control, purchasing and materials management, and application of technical models and techniques for solving production problems.

### **COURSE OUTCOMES:**

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

1. Acquire an understanding of the basic functions and fundamentals of operations management;
2. Develop analytical skills in solving operation management problems such as design of efficient plant location and plant layout models.
3. Comprehend the significance of applications of scheduling and quality control aspects.
4. Demonstrate an understanding of the concepts of materials and maintenance management such as MRP, stores management and replacement models.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

## **MBA1010: OPERATIONS MANAGEMENT**

### **COURSE CONTENTS:**

- 1. Introduction to Production and Operations Management:** Nature of Production / Operations Management, Production Function and Its Environment, Functions of Production/Operations Manager, Organization of Production Function, Evolution of operation management, Types of Production Systems.
- 2. Facilities and Layout Planning:** Product Selection and Design, Service Design, Process and Technology Selection, Location of Manufacturing / Service Facility - Quantitative and Qualitative Models, Product layout, Process Layout, Fixed Position and Group Layout, layout design: Relationship based and Load-Distance cost matrix..
- 3. Production Planning & Control:** Capacity Planning, Machines and Labour Planning (Computation of Number of Machines and Workers) and Learning Curve Application. Introduction to PPC, Production Activity Control for Mass Manufacturing, Rules for batch Processing, Job Shop scheduling - n Jobs on Single Machine, n-Jobs on Two/Three Machines (Johnson's Rule).
- 4. Quality Control:** Quality Control Function, Acceptance Sampling (Single Sampling, Double Sampling and Multiple Sampling), Statistical Process Control, Operating Characteristics Curve and Its Applications (for Attributes and Variables), Application of Control Charts (C-chart, P-chart, X and R charts), Quality Circles, Quality Improvements, Introduction to Six Sigma Quality Concept and Its Role in Quality Management, Cost of Quality .
- 5. Materials Management:** Management in Relation to Materials: Meaning, Definition, Areas, Objectives, Importance, Role of Materials Manager, Integrated Materials Management, Materials Planning, Materials Identification, Codification and Standardization **Maintenance and Replacement Models:** Preventive and break down maintenance, Single Equipment Replacement Model and Group Replacement. Replacement of items which deteriorate with time and items which fails suddenly.

### **TEXT READINGS: Latest Edition**

1. Chase Aquilino Jacobs, Operations Management, Tata MC Hills, India
2. Norman Gaither , Operations Management, Cengage publications, India
3. P. Gopalkrishnan and M. Sundaresan, Materials Management: Integrated Approach, Prentice Hall, New Delhi

### **SUGGESTED READINGS: Latest Edition**

1. Donald W. Dobler, Lamer Lee Jr. & David N. Burt, Purchasing & Materials Management, Tata Mc Graw Hill, New Delhi
2. B. Mahadevan , Operations Management, Himalaya publications, India

## MAA 1104: MATHEMATICS AND STATISTICS FOR MANAGERS

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min. Duration each**

### **COURSE OBJECTIVE:**

The objective of the course is to equip the students with the mathematical and statistical techniques and their application to business problems. The emphasis will be on the concepts and application rather than derivations.

### **COURSE OUTCOMES:**

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

1. Understand the basic concepts of set theory and probability theory
2. Solve the linear equations using the concept of matrices
3. Understand the fundamentals of statistic
4. Understand the various theoretical distributions
5. Use the concept of time series in prediction and decision making

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

## **MAA 1104: MATHEMATICS AND STATISTICS FOR MANAGERS**

### **COURSE CONTENTS:**

- 1. Sets theory and probability:** Sets, Subsets, Types of Sets, Operations on Sets, Cartesian Product of Sets, Applications. Probability Theory: Concepts, Additive, Multiplicative, Conditional Probability Rules, Baye's Theorem
- 2. Determinants and Matrices with Business Application:** Types of Matrices, Operations on Matrices, Adjoint Matrix, Inverse Matrix, Elementary Row Operations. Solution of Simultaneous Linear Equations using Matrices, Input/ Output Analysis.
- 3. Introduction to Statistics:** Meaning and Definition of Statistics, Scope and Limitations of Statistics, Role of Statistics in Management Decisions, Measures of Central Tendency and Dispersion. Correlation and Regression
- 4. Probability Distributions:** Theoretical distributions - Binomial, Poisson and Normal Distributions. Their characteristics and applications.
- 5. Time Series and Statistical Decision Theory:** Time Series and Its Components, Analysis, Models of Time Series, Measurement of Trend, Seasonal Variations and Cyclic Variations. Introduction to Statistical Decision Theory, Decision Making Process, Decisions under Uncertainty and Risk, Decision tree.

### **TEXT READINGS: Latest Edition**

1. J.K. Sharma, Mathematics for Management and Computer Applications, Galgotia Publication
2. D.N. Elhance, Veena Elhance , Fundamentals of Statistics, Kitab Mahal, 1964
3. R. K. Ghosh and S. Saha, Business Mathematics and Statistics, Calcutta, New Central Book Agency, 2012

### **SUGGESTED READINGS: Latest Edition**

1. J. N. Kapur and H. C. Saxena, Mathematical Statistics, S Chand and Company Ltd., 2013
2. Jayprakash Reddy and M. Reddy, A Text Book of Business Mathematics, Ashish Publishing House, 2004
3. K. B. Dutta, Matrix and Linear Algebra, Printice Hall of India, 2004

## **HUA 1105: BUSINESS COMMUNICATION**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min. Duration each**

### **COURSE OBJECTIVES:**

The objectives of the course are to help the students acquire the basics of interpersonal communication and public speaking, so as to improve their communication skills and ability to understand others.

### **COURSE OUTCOMES:**

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

1. To communicate effectively in a corporate setting and otherwise.
2. To overcome the varied obstructions to communication and be an adept listener.
3. To display effective interpersonal communication, maintaining the decorum of the setting .
4. To have hands-on writing business letters and expertise in drafting technical documents.
5. To deliver effective presentations in professional environment, tackle group discussions and face interviews

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

## **HUA 1105: BUSINESS COMMUNICATION**

### **COURSE CONTENTS:**

**1. Basics of Communication:** Defining Communication, Process of Communication, Objectives of Communication, Communication Model. Principles of Effective Communication, Difference between Business and General Communication, and Importance of Feedback. Introduction to Corporate Communication.Channels and Types of Communication: Verbal, Non-verbal, Formal, Informal, Internal, External and Communication Networks.

**2. Factors Affecting Communication:** Barriers to Effective Communication: Physical, Organizational, Psychological and Socio-cultural Barriers and ways to overcome them.Effective Listening: Importance of Listening.Types and Essentials of effective listening.Barriers to Effective Listening.Developing Listening Skills.

**3.Interpersonal Communication:**Understanding Communication through Transactional Analysis.Contemporary Trends: Technology enabled Communication, Online etiquettes, Cell phone etiquettes, Ethics in Business communication, Meeting Etiquettes.

**4. Mechanism of Business Writing:** Basic patterns of Business Letters. Approaches to writing-Direct, Indirect and Persuasive Styles. Cover Letters, Résumés, Applications, Sales and Credit Letters. Reports and Proposals, Drafting e-mails and Memos.

**5. Presentation Strategies:** Techniques of Oral Presentations, Defining the Purpose, Analyzing the Audience, Establishing the main idea, Selecting the Appropriate Channel and Medium. Public speaking. Communication approaches during Interviews.Group Discussions.

**Practicals:** Group Discussion Role plays. Case analyses, Presentation. Comprehension skills based on reading and listening using audio-visual media.

### **TEXT READINGS: Latest Edition**

1. Chaturvedi, P.D. *Business Communication Concepts Cases and Application*. New Delhi: Pearson Edu., 2010.
2. Raman, M. and P. Singh. *Business Communication*. New Delhi: Oxford University Press, 2012.

### **SUGGESTED READINGS:Latest Edition**

1. Lehman. *Business Communication*. New Delhi: Cengage publication, 2012.
2. Nawal. *Business Communication*. New Delhi: Cengage publication, 2012.
3. Pal, Rajendra. *Essentials of Business Communication*. New Delhi: Sultan Chand, 2010.
4. Rai and Rai. *Business Communication*. New Delhi: Himalaya publication, 2014.
5. Sharma, R.C and Krishna Mohan. *Business correspondence and report writing*. New Delhi: Tata Mc Hills, 2010.
6. Sinha, K. K. *Business communication*. New Delhi: Galgotia publication, 2010.



## CTA 1106: IT FOR MANAGERS

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

\* Lectures are of 50 Min. Duration each

### COURSE OBJECTIVE:

The objective of this course is to help students to understand the basics of Information Technology, Computer Hardware, Software, Applications, Databases, Internet and issues related to Design and Development of Information Systems.

### COURSE OUTCOMES:

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

1. Understand basics of computer hardware, software and computer languages.
2. Understand the process of creating spreadsheets, word documents, presentation slides and database using various application software packages.
3. Explain role, types and security aspect of E-business and E-payment system.
4. Understand various types of management information and office Automation system.

### COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

# **CTA 1106: IT FOR MANAGERS**

## **COURSE CONTENTS:**

**1. Introduction to Computer:** Hardware-input/ output devices; Software-System and application software, Computer Languages

## **2. Application Software**

### **Word processing**

Formatting (Index, Tab, bullet, numbering, etc.); Adding images, comments, symbols, diagrams

Adding header and footer, Changing Case, Text Direction, Rearranging Text into Columns; Mail Merge

Columns text (Tables, pictures, etc.); Importing and exporting data and files

### **Spreadsheets**

Entering data (numeric, text, date, time, comments)

Editing (update values, copying, moving, drag & drop, delete / insert rows & columns)

Formatting (text style, text orientation, increase/decrease width of columns and rows)

Changing Chart and Data Series; Charts (bar, pie, line, etc)

Value Axis Scaling and Formatting Lines; Consolidating Data; Creating Automatic Subtotals.

Using Pivot Tables and Pivot Charts; 11.Using Analysis Tool – Goal Seek and Solver

### **Presentations**

Creating presentations using Wizards

Creating blank presentation; Various type of views and their uses

Applying templates on presentations; Applying color schemes on presentations

Implementing Slide Transactions and Custom Animations; OLE Concepts

### **Database Creation**

Creating tables (Understanding fields, data types, range etc.) ; Establishing relationships

Creating Tables using Wizard; Creating Tables using Data View

Creating Select Queries; Designing queries with QBE Grid

Creating other types of queries (Cross tab, update etc.); Creating forms using wizards and Toolbar

Inserting data in tables using forms; Validating Forms; Creating Reports for table data

**3. E- Business Fundamentals and Electronic Payment System:** E-Business Framework, E-Business Application, Network Infrastructure for E-Business. Implementation issues of E-Business, E-Business models. (B2B, B2C), Type of E-payment, Digital Token-Based E-payment, Smart Card, Credit Card Payment Systems, Risk on E-payment, Designing E-payment System, Role of Banking in Electronic Payment.

**4. Inter-Organization Management and E-business Standards :** EDI Application in Business, Standardization and EDI, EDI Software Implementation, VANs (Value Added Network), Internet Based EDI, Cyber Laws, Cyber Crimes and Frauds, Types and Tools of Hacking. Security and E-business: Client-server Security, Data and Message Security, Document Security, Firewalls.

**5. Introduction to Information Systems and Future of Electronic-Business:** Definition, Types of Information Processing Systems Transaction Processing Systems, Office Automation Systems, Knowledge Work Systems, Management Information Systems, Decision Support Systems, and Executive Support Systems, Mobile and Wireless Computing Fundamentals and Applications, Virtual Factory, Strategies for Electronic Business.

#### **TEXT READING: Latest Edition**

1. P.K. Sinha, “Computer Fundamentals”, BPB Publications, New Delhi.
2. Kalakotta, Ravi, Whinston, B., Frontiers of E-Commerce, New Delhi, Addison- Wesley
3. James A. O’Brien, “Management Information Systems”, Galgotia Publications Pvt. Ltd., New Delhi.

#### **SUGGESTED READINGS: Latest Edition**

1. Muneesh Kumar, “Business Information Systems”, Vikas Publishing House Pvt. Ltd., New Delhi
2. Arora, Ashok. Management Information Systems—New Delhi

## CTA 1904: IT LABORATORY

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| -               | 2 | -  | -       | 1  | -  | -             | -       | 20        | 30      | 50          |

\* Lectures are of 50 Min. Duration each

### COURSE OBJECTIVE:

The objective of this course is to help students to understand the basics of Information Technology, Computer Hardware, Software, Applications, Databases, Internet and issues related to Design and Development of Information Systems.

### COURSE OUTCOMES:

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

1. Create and design spreadsheets, word documents, presentation slides and database using various application software packages.
2. Apply various formulas in spreadsheets.
3. Create Charts, pivot tables and Graphics in various application software packages.
4. Create ,design and validate forms and tables using wizards to enter data

### COURSE ASSESSMENT:

Students will be assessed on-

- 1.Continuous assessment in the form class attendance- regularity, quiz, and assignments / presentations (20 marks)
- 2.An end-term Viva-voce examination (30 marks).

# **CTA 1904: IT LABORATORY**

## **COURSE CONTENTS:**

### **Application Software**

#### **1. Word processing**

Formatting (Index, Tab, bullet, numbering, etc.); Adding images, comments, symbols, diagrams

Adding header and footer, adding, Changing Case, Text Direction, Rearranging Text into Columns; Mail Merge

Columns text (Tables, pictures, etc.); Importing and exporting data and files

#### **2. Spreadsheets**

Entering data (numeric, text, date, time, comments)

Editing (update values, copying, moving, drag & drop, delete / insert rows & columns)

Formatting (text style, text orientation, increase/decrease width of columns and rows)

Changing Chart and Data Series; Charts (bar, pie, line, etc)

Value Axis Scaling and Formatting Lines; Consolidating Data; Creating Automatic Subtotals.

Using Pivot Tables and Pivot Charts; 11.Using Analysis Tool – Goal Seek and Solver

#### **3. Presentations**

Creating presentations using Wizards

Creating blank presentation; Various type of views and their uses

Applying templates on presentations; Applying color schemes on presentations

Implementing Slide Transactions and Custom Animations; OLE Concepts

#### **4. Database Creation**

Creating tables (Understanding fields, data types, range etc.) ; Establishing relationships

Creating Tables using Wizard; Creating Tables using Data View

Creating Select Queries; Designing queries with QBE Grid

Creating other types of queries (Cross tab, update etc.); Creating forms using wizards and Toolbar

Inserting data in tables using forms; Validating Forms; Creating Reports for table data

## **TEXT READING: Latest Edition**

1. P.K. Sinha, “**Computer Fundamentals**”, BPB Publications, New Delhi.

2. James A. O’Brien, “**Management Information Systems**”, Galgotia Publications Pvt. Ltd., New Delhi

## MBA 1905: GD/PI Lab

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| -               | 2 | -  | -       | 1  | -  | -             | -       | 50        | -       | 50          |

**\* Lectures are of 50 Min. Duration each**

### **COURSE OBJECTIVE:**

The objective of this course is to help students to develop soft skills and understand the basics of Communication. The course aims at enhancing oral and written expression ability of students. Analyze communication situations and audiences to make choices about the most effective and efficient way to communicate and deliver messages.

### **COURSE OUTCOMES:**

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

1. Deliver effective business presentations in contexts that may require either extemporaneous or impromptu oral presentations.
2. Provide feedback, accept feedback, and use feedback to improve communication skills.
3. Develop effective interpersonal communication skills.
4. Use communication technology appropriately and effectively.

### **COURSE ASSESSMENT:**

Students will be assessed on-

Continuous assessment in the form of Group Discussions, Personal Interviews, class attendance- regularity, and assignments /presentations (50 marks)

## **MBA 1905: GD/PI Lab**

### **COURSE CONTENTS:**

1. **Reading Ability:** Reading of Management Literature, Business magazines and Newspaper. Analysing from managerial perspective. Summary/ Synopsis writing.
2. **Listening Ability:** Listening Business news and Speeches from business People. Analysing their views and writing summary and synopsis.
3. **Group Discussions:** Involvement of students in group discussions, awareness of current topics. Enhance their oral communication skills. Etiquettes of group discussion.
4. **Personal interview:** Conducting mock interviews to prepare students for placement. Personal Interview ethics and etiquettes.
5. **Presentation Skills:** Preparing a presentation using LCD. Integrating graphs, figures and Videos for effective presentation.
6. **Written Communication:** Students write letters, memos, proposals, formal and informal reports, work plans, email evaluation, and progress reports.

### **TEXT READING: Latest Edition**

1. Courtland L. Bovee's ,Business Communication Today, tenth edition, 2010, Pearson.
2. Pushp Lata, Kumar, Sanjay. Communication or collapse, PHI
3. Kaul Asha, Effective Business Communication, PHI

## **MBA 1998: COMPREHENSIVE VIVA**

### **COURSE OBJECTIVE:**

The objective of comprehensive viva-voce is to judge the overall development of the student during the MBA Programme.

### **COURSE OUTCOMES:**

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

1. Face interview both at the academic and the industrial level.
2. Prepare comprehensively to answer questions from all subjects.
3. Attain Oral Presentation skills by answering questions in precise and concise manner.
4. Demonstrate the application of the knowledge gained in hypothetical situations.

### **COURSE ASSESSMENT:**

Students will be assessed on-

A comprehensive viva-voce examination (100 Marks / 4 credits) at the end of each semester of MBA . A panel of examiners will conduct the comprehensive viva-voce examination.

### **COURSE CONTENT:**

The viva-voce shall normally cover all the subjects taught in the complete semester of MBA Program



**SHRI G.S. INSTITUTE OF TECHNOLOGY AND SCIENCE, INDORE**  
**DEPARTMENT OF MANAGEMENT STUDIES**

**MBA Scheme (Choice Based Credit System)**

**MBA FIRST YEAR (2YDC) (Second Semester)**

| S No         | Sub. Category | Sub. Code | Subject                      | L         | T        | P        | Credits   |          | Th         | CW         | SW        | P          | Total       |
|--------------|---------------|-----------|------------------------------|-----------|----------|----------|-----------|----------|------------|------------|-----------|------------|-------------|
|              |               |           |                              |           |          |          | T         | P        |            |            |           |            |             |
| 1            | CC            | MBA2008   | Human Resource Management    | 3         | -        | -        | 3         | -        | 70         | 30         | -         | -          | 100         |
| 2            | CC            | MBA2009   | Research Methodology         | 3         | -        | -        | 3         | -        | 70         | 30         | -         | -          | 100         |
| 3            | CC            | MBA2010   | Marketing Management         | 3         | -        | -        | 3         | -        | 70         | 30         | -         | -          | 100         |
| 4            | CC            | MBA2011   | Financial Management         | 3         | -        | -        | 3         | -        | 70         | 30         | -         | -          | 100         |
| 5            | CC            | MBA2012   | Managerial Economics         | 3         | -        | -        | 3         | -        | 70         | 30         | -         | -          | 100         |
| 6            | CC            | MBA2014   | Business Legislation         | 3         | -        | -        | 3         | -        | 70         | 30         | -         | -          | 100         |
| 7            | SSC           | MBA2015   | Entrepreneurship and Ethics  | 3         | -        | -        | 3         | -        | 70         | 30         | -         | -          | 100         |
| 8            | CC            | MAA2102   | Quantitative Decision Making | 3         | -        | -        | 3         | -        | 70         | 30         | -         | -          | 100         |
| 9            | EGC           | MBA2904   | Research Methodology Lab     | -         | -        | 2        | -         | 1        | -          | -          | 20        | 30         | 50          |
| 10           | EGC           | MBA2905   | Excel Lab                    | -         | -        | 2        | -         | 1        | -          | -          | 50        | -          | 50          |
| 11           |               | MBA2998   | Comprehensive Viva           | -         | -        | -        | -         | 4        | -          | -          | -         | 100        | 100         |
| <b>Total</b> |               |           |                              | <b>24</b> | <b>-</b> | <b>4</b> | <b>24</b> | <b>6</b> | <b>560</b> | <b>240</b> | <b>70</b> | <b>130</b> | <b>1000</b> |

CC - Core Courses, SSC - Soft Skill Courses, EGC - Elective Generic Courses

**MBA FIRST YEAR  
SECOND SEMESTER**

| <b>SUBJECT CODE</b> | <b>LIST OF SUBJECTS</b>             |
|---------------------|-------------------------------------|
| <b>MBA 2008</b>     | <b>HUMAN RESOURCE MANAGEMENT</b>    |
| <b>MBA 2009</b>     | <b>RESEARCH METHODOLOGY</b>         |
| <b>MBA 2010</b>     | <b>MARKETING MANAGEMENT</b>         |
| <b>MBA 2011</b>     | <b>FINANCIAL MANAGEMENT</b>         |
| <b>MBA 2012</b>     | <b>MANAGERIAL ECONOMICS</b>         |
| <b>MBA 2014</b>     | <b>BUSINESS LEGISLATION</b>         |
| <b>MBA 2015</b>     | <b>ENTREPRENEURSHIP AND ETHICS</b>  |
| <b>MAA 2102</b>     | <b>QUANTITATIVE DECISION MAKING</b> |
| <b>MBA 2904</b>     | <b>RESEARCH METHODOLOGY LAB</b>     |
| <b>MBA 2905</b>     | <b>EXCEL LAB</b>                    |
| <b>MBA 2998</b>     | <b>COMPREHENSIVE VIVA</b>           |

## **MBA 2008: HUMAN RESOURCE MANAGEMENT**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min Duration each**

### **COURSE OBJECTIVES:**

The objective of this course is to introduce the various concepts of human resource management to students. It provides an understanding of the fundamental concepts and importance of human resource management, with particular reference to HRM policies and practices in India.

### **COURSE OUTCOMES:**

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

- 1 Explain the Concept, Functions, Structure, Roles and Responsibilities of the HR department and acquisition of Human Resources.
- 2 Write sample HR policies and describe the Administrative, Operational and Strategic Role of HR.
- 3 Explain the process, method and evaluation of Training and Development, Performance Appraisal, Career and Succession Planning.
- 4 Explain the maintenance and separation process for the human resources.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

## **MBA 2008: HUMAN RESOURCE MANAGEMENT**

### **COURSE CONTENTS:**

- 1. The Field of HRM:** An Overview of HRM, Concept, Functions of the HR department, Personnel to Human Resource shift, ASTD HRM Model, Structure of Human Resource Management, Role and Responsibilities of the Human Resource
- 2. Acquisition of Human Resources:** Objectives, Policies and Process of Human Resource Planning, Job Analysis, Job Description, Job Specification, Job Design (Nature , Job Characteristics, Reengineering Jobs, Advantages and Disadvantages, Consequences), Recruitment, Selection, Induction, Promotion and Transfer.
- 3. Human Resource Policies:** Administrative, Operational and Strategic Role of Human Resource, Formulation and Essentials of Sound Human Resource Policies, Concept of virtual organization , Flexi timings at work place. Case Studies
- 4. Development of Human Resources:** Concept of Training and Development, Evaluation of Training and Performance Appraisal (Appraising Individual and Team Performance), Introduction to Career and Succession Planning. Case Studies
- 5. Maintenance and Separation Processes:** Job Evaluation, Designing and Administering the Wage and Salary Structure, Compensation, Grievance Handling Procedure, Turnover, Retirement, Layoff, Retrenchment and Discharge, Mechanism of VRS, VRS in Public Sector and Private Sector. Case Studies

### **TEXT READINGS: Latest Edition**

1. DeCenzo, Robbins, Verhulst-Fundamentals of Human Resource Management, 11<sup>th</sup> edition, Wiley, 2012
2. Halder Uday Kumar, Human Resources Management, Oxford University Press, 2013
3. Dessler, Gary, Varkkey, Biju, Fundamentals of HRM, 11<sup>th</sup> Edition, Pearson - Prentice Hall, India, 2009

### **SUGGESTED READINGS: Latest Edition**

1. Rao V S P, Human Resource Management, 3<sup>rd</sup> Edition, Excel Books India, 2007
2. P.Subba Rao, Essentials of Human Resource Management ,Himalaya Publications, India, 2010
3. Ashwathapa K, International Human Resources Management, Tata Mc-graw hill India, 2007

## **MBA2009 RESEARCH METHODOLOGY**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min. Duration each**

### **COURSE OBJECTIVES:**

The objectives of the course are to equip the students with the concept and methods of Business Research. The students will be able to plan, design and carry out business research using scientific methods and prepare research report(s) / paper(s).

### **COURSE OUTCOMES:**

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

- 1 Develop an understanding of business research, and explain the basic framework of research process and different research designs.
- 2 Identify the sources of information for literature review and describe the sampling techniques in research.
- 3 Illustrate the techniques of data collection, understand the measurement scales in research, test the hypothesis by applying data analysis tools and techniques.
- 4 Prepare the report, explain the results and develop an understanding of ethical dimensions of conducting research.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

# MBA2009 RESEARCH METHODOLOGY

## COURSE CONTENTS

**Prerequisites:** Student are suppose to have knowledge of Measures of Central Tendency, Measures of Dispersion, Simple Correlation and Regression Analysis. These concepts are taught to them in earlier semesters.

**There will be no questions in examination from Prerequisites.**

- 1. Introduction to Research Methods:** Role and objectives of business research, types of research and various research design (exploratory, descriptive, experimental and diagnostic research), research process: Overview, Problems encountered by researcher. *Experimental research design will comprise of Completely Randomized Design, Latin Square Design and Factorial Design.*
- 2. Literature Review and Sampling:** Purpose of LR, LR methodology, Sources and Outcomes of LR. Theory and Design of Sample Survey, Census Vs Sample Enumerations, Objectives and Principles of Sampling, Types of Sampling, Sampling and Non-Sampling Errors
- 3. Data Collection and Questionnaire:** Collection, Organization, Presentation, Analysis and Interrelation of Primary and Secondary Data. Measurement in research, measurement scales, sources of errors in measurement, Techniques of developing measurement tools, classification and testing (reliability, verification and validity) scales, Designing questionnaires and interviews
- 4. Hypothesis testing and Data Analysis :** Parametric & Non-Parametric Tests, Testing and Interpretation sample tests for univariate and bivariate analysis using normal distribution, f-test, t-test, z-test, ANOVA, chi square test, Introduction and Applications of Multiple Regression, Factor Analysis, Cluster Analysis, Multidimensional Scaling, Discriminate, Canonical Analysis, Conjoint Analysis.
- 5. Interpretations and Report Writing:** Meaning of interpretation, *techniques of Interpretation*, precautions in interpretation, significance of report writing, steps in report writing, layout of report and precautions in writing research reports, Limitations of RM, Philosophical issues in Research, Ethics and Research.

## Text Readings: LATEST EDITION

1. C. R. Kothari, "Research Methodology: Methods and techniques", Vishwa Prakashan, New Delhi
2. William G. Zikmund, "Business Research Methods", Dryden Press, Orlando.
3. Hair Anderson, Tatham and black, Multivariate data analysis, Pearson publications

## Suggested Readings: LATEST EDITION

1. Asthana & Braj Bhushan, statics for social science, Prentice hall, India

## MBA 2010: MARKETING MANAGEMENT

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

\* Lectures are of 50 Min. Duration each

### COURSE OBJECTIVE:

The objective of this course is to provide the students exposure to modern marketing concepts, tools, and techniques, and help them develop abilities and skills required for the performance of marketing functions.

### COURSE OUTCOMES:

At the end of this course, the students will be able to: -

- 1 Describe Philosophies of Marketing Management, Marketing Environment and , Marketing Mix Elements.
- 2 Explain Market Segmentations, Differentiation and Positioning Strategy.
- 3 Discuss Product Classification, Product Diffusion Process, Repositioning and Pricing.
- 4 Describe the concept of Distribution Channel, CRM, Green Marketing, E-Marketing, Tools of IMC and Promotion.

### COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

# **MBA 2010: MARKETING MANAGEMENT**

## **COURSE CONTENTS**

**1 Marketing Concepts:** Customer Value and Satisfaction, Customer Delight, Conceptualizing Tasks and Philosophies of Marketing Management, Value Chain, Scanning the Marketing Environment, Marketing Mix Elements, Difference between Marketing and Selling, Marketing and Corporate Strategy.

**2. Market Segmentation, Targeting, Positioning:** Market Segmentations, Levels of Market Segmentations, Patterns, Procedures, Requirement for Effective Segmentation, Evaluating the Market Segments, Selecting the Market Segments, Differentiation, ways of differentiation, Tool for Competitive Differentiation, Developing a Positioning Strategy.

**3. Product Decision:** Objectives, Product Classification Product-Mix, Product Life Cycle Strategies, Product Diffusion Process, Equity, Challenges, Repositioning, Branding, Packaging, Introduction of Labeling. New Product Development Process. Pricing Decision: Pricing Objectives, Demand Estimating, Pricing Decision framework, Pricing Methods and Strategies, Pricing Practices, Internet and Transfer Pricing.

**4. Distribution Decisions:** Importance and Functions of Distribution Channel, Design of Distribution Channel, Management of Channels, Distribution Channel Members, VMS and HMS, Wholesaling, Retailing, Promotion Decisions: Effective Communication, Tools of IMC, Marketing Communication Process, Promotion mix, Direct and Indirect Marketing,

**5. Emerging Trends in Marketing:** An Introduction to Internet Marketing, Multi Level Marketing, Introduction of CRM, Importance of CRM, CRM Process. E-Marketing, Green Marketing, Event Marketing, Types of Events, Sponsorship, Cause Related Marketing, Concept of Rural Marketing, Global Marketing, Marketing for Non Profit Organizations

## **TEXT READINGS: Latest Edition**

1. Kotler, Philip, Principles of Marketing Management, New Delhi, Prentice Hall, India, 13 edn
2. Jain subash, Marketing Strategy: Planning, control, Cengage publication, India 2004
3. Pradhan, Marketing Management: A Case Book, Cengage publication, India, 2012

## **SUGGESTED READINGS: Latest Edition**

1. William L. Pride and O.C. Ferrell, Marketing Concepts and Strategies, Houghton Mifflin Co., Boston 8th Edition, 1993
2. Czinkota, Michael R. Marketing Management, -Australia, 2005



## **MBA 2011: FINANCIAL MANAGEMENT**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min. Duration each**

### **COURSE OBJECTIVE:**

The objectives of this course are to help the students learn the concepts, tools and skills of financial analysis and financial management, and application in the efficient conduct of business

### **COURSE OUTCOMES:**

At the end of this course, the student will be able to:

1. Explain the nature, scope and objectives of financial management.
2. Analyze financial statements using ratio analysis technique.
3. Apply techniques of capital budgeting to evaluate investment proposals.
4. Design capital structure of a firm.
5. Determine working capital requirements of a firm.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

# **MBA 2011: FINANCIAL MANAGEMENT**

## **COURSE CONTENTS:**

- 1. Introduction:** Concept, nature, scope, and objective of financial management, finance functions, long term and short term, sources of finance, concepts of profit and wealth maximization.
- 2. Financial Statement Analysis:** Liquidity, activity, profitability, solvency, leverage: operating, financial and combined leverages, leverage ratio analysis, interpretation of ratios with cases, common-size statement, comparative statement, Trend analysis. Cost-volume profit analysis.
- 3. Capital Budgeting:** Time value of money, DCF and Non DCF methods for evaluating projects (PBP, ARR, NPV, IRR, PI)
- 4. Cost of Capital:** Cost of long term sources of finance, weighted average cost of capital., capital structure theories and significance of dividend, dividend policy, dividend theories.
- 5. Working capital Management and Statement of Changes in Financial Position:** Need, determinants and computation of working capital, cash flow statement and fund flow statement.

## **TEXT READINGS: Latest Edition**

1. Pandey, I.M., “Financial Management”, Vikas Publication House, New Delhi, 9<sup>th</sup> edition 2009
2. Khan, M.Y., Jain, P.K., “Financial Management”, Tata Mc Graw Hill, New Delhi, 5<sup>th</sup> edition 2012
3. K Shashi Gupta, Financial Management, Kalyani Publisher, In dia, 3<sup>rd</sup> edition 2010

## **SUGGESTED READINGS: Latest Edition**

1. Chandra, Prasanna, “Financial Management”, Tata McGraw Hill, New Delhi, 7<sup>th</sup> edition 2008
2. P.V Kulkarni, Financial Management, New Delhi, 2006
3. Kishore, Ravi M., “Financial Management”, Taxmann Publications, New Delhi, 7<sup>th</sup> edition 2009
4. Damodaran Aswath, “Corporate Finance”, John Wiley Publication, 4<sup>th</sup> edition 2014

## **MBA2012: MANAGERIAL ECONOMICS**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min. Duration each**

### **COURSE OBJECTIVE:**

Objective of this Subject is to help the students in establishing general principle behind managerial theories.

### **COURSE OUTCOMES:**

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

1. Explain managerial economics concepts
2. Identify production function, law of variable proportion, different types of cost, cost interrelation and break even point.
3. Explain features of various types of competitive markets and price discrimination,
4. Define and determine national income, money supply, macro economic factors and economic growth and development

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

# MBA2012 MANAGERIAL ECONOMICS

## COURSE CONTENTS:

- 1. Introduction:** Nature and scope, characteristics and significance of managerial economics. Relationship of managerial economics with distinguishing disciplines, micro and macro economics and their interdependency, economic systems, central economic problems, production possibility curve, Incremental and marginal analysis. **Consumer Behaviour:** laws of demand and supply, determinants of demand and supply, demand analysis through utility analysis, law of DMU and EMU, consumer's equilibrium and its relations with price and income, indifference curve approach to consumer's equilibrium, elasticity of Demand and its various concepts, determinants and significance of demand elasticity.
- 2. Production:** Production function, Laws of return to variable proportions, Stages of production, Law of returns to scale, Producer's equilibrium and expansion path, Economies of scale. **Cost and profit:** Cost and its various concepts – economic; opportunity; private; and social costs, Cost function, Short run and long run costs, Cost interrelations, Break even analysis and its applications, Profit concepts and theories.
- 3. Pricings and markets:** Equilibrium price, Perfect competition, Monopoly, Monopolistic, and Oligopoly competition, Price discrimination, Kinked demand curve, Cartel formation, Price leadership.
- 4. National income and employment:** Concepts and measurement of national income, Money supply measures, Functions of money, Theories of value of money, Central and commercial banks and their functions.
- 5. Macro economics:** Business cycles, inflation – causes and effects, Philips curve, Monetary Policy, Fiscal Policy, monetary and fiscal measures of controlling inflation and unemployment. **Economics of development:** Economic development and economic growth, Factors of economic growth, Rostow's stages of economic growth, Keynesian theory and its application to underdeveloped countries.

## TEXT BOOKS: Latest Edition

1. P.L. Mehta – Managerial Economics, Sultan Chand, New Delhi.
2. Jhingan M.L– Micro Economic theory, Vrinda Publication
3. Peterson & Lewis: Managerial Economics, Princeton Hall of India, New Delhi.

## SUGGESTED BOOKS: Latest Edition

1. A. Koutsoyiannis – Modern Micro Economics, Macmillan Press, New Delhi
2. Dr. Atmanand – Managerial Economics, Excel books, New Delhi
3. Howard Davis – Managerial Economics, Macmillan Press, New Delhi
4. Hal Varian – Intermediate micro economics, Tata McGraw Hills, New Delhi

## MBA 2014: BUSINESS LEGISLATION

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min Duration each**

### **COURSE OBJECTIVE:**

The objective of this course is to acquaint the students various laws, which are to be observed in performing the day-to-day business. Here the emphasis will be on the different latest provisions of the law and on how these can be used in the best interest of the organization without violating them rather than cases.

### **Course Outcomes:**

At the end of this course, the student will be able to:

1. Describe essential elements of a valid contract and consequences of its breach.
2. Explain legal framework relating to partnership business and sale of goods contracts.
3. Draft various types of valid negotiable instruments and understand law relating to filing complaint under consumer protection act.
4. Classify different kinds of companies and major provisions of companies act 2013 relating to constitution, prospectus and winding up.
5. Explain law relating to competition in India and Indian banking structure.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

## **MBA 2014: BUSINESS LEGISLATION**

### **COURSE CONTENTS:**

- 1. The Indian Contract Act 1872:-** Essentials of a valid Contract, void & voidable agreements, Contingent Contracts, Performance of Contracts, Quasi Contracts, Breach of Contracts & its Remedies, Indemnity, Guarantee, Bailment & Pledge
- 2. Indian Partnership Act 1932:-** Nature of Partnership, Relations of Partners and with third Persons, Minor as a partners, Incoming and outgoing partners, Dissolution. Indian Sales of goods Act 1930 (Essentials only).
- 3. The Negotiable Instruments Act 1881:-** Nature & Types, Negotiation & liability, Presentment, Discharge from liability, Dishonor of Negotiable Instruments, Crossed Cheques, Penalties. CPA 1986 Consumer, Protection of Consumers, Central consumer Protection Council, Consumer Dispute Redressal Agencies.
- 4. The Companies Act:-** Nature & types of Companies, Memorandum of Association, Article of Association, Prospectus, Shares, types of shares, Shareholders & Debenture Holders, Minority Protection, Winding Up of company.
- 5. Competition Act 2002:-** CCI, Powers, Functions & Duties of Commission, Prohibition of certain Agreements, abuse of Dominant Position, Penalties. Banking Law:- History, nature & development of Banking in India, Kinds of Banks and functions, RBI, functions of RBI, FEMA Features, Contravention and Penalties, Evaluation.

### **TEXT READING: Latest Edition**

1. Kumar Ravinder, Legal Aspects of Business, Cengage publication, 3e
2. Pathak Akhileshwar, Legal Aspects of Business, 6e Mc Graw Hill education, 6e
3. Chawala and Garg, Mercantile and Industrial Law, New Delhi, Kalyani Publications
4. Chopra,R.K. , Business Laws, Himalaya publications
5. Albuquerque Daniel, Legal aspects of business, Oxford Higher Education. 2013

### **SUGGESTED READINGS: Latest Edition**

1. Tulsani P.C, Business and Corporate Laws, New Delhi, S. Chand & Co. Ltd. 1 edn, 2011
2. Stim Richard, Intellectual Property, Cengage Learning, 2e.
3. Francis Cherunilam, Business Environment, New Delhi, Himalaya Publishing House.

## **MBA 2015: ENTREPRENEURSHIP AND ETHICS**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min Duration each**

### **COURSE OBJECTIVE:**

The Objective of this course is to acquaint the students with the basic concept of Entrepreneurship and the support system provided for the entrepreneurial development in India. It also aims to help students gain an understanding of Business Ethics and application of Indian Values in Managerial Decision making.

### **COURSE OUTCOMES:**

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

- 1 Explain the concept of entrepreneurship and sources of innovation for an entrepreneur.
- 2 Describe the business planning process, explain its feasibility and identify the role of government, banks and different agencies in entrepreneurship development.
- 3 Illustrate the importance of ethical conduct in business, describe the importance of corporate social responsibilities,
- 4 Discuss the management teachings from varied Indian Ethos and their implications for future managers.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

## **MBA 2015: ENTREPRENEURSHIP AND ETHICS**

### **COURSE CONTENTS:**

- 1. The Entrepreneurial Development Perspective:** Concept of Entrepreneurship Development, Entrepreneur, Intrapreneur and Manager, Innovation and creativity, Attributes and characteristics of a successful entrepreneur, Role of Entrepreneur in economy, Problems faced by an entrepreneur, Introduction to Intellectual Property Rights
- 2. Creating Entrepreneurial Venture:** Business Planning process, Concept of Entrepreneurial Strategies, Need and types of business strategies, Technical, Financial, Marketing and Management Feasibility, Estimating and Financing Funds requirement – Schemes offered by various commercial banks and financial institutions like IDBI, ICICI, SIDBI, SFCs, Introduction to Venture Capital Financing
- 3. Entrepreneurship Development Institutes:** Role of Central Government and the State Governments in promoting Entrepreneurship, Introduction to various incentives, subsidies and grants, Export oriented Units, Fiscal and Tax Concessions available, Role of following agencies in the Entrepreneurship development - Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), MSME
- 4. Ethical Perspective :** Concept of Ethics, Moral Behavior, Business Ethics, Role of Ethics in Business, Public Accountability , Corporate Responsibility, Utilitarian Views on Business Ethics, Duty Ethics in the Business Environment , Case Studies
- 5. Ethical reflections through Indian Ethos:** Teachings of Mahabharata, Valmikee Ramayana, Gurugranth Sahib, Quran, and Bible, Teachings of Buddha and Mahaveer, The Models of Leadership and Motivation in Indian Thoughts, The Guna Theory, The Karma Theory, The Sanskara Theory, Nishkam Karma Yoga, Productive Efficiency and Spirituality, Applications of Indian Ethos in Business Environment, Case Studies

### **TEXT READINGS: Latest Edition**

1. Vasant Desai, Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, Mumbai. 2000
2. Stim Richard, Intellectual Property 2e, Cengage Learning
3. Donald F. Kuratko, Richard M. Hodgetts (Entrepreneurship Theory, Process and Practice, South Western, Delhi 2007.
4. S.K. Mandal, Ethics in Business and Corporate Governance, Tata McGraw Hills Education, 2010
5. S. S. Khanka, Business Ethics and Corporate Governance, S. Chand, 2014

### **SUGGESTED READINGS: Latest Edition**

1. Dr. Aruna Kaulgud, Entrepreneurship Management, Thompson Publishing
2. Prof. Satish Taneja, Dr. S.L. Gupta, Entrepreneurship Development – New Venture Creation, Galgotia Publishing Co., New Delhi, 2001
3. S S Khanka, Entrepreneurial Development, S. Chand & Co. Ltd., New Delhi, 2006
4. Peter Pratley, The Essence of Business Ethics, New Delhi, Prentice Hall of India, 1997.
5. Murthy C.S.V., Business Ethics, APH Publishing Corporations, 2003



## MAA2102 QUANTITATIVE DECISION MAKING

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min Duration each**

### **COURSE OBJECTIVE:**

The objectives of this course are to help the students acquire quantitative tools, and use these tools for the analysis and solution of business problems. The emphasis will be on the concepts and application rather than derivations.

### **COURSE OUTCOMES:**

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

- 1 Understand the basic concept of quantitative techniques
- 2 Understand different methods for solving linear programming problems
- 3 To find basic feasible solution of transportation problem by various methods
- 4 Use the concept of waiting line model to solve real life problems
- 5 Apply simulation techniques in various physical models

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

## **MAA2102 QUANTITATIVE DECISION MAKING**

### **COURSE CONTENTS:**

- 1. Quantitative Techniques and Operations Research:** Meaning, Scope of Quantitative Techniques and Operations Research in Management, Advantages and Limitations of Quantitative Techniques/Operation Research, Operation Research Process.
- 2. Linear Programming:** Meaning of Linear programming, General Mathematical Formulation of LPP, Graphical Analysis, Solution of LPP: Simplex Method, Big-M Method, Advantage and limitations of LPP.
- 3. Transportation Model:** Transportation Problem as a particular case of LPP Mathematical Formulation, Initial Basic Feasible Solution, Vogel's Approximation Method, Optimization (Minimization and Maximization) using Modified Distribution Method and Stepping Stone Method.
- 4. Waiting Line Models and Game Theory:** Introduction, Scope in Management Decisions, Queuing Models – Single Server, Multi server with infinite capacity. Introduction to Games, Maximin and Minimax Principles, Pure and Mixed Strategies, Rule of dominance, Solutions of Games using –Algebraic and Graphical Methods, Game Theory and Linear Programming,
- 5. Markov Chain Analysis and Simulation:** Computation of sequential probability of states for different periods, Steady State Probability of states and application of Markov Chain. Introduction to simulation, Monte Carlo Technique and its applications, single stage and multi stage simulation.

### **TEXT READING: Latest Edition**

1. N.D Vohra “Quantities techniques” New Delhi, Tata McGraw Hill, India
2. V.K Kapoor, “Problems and solution in operation research, India
3. P. K. Gupta and D. S. Hira, “Operations Research”, Sultan Chand Publications, New Delhi

### **SUGGESTING READINGS: Latest Edition**

1. S. D. Sharma, “Operations Research”, Kedar Nath Ram Nath and Co. Meerut, India
2. Rathindra P Sen Operation Research, PHI publications, India
3. Winston, Wayne L., Operation Research applications and algorithms, Wadsworth Publishing Company Australia.

## **MBA 2904: RESEARCH METHODOLOGY LAB**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| -               | 2 | -  | -       | 1  | -  | -             | -       | 20        | 30      | 50          |

**\* Lectures are of 50 Min Duration each**

### **COURSE OBJECTIVES**

The objectives of the course are to equip the students with the concept and methods of Business Research. The students will be able to plan, design and carry out business research using scientific methods and prepare research report(s) / paper(s).

### **COURSE OUTCOMES:**

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

- 1 Explain features of various software like SPSS,SYSTAT, Excel etc.
- 2 Apply parametric and non-parametric test upon a given data set.
- 3 Collect ,compile and categorize data in to statistical software packages.
- 4 Identify significant factors using regression analysis.

### **COURSE ASSESSMENT:**

Students will be assessed on-

- a. Continuous assessment in the form class attendance- regularity, quiz, and assignments / presentations (20 marks)
- b. An end-term Viva-voce examination (30 marks).

## **MBA 2904: RESEARCH METHODOLOGY LAB**

### **COURSE CONTENTS**

- 1. Data pruning or missing data values:** Mean/Average/Frequency/Ratio/Mod Value/Null/Log Function/ Recoding and decoding of variables in case change of language in the questionnaire.
- 2. Reliability tests:** Cronbach alpha /Guttman/Split-half/Parallel tests/ Durbin–Watson statistic.
- 3. Validity:** : Content/Face/Discriminant/Convergent/Divergent validity, KMO Barlett test/Anderson rubin/determinants/rotation of matrix (orthogonal/varimax/equamax).
- 4. Tests:** Parametric tests and non parametric tests, Factor analysis/Correspondence analysis/ Optimal scaling/ ANOVA/MANOVA tests.
- 5. Higher order tests to check or perform impact analysis :** Regression (linear/mediation/moderation), Simple Regression/Multiple regression, Partial least square modeling (more than onedegree: multi level mediation and moderation).

### **TEXT READINGS: Latest Edition**

1. C. R. Kothari, Research Methodology: Methods and techniques, New Age International Publishers,2004
2. William G. Zikmund, Business Research Methods, Cengage Learning,2012
3. Deepak Chawla ,Research Methodology, Vikas Publishing House,2011
4. Hair Anderson, Tatham and black, Multivariate data analysis, Pearson publications,2013

### **SUGGESTED READINGS: Latest Edition**

1. K.N Krishnaswamy, Management Research methodology,Pearson Education,2009
2. Karunakaran K.,Business Research Methods, Himalaya Publishing House, 2013
3. J.K Sachdeva, Business Research Methodology, Himalayan Books, 2009
4. Mark Gardener, Beginning the Statistical Programming Language, Wiley, 2012

## **MBA 2905: Excel Lab**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| -               | 2 | -  | -       | 1  | -  | -             | -       | 50        | -       | 50          |

**\* Lectures are of 50 Min Duration each**

### **COURSE OBJECTIVE:**

The objective of this course is to help students to develop application of computing skills for Quantitative Decision Making.

### **COURSE OUTCOMES:**

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

- 1 Apply excel to solve linear programming problems of maximization and minimization.
- 2 Apply and creating Formulas for Financial Applications.
- 3 Apply excel to solve transportation and assignment model problems subject to some constraints.
- 4 Apply excel to solve inventory and queuing.

### **COURSE ASSESSMENT:**

Students will be assessed on-

Continuous assessment in the form of class attendance- regularity, quiz, and assignments /presentations (50 marks).

### **EXAMINATION SCHEME:**

The faculty member will award marks out of a maximum of 50 marks for the lab performance.

## **MBA 2905: EXCEL LAB**

### **COURSE CONTENTS:**

- 1.Transportation Model:** Solving Complex Transportation and Assignment model problems of all types and constraints using excel.
- 2.Linear Programming Model:** Application of excel in solving multivariable linear programming problems of maximization and minimization.
- 3.Integer Programming:** Solving Integer linear programmes using excel.
- 4.LINGO/ TORA:** Application of the softwares for Queuing Model, Inventory Model
- 5.Finance Function:** Computation of various capital budgeting methods using excel. It includes NPV, IRR, Annuity etc..

### **TEXT READING: Latest Edition**

1. Barlow John F, Excel Models for Business and Operation Mgmt., Wiley
2. Gottlieb Lssac D, Next Generation Excel Wiley

### **SUGGESTED READINGS: Latest Edition**

1. Jeffrey Camm, James Cochran, David Anderson et.al. Essentials of Business Analytics, Cengage Learning
2. Taha , Operations Research: An Introduction, 8/E, Pearson Education

## **MBA 2998: COMPREHENSIVE VIVA**

### **COURSE OBJECTIVE:**

The objective of comprehensive viva-voce is to judge the overall development of the student during the MBA Programme.

### **COURSE OUTCOMES:**

At the end of the semester, the students will be able to :

- 1 Face interview both at the academic and the industrial level.
- 2 Prepare comprehensively to answer questions from all subjects.
- 3 Attain Oral Presentation skills by answering questions in precise and concise manner.
- 4 Demonstrate the application of the knowledge gained in hypothetical situations.

### **COURSE ASSESSMENT:**

Students will be assessed on-

A comprehensive viva-voce examination (100 Marks / 4 credits) at the end of each semester of MBA . A panel of examiners will conduct the comprehensive viva-voce examination.

### **COURSE CONTENT:**

The viva-voce shall normally cover all the subjects taught in the complete semester of MBA Program.

SHRI G.S. INSTITUTE OF TECHNOLOGY AND SCIENCE, INDORE  
DEPARTMENT OF MANAGEMENT STUDIES

**MBA Scheme**

(Choice Based Credit System)

**MBA SECOND YEAR (2YDC) (Third Semester)**

| S No | Sub. Code | Subject                              | L         | T        | P        | Credits   |          | Th         | CW         | SW         | Pr         | Total       |
|------|-----------|--------------------------------------|-----------|----------|----------|-----------|----------|------------|------------|------------|------------|-------------|
|      |           |                                      |           |          |          | T         | P        |            |            |            |            |             |
| 1    | MBA3005   | Business Analytics^                  | 3         | -        | -        | 3         | -        | 70         | 30         | -          | -          | 100         |
| 2    | MM-1      | Elective MM-I*                       | 3         | -        | -        | 3         | -        | 70         | 30         | -          | -          | 100         |
| 3    | MM-2      |                                      | 3         | -        | -        | 3         | -        | 70         | 30         | -          | -          | 100         |
| 4    | MM-3      |                                      | 3         | -        | -        | 3         | -        | 70         | 30         | -          | -          | 100         |
| 5    | FM-1      | Elective FM-I*                       | 3         | -        | -        | 3         | -        | 70         | 30         | -          | -          | 100         |
| 6    | FM-2      |                                      | 3         | -        | -        | 3         | -        | 70         | 30         | -          | -          | 100         |
| 7    | FM-3      |                                      | 3         | -        | -        | 3         | -        | 70         | 30         | -          | -          | 100         |
| 8    | HR-1      | Elective HR-I*                       | 3         | -        | -        | 3         | -        | 70         | 30         | -          | -          | 100         |
| 9    | HR-2      |                                      | 3         | -        | -        | 3         | -        | 70         | 30         | -          | -          | 100         |
| 10   | HR-3      |                                      | 3         | -        | -        | 3         | -        | 70         | 30         | -          | -          | 100         |
| 11   | OM-1      | Elective OM-I*                       | 3         | -        | -        | 3         | -        | 70         | 30         | -          | -          | 100         |
| 12   | OM-2      |                                      | 3         | -        | -        | 3         | -        | 70         | 30         | -          | -          | 100         |
| 13   | OM-3      |                                      | 3         | -        | -        | 3         | -        | 70         | 30         | -          | -          | 100         |
| 14   | MBA 3996  | Summer Training#                     | -         | -        | 4        | -         | 2        | -          | -          | 50         | 50         | 100         |
| 15   | MBA 3997  | Major Research Project<br>(Phase I)# | -         | -        | 4        | -         | 2        | -          | -          | 50         | 50         | 100         |
| 16   | MBA3999   | Comprehensive Viva#                  | -         | -        | -        | -         | 4        | -          | -          | -          | 100        | 100         |
|      |           | <b>Total</b>                         | <b>21</b> | <b>0</b> | <b>8</b> | <b>21</b> | <b>8</b> | <b>490</b> | <b>210</b> | <b>100</b> | <b>200</b> | <b>1000</b> |

^ Core Subjects # Generic subject

\* **Discipline centric subject-** Students are to select a total of six subjects of two specializations.



**MASTER OF BUSINESS ADMINISTRATION**  
**CURRICULUM FOR FULL-TIME COURSE (Under Choice Based Credit System)**  
**MBA SECOND YEAR    THIRD SEMESTER**

**SUBJECT CODE                      LIST OF SUBJECTS**

**COMPULSORY SUBJECTS:**

|          |                                  |
|----------|----------------------------------|
| MBA 3005 | BUSINESS ANALYTICS               |
| MBA 3996 | SUMMER TRAINING                  |
| MBA 3997 | MAJOR RESEARCH PROJECT (Phase-I) |
| MBA 3999 | COMPREHENSIVE VIVA               |

**MARKETING:**

|                |                                        |
|----------------|----------------------------------------|
| MBA 3105       | SERVICE MARKETING                      |
| <b>MBA3106</b> | <b>ADVERTISING AND SALES PROMOTION</b> |
| <b>MBA3107</b> | <b>STRATEGIC BRAND MANAGEMENT</b>      |
| <b>MBA3108</b> | <b>DIGITAL MARKETING</b>               |
| MBA ____       | SALES AND DISTRIBUTION MANAGEMENT      |

**FINANCE:**

|                 |                                                   |
|-----------------|---------------------------------------------------|
| <b>MBA 3304</b> | <b>SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT</b> |
| <b>MBA 3307</b> | <b>BANKING AND INSURANCE</b>                      |
| <b>MBA 3308</b> | <b>TAX PLANNING</b>                               |
| MBA 3309        | FINANCIAL DERIVATIVES & RISK MANAGEMENT           |
| MBA ____        | ECONOMIC INDICATORS & GLOBAL CAPITAL MARKETS      |

**HUMAN RESOURCE:**

|                 |                                                |
|-----------------|------------------------------------------------|
| MBA 3504        | INDUSTRIAL RELATIONS AND LABOR LAW             |
| <b>MBA 3505</b> | <b>SOCIAL AND INDUSTRIAL PSYCHOLOGY</b>        |
| <b>MBA 3506</b> | <b>TRAINING AND ORGANIZATIONAL DEVELOPMENT</b> |
| <b>MBA 3507</b> | <b>HUMAN RESOURCE DEVELOPMENT</b>              |
| MBA ____        | MANAGING KNOWLEDGE WORKER                      |

**OPERATIONS:**

|                 |                                        |
|-----------------|----------------------------------------|
| <b>MBA 3705</b> | <b>BUSINESS PROCESS REENGINEERING</b>  |
| MBA 3706        | MATERIALS MANAGEMENT                   |
| <b>MBA 3707</b> | <b>TOTAL QUALITY MANAGEMENT</b>        |
| <b>MBA 3708</b> | <b>OPERATIONS PLANNING AND CONTROL</b> |
| MBA ____        | ADVANCES IN OPERATIONS MANAGEMENT      |

## **MBA3005: BUSINESS ANALYTICS**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min. Duration each**

### **COURSE OBJECTIVE:**

The course is design to equip the students with the modern concepts of Business Analytics. The emphasis will be on the application of data processing to take management related decisions including problem solving and making effective predictions accurately.

**COURSE OUTCOMES:** At the end of this course, the student will be able to:

1. Explain business analytics to formulate and solve business problems and to support managerial decision making.
2. Apply different analytical tools for descriptive, prescriptive and predictive analysis.
3. Use and apply Excel, Excel add-ins, SPSS and other related software packages to solve business problems.
4. Classify, categorize & normalize data for analysis and its graphical representation.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

## **MBA3005: BUSINESS ANALYTICS**

### **COURSE CONTENTS:**

- 1. Introduction, Scope and Application:** Introduction, Evolution, Classification, Trends, Scope and data for Business Analytics. Application of Business Analytics in various aspects of management. Exploring data and analytics on spreadsheets. Data mining, its introduction, phases, comparison with classical statistics
- 2. Descriptive and Inferential Analytics:** Data visualization, Data charts and graphs. Measures of location, dispersion and shape. Descriptive statistic for grouped and categorical data. Statistical inference, power of test, confidence intervals. Categorical Data Analysis, Goodness of fit.
- 3. Predictive and Analytics:** Linear, Non Linear and multiple regression, multicollinearity, heteroscedasticity, Autocorrelation, dummy variable and categorical variable regression modeling, autoregressive modeling, Logistic regression, Holt Walter time series forecasting with seasonality. Adjusted  $R^2$ .
- 4. Machine Learning:** Data preparation, variable conversion, Performance matrix, Data reduction techniques, missing data, overlapping data, over fitting, outliers, data normalization, types of data, data partitioning, multidimensional visualization, Principle Component Analysis, Classification and misclassification, Introduction to k-NN, Naïve Bias, pruning, Classification and Regression Trees, Artificial Neural Networks. Discriminate Analysis.
- 5. Prescriptive Analytics:** LPP, Integer Programming, Sensitivity, applications in management, excel solver, Conditions for Optimality, Infeasibility, Degeneracy & Multiple Solution, decision models, Monte Carlo simulation and risk analysis.

### **TEXT READINGS: Latest Edition**

1. James Evans, Business Analytics 2e, Pearson, 2017
2. Davenport and Harris, Competing on Analytics, Harvard Business School Press
3. Kimbrough and Lau, Business Analytics for Decision Making, CRC Press

### **SUGGESTED READINGS: Latest Edition**

1. Meyers, Gamst and Gaurino, Performing Business Analysis using IBM SPSS, Willey
2. Hodeghatta and Nayak, Busines Analytics using R, Apress.

Laursen and Thorlund, Business Analytics for Managers 2e, Wiley, 2017

## **MBA 3996: SUMMER TRAINING**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| -               | 4 | -  | -       | 2  | -  | -             | -       | 50        | 50      | 100         |

**Lectures are of 50 Min. Duration each**

### **COURSE OBJECTIVE:**

The objective of Summer Training is to help students gain an understanding of practical industrial concepts.

**COURSE OUTCOMES:** At the end of this course, the student will be able to:

1. Demonstrate the job skills and knowledge.
2. learn and experience the workings under professional expertise.
3. Explain the specific functional areas and linkages among different functions and departments.
4. Discover career opportunities in the areas of interest.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of internal viva and presentation (50 %)
2. An end-term external viva and presentation (50 %).

### **COURSE CONTENT:**

Every student will be required to undergo summer training at the end of second semester of MBA. A student is required to do a summer project on any aspect of Business Management in the industry for 30 - 45 days at the end of the first year i.e., 2<sup>nd</sup> Semester. The presentation and viva-voce of summer training shall cover the work done by the student during the internship. Student has to submit the project report in the number and format decided by the department.

## **MBA3997 : Major Research Project- Phase I**

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| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| -               | 4 | -  | -       | 2  | -  | -             | -       | 50        | 50      | 100         |

**Lectures are of 50 Min. Duration each**

### **COURSE OBJECTIVE:**

The objective of Major Research Project Phase I is to enable the student to go into the detail of the given problem and design an effective solution keeping the given constraints and organizational objectives in mind. This is to enhance the analytical and problem solving ability of the student.

**COURSE OUTCOMES:** At the end of this course, the student will be able to:

1. Identify and select the research topic most relevant to environment and society and critically review related research work.
2. Acquire in-depth knowledge of the procedure of testing hypothesis.
3. Develop a research proposal.
4. Design appropriate data collection tools and collect data for research.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of internal viva and presentation (50 %)
2. An end-term external viva and presentation (50 %).

### **COURSE CONTENT:**

Major Research Project will be compulsory. Before the end of III semesters for MBA, the student will be required to submit the MRP Phase I Synopsis . All the students are required to give a presentation of their work done during the project before the exam panel. A panel of examiners will award credits.

## **MBA 3999: COMPREHENSIVE VIVA**

### **COURSE OBJECTIVE:**

The objective of comprehensive viva-voce is to judge the overall development of the student during the MBA Programme.

### **COURSE OUTCOMES:**

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

- 1 Face interview both at the academic and the industrial level.
- 2 Prepare comprehensively to answer questions from all subjects.
- 3 Attain Oral Presentation skills by answering questions in precise and concise manner.
- 4 Demonstrate the application of the knowledge gained in hypothetical situations.

### **COURSE ASSESSMENT:**

Students will be assessed on-

A comprehensive viva-voce examination (100 Marks / 4 credits) at the end of each semester of MBA .

A panel of examiners will conduct the comprehensive viva-voce examination.

### **COURSE CONTENT:**

The viva-voce shall normally cover all the subjects taught in the complete semester of MBA Program

## **MBA 3105: SERVICE MARKETING**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min. Duration each**

### **COURSE OBJECTIVE:**

The objective of the course is to expose students to the nature of industrial and service markets and develop abilities to help them apply marketing concepts in these markets.

### **COURSE OUTCOMES:**

At the completion of this course, the students will be able to:

1. Explain the fundamentals of services, and challenges faced in service aspects.
2. Analyze concepts of segmentation, positioning and differentiation with reference to services
3. Locate all Ps in services with reference to strategies for services
4. Describe service Quality and identify gaps in service production, delivery and communication.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

## **MBA 3105: SERVICE MARKETING**

### **COURSE CONTENTS:**

- 1. Services:** Service Sector and Economic Growth, Service Concept, Characteristics and Classification of Service, Marketing services Vs. Physical services Challenges in Service Marketing.
- 2. Strategic Issues in Service Marketing:** Segmentation, Differentiation, Positioning: Positioning of Services and Strategies related to Positioning of services.
- 3. Marketing Mix in Services Marketing:** Product, Price, Place, Promotion, People, Physical Evidences and Process Decisions. Service Management Process; Internal, External and Interactive Marketing Strategies.
- 4. Managing Service Quality and Productivity:** Concept, Dimensions and Process; Service Quality Models (Gronroos and Parasuraman) Application and Limitations, Productivity in Services.
- 5. Applications of Service Marketing:** Marketing of Financial, Hospitality, Health, Educational and Professional Services, Marketing for Non-Profit Organizations and NGOs.

### **TEXT READINGS:Latest Edition**

1. Christopher H. Lovelock, Services Marketing, New Delhi, Prentice Hall of India, 3rd Edition, 1996.
2. Gronroos, Service Management & Marketing: Customer Management in Service Competition, 3ed, Wiley

### **SUGGESTED READINGS:Latest Edition**

1. Jha, S.M, Service Marketing, Himalay publishing house, 2013
2. Shajahan, S, Service Marketing - concepts and, application and cases, Himalay publishing house
3. Ravi Shankar, Service Marketing, New Delhi, Global Press, 2nd Edition, 1998.
4. Zeithamal and Bitner, Service Marketing: Integrating Customer Across the Firm, Homewood, Irwin /McGraw Hill, 2002.



## **MBA 3106: ADVERTISING AND SALES PROMOTION**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min. Duration each**

### **COURSE OBJECTIVE:**

The objective of this course is to provide the students in-depth understanding of concepts and methods of Advertising and Sales Promotion thus developing an insight to relate its application to various market scenario.

### **COURSE OUTCOMES:**

At the end of this course, the student will be able to:

1. Explain the basic fundamentals of advertising.
2. Discuss various considerations in campaign planning.
3. Describe media planning and its concepts.
4. Explain concepts related to copy writing and measure advertising effectiveness

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

## **MBA 3106: ADVERTISING AND SALES PROMOTION**

### **COURSE CONTENTS:**

- 1. Nature and Scope of Advertising:** Definition, Significance and Changing Concepts of Advertising, Functions and Types of Advertising, Social and Economic Effects of Advertising. Social, Ethical, and Economic Aspects of Advertising and Promotion.
- 2. Campaign Planning:** Advertising Campaign, Campaign Planning Process, Product Market Analysis, Setting Advertising Objectives, DAGMAR Approach, Budgeting and Creative Strategy. Basic media strategy.
- 3. Media Planning:** Types of Media, Basic Media Strategy, An IMC Campaign Layout, Media budgeting, Media Planning, Media Research, Factors Affecting Media Selection, Media Characteristics and Media Scheduling.
- 4. Copy Design and Development:** Nature and Use of Appeals, Message Format and Copy Writing and Script, Storyboard, Layouts and Illustrations. Advertising Agency-Operations & Management: Types of Agency, Agency Organization Structure, Agency-client Relationship.
- 5. Measuring Advertising Effectiveness:** Pre-testing and Post Testing Techniques. Sales Promotion: Nature, Purpose and types of sales promotion activities, Sales promotion tools, factors affecting sales promotion. Case study related to advertising and sales promotion.

### **TEXT READINGS:Latest Edition**

1. David A. Aaker, Rajeev Batra and John G. Meyer, Advertising Management, New Delhi, PHI, 1994.
2. Jethwaney Jaishri & Jain, Advertising Management, 2/E, oxford
3. Mishra M.N, sales promotion and advertising management, himalay publishing house, 2011
4. Belch George, Belch Michael, Advertising and Promotion: An intergrated Mkg Communication Perspective. 9e McGraw Hill Education

### **SUGGESTED READINGS:Latest Edition**

1. Rajput & vasisht advertising and personal selling, himalay publishing house, 2010
2. Mahendra Mohan, Advertising Management: Concepts and Cases, New Delhi: Tata McGraw Hill, New Delhi.
3. O'Guinn, Allen, 4E, Advertising & Integrated Brand Promotion, Thomson, India Edition, New Delhi, 2007

## **MBA 3107: STRATEGIC BRAND MANAGEMENT**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min. Duration each**

### **COURSE OBJECTIVE:**

The objective of this course is to provide students an understanding of fundamental concepts and importance of Branding and its application in Brand Management in different business scenario. It includes the process and the steps needed under Brand Management.

### **COURSE OUTCOMES:**

At the end of this course, the student will be able to:

1. Describe the basic fundamentals and importance of the brand.
2. Identify and apply the concepts of Brand, its Legal perspectives and Process of managing brand
3. Describe Brand elements, sketch marketing programs, Manage and measure Brand equity and market performance
4. Discuss Brand Value Chain, Brand equity management system, Brand Hierarchy and manage Brands

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

# **MBA3107 : STRATEGIC BRAND MANAGEMENT**

## **COURSE CONTENTS:**

- 1. Brands and Brand Management:** The concept of Brand, Importance and Significance of Branding, Challenges and Opportunities, Brand Health, Brand Awareness, Brand Image, Brand Personality, Brand Association. The Positioning Decisions, Brand Identity, Brand Loyalty, Brand Evolution.
- 2. Identifying and Establishing Brand Positioning and Values:** Brand Equity Concept, The Role of Brands, Strategic Brand Management Process, Legal Perspectives of Branding, Brand Positioning and Repositioning, Brand Valuation, Service Brands, and Global Branding, Customer Based Equity, Making a Brand Strong: Brand Knowledge, Sources of Brand Equity, Building Strong Brands, Brand Building Implications, Identifying and Establishing Brand Positioning, Defining and Establishing Brand Values.
- 3. Planning and Implementing Brand Marketing Programs:** Criteria for Choosing Brand elements, Options and Tactics for Brand Elements, Designing Marketing Programs to Build Brand Equity, Integrating Marketing Communications to Build Brand Equity, Leveraging Secondary Brand Knowledge to Build Brand Equity.
- 4. Measuring and Interpreting Brand Performance:** Developing a Brand Equity Measurement and Management System, Brand Value Chain, Designing Brand Tracking Studies, Establishing a Brand Equity Management System, Measuring Sources of Brand Equity: Capturing Customer Mindset, Measuring Outcomes of Brand Equity: Capturing Market Performance
- 5. Growing and Sustaining Brand Equity:** Designing and Implementing Branding Strategies, Introduction and Naming New Products and Brand Extensions, Managing Brands over Time, Managing Brands over Geographic Boundaries and Market Segments, BCG Product - Portfolio Matrix.

## **TEXT READINGS:Latest Edition**

1. A nag, strategic management, vikas publishing house, 2013
2. Mellahi, Global Strategic Management 2e, Oxford
3. Kevin Lane Keller, Strategic Brand Management, Second Edition, Pearson Education, New Delhi, 2007.
4. Lynn B. Upshaw, Building Brand Identity, John Wiley & Sons, Inc., 1995.

## **SUGGESTED READINGS:Latest Edition**

1. Debashis Pati, Branding Concepts and Process, First Edition, Macmillan India Ltd. 2002.
2. Ajay Kumar, Brand Management, Text and Cases, First Edition, Wisdom Publications, Delhi, 2005.
3. YLR Moorthi, Brand Management, The Indian Context, Vikas Publishing House Pvt. Ltd., New Delhi, 1999
4. Harsh V. Verma, Brand Management, Text and Cases, Second Edition, Excel Books, New Delhi, 2006.
5. Subroto Sengupta, Brand Positioning, TMH Publishing Co. Ltd., New Delhi, 1996.

## **MBA 3108: DIGITAL MARKETING**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min. Duration each**

### **COURSE OBJECTIVES -:**

This course provides an insight into the core concepts, theories and practices of Digital Marketing. The subject is devised so as to enable the scholars about the marketing transformation and provide the analysis of digital landscape.

### **COURSE OUTCOMES:**

At the completion of this course, the students will be able to:

1. Explain and Analyze concepts of Digital Marketing, its scope and importance.
2. Describe digital marketing tools and E- mail optimization, Remarketing, SEM and other tools.
3. Classify forms of marketing, and explain use of content marketing, blogs.
4. Discuss different marketing platforms, explain the use of online press releases and news.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

# MBA3108 :DIGITAL MARKETING

## COURSE CONTENTS:

1. **Introduction to Digital marketing:** Traditional Vs Online Marketing, Components of Digital Marketing, Importance and scope of digital marketing; how web sites works- dynamic, static, responsive. Website optimisation, Minimize bounce rate, RACE framework.
2. **Digital Marketing Tools:** Google AdWords, How Google works: Search engine marketing and keywords, Ranking methods, Techniques to get on top of Google, Banner ads, Re-Marketing, video ads, Email Marketing and Email optimisation, Search engine optimization.
3. **Content Marketing:** Introduction to content marketing, Measuring and analysing content Difference from other forms of marketing, Importance of content marketing, 4 Ps of content marketing, Benefits of blogs, Designing blogs, Promoting & measuring blogs.
4. **Social Media Marketing:** Social Media Revolution, Definition of Social Media, Social Media Marketing and its benefits, Popular Social Media Mediums – Facebook, Twitter, LinkedIn, Youtube, Instagram, Pinterest, Blogs. **Mobile Marketing:** Why Mobile, Tools of Mobile Marketing – Apps / Ads / Codes.
5. **Evaluation of Direct Marketing:** Effective Ads: Calculating ROI, Budget, Analytics for Facebook, KPI's, Market research, Google Analytics, engagement, CTR. **Online Reputation Management:** Brand management, Tools to monitor online brand reputation, Communication online best practices, Online press releases, Online newspaper, magazine ads, Google, Yahoo news.

## TEXT READINGS:Latest Edition

1. Smeeta Mishra, Mathukutty M. Monippally; **Online Communication Strategies for -Managers**, McGraw Hill Education India, 2014, ISBN: 978-93-392-0369-6
2. Lorrie Thomas. **Online Marketing**, McGraw-Hill Professional, 2011,
3. Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha; **Marketing Management: A South Asian Perspective**, 14th Edition, Pearson Education India, 2013,
4. Cindy Krum, **Mobile Marketing: Finding Your Customers No Matter Where They Are**; Pearsons Education Inc.; 2013, ISBN: 978-0-7897-3976-6

## SUGGESTED READINGS:Latest Edition

1. Scott Klososky; **Managers Guide to Social Media**, Tata McGraw Hill, 2011, ISBN - 978-0-07-133251-4
2. Pam Didner; **Global Content Marketing (Indian Edition)**, McGraw Hill Education India Pvt. Ltd., 2015, ISBN: 978-93-392-1848-5

## **MBA\_\_\_\_ : SALES AND DISTRIBUTION MANAGEMENT**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min. Duration each**

### **COURSE OBJECTIVE:**

The objective of this course is to expose the students to various aspects of sales and distribution management as an integral part of marketing management, and provide abilities in sales and distribution system.

At the completion of this course, the students will be able to:

1. Summarize concept of Personal selling and identify its role in marketing Mix
2. Explain the fundamentals of selling and process of attracting consumers
3. Identify and understand importance of recruitment, selection and motivation of Sales Force
4. Analyze various dimensions and channels of distribution

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

## **MBA\_\_\_\_\_ : SALES AND DISTRIBUTION MANAGEMENT**

### **COURSE CONTENTS:**

- 1. Personal Selling:** The Role of Personal Selling in Marketing Mix. The Personal Selling Process, Personal Selling Objectives, Types of Sales Jobs. Sales Planning, Sales Organization, Sales Forecasting, Sales Budgeting, Territory Design and Setting Quotas.
- 2. Theories of Sales Management:** Objectives, Nature and Scope. Buyer - Seller Dyads, Theories of Selling - AIDA Theory, Right Set of Circumstances Theory, Buying Formula Theory and Behavioural Equation Theory of Selling.
- 3. Operational Sales Management:** Sales Force Strategy and Structure, Recruiting and Selection of sales force, Training, Motivation and Compensation of sales force, Evaluation of Sales Force ,Control of Sales Force.
- 4. Distribution:** Design of Distribution Channel, Management of Channels, Managing Co-operation, Conflict and Competition, VMS and HMS.Wholesaling and Retailing: Importance, Types, Marketing Decisions for Wholesalers, Retailing Importance, Types, Retailer Marketing Decisions.
- 5. Physical Distribution:** Objectives, Order Processing, Warehousing Inventory, Transportation, Organizing for Physical Distribution, EDI and Supply Chain, Internet as a Medium for Order Processing and Information.

### **TEXT READINGS:Latest Edition**

1. S.A chunawall, Sales and Distribution Management, himalay publishing house, 2012
2. Cron, Sales Management: Concepts & Cases, ISV, 10ed, Wiley

### **SUGGESTED READINGS:Latest Edition**

1. Watuba R. Thomas, Sales Management-Texts and Cases, New York, Business Publication Inc. 1999.
2. Johnson, Kurtz and Scheving, Sales Management, Concept Practice and Cases, New York, McGraw Hill, 1994.
3. S. L. Gupta, Sales and Distribution Management, New Delhi, Excel, 2000.
4. F. L. Lobo, Sales and Distribution Management, New Delhi, Global Business Press,1998.



## **MBA 3304: SECURITY ANALYSIS & PORTFOLIO MANAGEMENT**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

\* Lectures are of 50 Min. Duration each

### **COURSE OBJECTIVE:**

The objective of this course is to provide the students in-depth understanding of investment techniques as applied to various forms of securities and acquaint them with the functioning of mutual funds, investment strategies and portfolio management services.

### **COURSE OUTCOMES:**

At the end of this course, the student will be able to:

1. Analyze investment opportunities in stock markets and Identify, formulate and solve investment problems.
2. Ascertain the fair values of equity by applying equity valuation models.
3. Analyze bond prices and yields and fixed-income portfolios.
4. Construct and evaluate securities portfolio.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

# **MBA 3304: SECURITY ANALYSIS & PORTFOLIO MANAGEMENT**

## **COURSE CONTENTS:**

- 1. Introduction:** Investment types, investor classification. different venues of investment need for investment analysis & portfolio management realized return vs expected return. Risk Return concept, systematic and unsystematic risk, multifactor model of risk & return, efficient capital markets, concept of beta, capital assets pricing model, SML and CML valuations.
- 2. Valuation of Securities and Equity models:** Introduction to security valuation, macroeconomic & market analysis: the global asset allocation decision, constant growth model, multi-stage growth model, P/E ratio and earnings multiplier models, valuation of preference shares, valuation of warrants, rights issued.
- 3. Valuation of Bonds:** bond fundamentals, interest rate and yield calculation, bond valuation models: pv model, bonds yield, measures duration, modified duration, immunization convexity, bond value theorem.
- 4. Portfolio Concepts and Evaluation:** Portfolio and security returns, diversification, markowitz model, sharpe index model, factor models and arbitrage pricing theory. portfolio investment process. sharpe and treynor measures, portfolio management strategies: bond portfolio management strategies and equity portfolio management strategies.
- 5. Security Analysis:** Stock market analysis, fundamental analysis and technical analysis, M and N wave, indicators: Bollinger bands, MACD, Dow Theory, Elliott Wave Theory, Efficient Market Theories and testing.

## **TEXT READINGS: Latest Edition**

1. Bodie & Mohanty, Investments: An Indian Perspective, 8<sup>th</sup> edition Tata McGraw Hill
2. Reilly, Investment Analysis and portfolio management, 2009 edition, Cengage Learning
3. Bhalla. V.K Investment Management, 2008 edition, Sultan Chand New Delhi

## **SUGGESTED READINGS: Latest Edition**

1. Sudhindra Bhat Security Analysis and Portfolio Management 7<sup>th</sup> edition Excel books
2. Elton Modern Portfolio Theory and Investment Analysis, 6<sup>th</sup> edition, , Wiley

## **MBA 3307: BANKING AND INSURANCE**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min. Duration each**

### **COURSE OBJECTIVE:**

The objectives of this course are to explain to the student operations of upcoming insurance and banking sector, statutory requirements and understanding of financial environment and market in which they operate.

**COURSE OUTCOMES:** At the end of this course, the student will be able to:

1. Identify and classify the various banking and financial risk as well as the principles of insurance.
2. Gain knowledge about major types of insurance product to cater different types of insurance needs.
3. Classify Indian banking structure and various types of modern banking services.
4. Describe the concept of assets liability management in banking sector.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

## **MBA 3307: BANKING AND INSURANCE**

### **COURSE CONTENTS:**

- 1. Risk and Insurance:** Defining risk, concept and significance of insurance, classification of insurance – life and non life, general principles of insurance, insurance application and acceptance procedure, insurance terminology
- 2. Life and general Insurance:** Principles, products term insurance endowment, insurance, pensions, annuities, claim management, analysis of balance sheet of life insurance, Principles, products fire, marine, motor vehicles, public liability, third party insurance, miscellaneous- medi-claim and health policies, group insurance, burglary insurance, analysis of balance sheet of a general insurance company.
- 3. IRDA:** Functions and importance, recent developments in insurance. premium payment lapse and revival, premium calculations, concept of mortality tables, assignment, nomination, loans, surrenders, foreclosure, reinsurance, underwriting.
- 4. Overview of Banking Industry:** Banking Structure in India- RBI, commercial, rural and co-operative banks their role and significance, capital adequacy norms SLR, CRR, CAR, Commercial banks balance sheet and income statement, credit, liquidity, market, operational, interest rate, solvency. ALM by banks: classification of assets, gap analysis Asset Reconstruction Company.
- 5. Recent development:** BIS- its role and importance, universal banking, e-banking, mobile banking, BASEL 1, 2 and 3 norms

### **TEXT READINGS: Latest Edition**

1. ICSI.Banking and Insurance Law &Practices, Taxmann's Publication, 2011
2. Rejda,Principles of Risk Management and Insurance, Pearson Publication, 2000
3. V Iyenger Introduction to Banking, Excel Books, 2006

### **SUGGESTED READINGS: Latest Edition**

1. IIB , Bank Financial Management , Macmillan Publisher, 2007
2. Hull-Risk Management and Financial Institutions, Pearson Publication, 2007

## **MBA3308 : TAX PLANNING**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min. Duration each**

### **COURSE OBJECTIVE:**

The objective of this course is to enable students to develop an understanding of direct and indirect taxes and to enable them to calculate and plan taxes.

### **COURSE OUTCOMES:**

At the end of this course, the student will be able to:

1. Explain basic concepts and procedure of direct tax system in India.
2. Compute taxable incomes under different heads and total income.
3. Describe various dimensions of tax planning.
4. File IT return on individual basis, gain knowledge of advance tax and other related rules & regulations.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

## **MBA3308 : TAX PLANNING**

### **COURSE CONTENTS:**

- 1. Introduction and Basic concepts:** Direct taxes, income tax, wealth tax. important provisions in income tax act, assessment years, previous years, person, income, gross total income, capital and revenue receipts and expenditure, residential status and incidence of tax, tax free income
- 2. Income From Salary:** Meaning, taxability of allowances and perquisites, permissible education, treatment of PF, gratuity, tax planning.
- 3. Income From Business and Profession:** Basis of charge, scheme of provisions, deductions expressly allowed, expenses allowed under restriction, depreciation, tax planning.
- 4. Income From House Property:** Tax planning, income from capital gains and other sources: tax planning
- 5. Deduction and Tax planning:** Deduction allowed from total income, rebates and relief.tds: tax deduction at source, advance payment of tax, filling of returns tax planning in relation to NRIs.

### **TEXT READINGS: Latest Edition**

1. Dr,Vinod Singhanian/Monica Singhanian, Students' Guide to Income Tax, Taxmann publications, 2010
2. Jain & Jain Tax Planning and Management/ Income Tax, ,Pathmakers Bangalore, 2010
3. V.K. Singania, "Direct Tax Law", New Delhi, Taxman Publications.2012
4. Hariharan, N , Income Tax : Law & Practices, 2e TMH 2014

### **SUGGESTED READINGS: Latest Edition**

- 1 Sukumar Battacharya, "Indian Income Tax: Law & Practice", New Delhi, Indian Law House,2014

## MBA 3309: FINANCIAL DERIVATIVES & RISK MANAGEMENT

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

\* Lectures are of 50 Min. Duration each

**COURSE OBJECTIVES:** The objectives of this course are to explain to the student the risk return tradeoff and manage financial risk through the use of various derivatives and to make them understand operations of derivatives market

**COURSE OUTCOMES:** At the end of this course, the student will be able to:

1. Apply financial derivative products as risk management tools in key financial markets.
2. Describe the mechanism of swaps, options and future contracts.
3. Determine the fair value of equity options and construct desirable option strategy.
4. Use key Greek hedge ratios in financial derivative segment and implement hedging techniques.

### COURSE ASSESSMENT:

Students will be assessed on the basis of following-

1. Continuous assessment in the form of two mid-term tests, class attendance-regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

# **MBA 3309 : FINANCIAL DERIVATIVES & RISK MANAGEMENT**

## **COURSE CONTENTS:**

- 1. An overview of derivatives & risk management:** Financial risk and need of financial risk management, risk management process, types of derivatives; Forward, Future and options, An overview of Indian derivatives market, hedgers, speculators & arbitragers.
- 2. Forward & Future Contracts:** Introduction to Forward & futures contracts, future contract specifications and trading, mechanism of future, operations of margin, basis & convergence, cross hedging, determination of future and forward prices, hedging using futures & forward, basics of stock index future.
- 3. Option Market:** Types and uses of options, payoffs, trading strategies: Bull-Bear, Butterfly, Calendar and Diagonal spread, Straddles, Strip and Straps, options valuation and pricing, factors determining option price, properties of stock options, put call parity, hedging using options.
- 4 Greek letters and exotic options:** Concepts of delta, theta, gamma, vega, theta. exotic options; barrier option, binary options, compound options, asian options.
- 5. Swaps, future options, and other derivatives:** interest rate and currency swaps and other types of swaps. Future options: nature, European spot and future options, paradigm shift in derivatives.

## **TEXT READINGS: Latest Edition**

1. Hull. J. C Options Futures and Other Derivatives, 7th edition, PHI New Delhi, 2009
2. Varma, Jayanth, Derivatives and Risk Management, 1st edition, Mcgraw Hill Education

## **SUGGESTED READINGS: Latest Edition**

- 1 Stulz Risk management and Derivatives, 1st edition, Cengage Learning, 2008
- 2 Dixit, Yadav and Jain, Derivative Markets in India: Trading, Pricing and Risk Management, 2nd edition, , Mcgraw Hill Education, 2010
- 3 Kumar. S, Financial Derivatives, PHI New Delhi, 2010



## **MBA\_\_\_\_ : ECONOMIC INDICATORS & GLOBAL CAPITAL MARKETS**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min. Duration each**

### **COURSE OBJECTIVE:**

The objective of the course is to provide the students understanding of the following aspects interpret the economic indicators and analyze the economic structure, forecast the future state of the economy and business cycles with the help of economic indicators

### **COURSE OUTCOMES:**

At the end of this course, the student will be able to:

1. Define various types of economic indicators to gauge economic growth.
2. Understand various measures of inflation and its implications.
3. Understand various components, operations etc. of Global Financial Markets.
4. Analyze the impact of changes in Interest rate in an economy.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

# **MBA\_\_\_\_ : ECONOMIC INDICATORS & GLOBAL CAPITAL MARKETS**

## **COURSE CONTENTS:**

- 1. Major Economic Indicators:** Leading Indicators (GDP, inflation rate, balance of payments, forex reserves, foreign investment inflows, and gross fiscal deficit), money supply, stock prices, and vendor performance. industrial production, personal income, trade volumes.
- 2. Prices, Wages and Inflation:** Introduction to various CPIs and WPIs, estimation of price indices and inflation, benefits from using an alternative measure of inflation, forecasting inflation, the labor market: employment, earnings and productivity figures,
- 3. Short and Long Term Interest Rate:** drivers of the short-term interest rates, determination of long term interest rates, forecast of interest rates, money supply, fiscal deficit and regulatory changes, forecasting interest rates from the yield curve.
- 4. Evolution of Global Financial Markets:** Concept of circular flow – role of the government savings and investment, globalization of the financial markets, role and types of financial intermediaries, primary and secondary market. Eurodollar market, Japanese market, US money and debt market
- 5. Structure of Global Financial Markets:** money markets, advantages of money markets, understanding of bond markets, advantages and types; types of bond markets instruments players in bond markets- government bond issues and agency debt, the need for MBS market- process of securitization

## **TEXT READINGS: Latest Edition**

1. Bernard Baumohl, “The Secrets Of Economic Indicators”, Publisher: Wharton School 2014
2. Mankiw, “Principles of Macro Economics”, 4<sup>th</sup> edition, Thomson Publications

## **SUGGESTED READINGS: Latest Edition**

1. L. M. Bhole, “Financial Institutions and Markets”, 5<sup>th</sup> edition, Tata McGrawv Hill, 2004
2. P R Joshi, “Global Capital Markets” 2<sup>nd</sup> edition, Tata Mc Graw – Hill, 2011

## **MBA 3504: INDUSTRIAL RELATIONS AND LABOR LAWS**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min. Duration each**

### **COURSE OBJECTIVE:**

The objective of this course is to expose students to the conceptual and practical aspects of industrial relations at the macro and micro levels. This course will also familiarize the students with various Industrial Relations acts prevailing in India.

**COURSE OUTCOMES:** At the completion of this course, the students will be able to:

1. Define the concepts, scope, objective and approaches to IR, WPIM, Collective Bargaining and Trade Union.
2. Describe the various relevant sections and sub sections of the Trade Union Act, 1926.
3. Discuss the various relevant sections and sub sections of the Factories Act, 1948.
4. Explain the various relevant sections and sub sections of the E.S.I.C. Act, 1948 and Industrial Employment (Standing Orders) Act.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

# **MBA 3504: INDUSTRIAL RELATIONS AND LABOUR LAWS**

## **COURSE CONTENTS:**

- 1. Industrial Relations and Worker's Participation in Management (WPIM):** Concept , Objectives, Scope of IR; Conflict model Vs. Collaboration model, Approaches and Parties to IR, Dunlop's model, Meaning of WPIM, Essential Conditions, Forms, Levels of participation, Schemes , Advantages
- 2. Collective Bargaining(CB) and Trade Unions:** Meaning and Functions of CB, Stakeholders in CB, Process and Prerequisites, Legal framework, Levels of bargaining. Meaning and Functions of Trade Unions, Legal framework, Trade Union Movement in India, Problems faced by trade unions. Case Studies
- 3. Trade Union Act, 1926:** Definition, Registration of Trade Unions, Rights and Liabilities of Registered Trade Unions, Regulations, Penalties and Procedure
- 4. Factories Act, 1948:** Definition, Provisions Relating To Hazardous Processes, Health, Safety and Welfare, Working Hours of Adults, Annual Leave with wages, Employment Of Young Persons, Penalties And Procedure
- 5. E.S.I.C. Act, 1948 and Industrial Employment (Standing Orders) Act, 1946:** E.S.I.C- Definition, Corporation, Standing Committee, Medical Benefit Council, Finance and Audit, Contributions, Benefits, Dispute & Claims, Penalties.  
**Industrial Employment:** Definition, Classification of workmen, Publication of working time, holidays, paydays, wage rates, Shift working, Attendance and late coming, termination of employment, Penalties.

## **TEXT READINGS: Latest Edition**

1. Monappa, Arun and Others -Industrial relations and labour laws ,New Delhi: TMH, 2012
2. Venkata Ratnam. C. S. Industrial Relations. New Delhi: Oxford University Press.
3. Sinha-Industrial Relations, Trade Unions, and Labour Legislation, Pearson
4. Taxman's, Labour Laws, Taxman's, 2010

## **SUGGESTED READING: Latest Edition**

1. Sen -Industrial Relation in India 2/e, Macmillan Publishers , 2009
2. Ratna,Sen- Industrial Relations, Delhi: PHI, 2011

## **MBA 3505: SOCIAL AND INDUSTRIAL PSYCHOLOGY**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min. Duration each**

### **COURSE OBJECTIVE:**

The objective of this course is to understand human behavior in social and industrial settings. A student will be able to comprehend the causes of behavior as well as the methods of improvement by going through this course.

**COURSE OUTCOMES:** At the end of this course, the students will be able to:

1. Discuss the concept of social psychology and the aspects of social cognition, perception and non verbal communication and explain attribution with its errors
2. Define the self concept with its components and the justify the impact of self esteem and self efficacy an ones social behavior.
3. Identify the basics of employee selection along with understanding of personality, ability and skill testing.
4. Demonstrate the need of safety management and means of inculcating safety psychology in an organization.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

## **MBA 3505: SOCIAL AND INDUSTRIAL PSYCHOLOGY**

### **COURSE CONTENTS:**

1. **Social Psychology:** Definition, Nature and Background, Factors affecting social behavior, Social Cognition, Schemas, Errors in Social Cognition, Social Perception, Non-Verbal Communication, Non verbal cues in social interaction, Case studies.
2. **Theories of Attribution:** Concept of Attribution, Kelley's theory of causal attribution, Theory of correspondent inference, Errors in Attribution, Impression formation and Impression management, Case studies.
3. **Social Identity:** Self Concept, Self-esteem and its components, Self-efficacy and factors affecting it, , Self-monitoring and its factors, Self- focusing, Case studies.
4. **Employee Selection and Testing:** Interview- objectives, process, guidelines, Application blanks- Importance and Proforma, Biographical inventories, References and background investigations, Employee Testing abilities, Types of tests, Testing personality, Testing skills and achievements, Using and not using tests, Case studies.
5. **Safety Psychology:** Safety management, Safety Training, Safety Publicity and Contests. Safety psychology, Differential accident liability, Prevention of Accidents, Case studies

### **TEXT READING: Latest Edition**

1. Robert A. Baron, Nyla R., Donn Byrne, Social Psychology, Pearson, 2009
2. Landy, Work In The 21st Century: An Introduction to Industrial and Org. Psychology, Wiley, 2009
3. Howitt, Dennis, Social Psychology: Conflicts & Continuities, Mc Graw Hill Education 2008

### **SUGGESTED READING: Latest Edition**

1. Jex and Britt, Organizational Psychology: A Scientist Practitioner Approach, Wiley, 2014
2. Taylor, Social Psychology, Pearson, 2010
3. Ghosh P.K., Industrial Psychology, Himalaya Publishing House, 1980
4. Steve M. Jex, Organization Psychology, Wiley, 2009
5. Comer & Gould, Psychology around us, Wiley, 2010

## **MBA 3506: TRAINING AND ORGANIZATIONAL DEVELOPMENT**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min. Duration each**

### **COURSE OBJECTIVE:**

The objective of this course is to help the student gain an understanding of the need and methods of Training and Development, and insights in the design, development and delivery of Training Programs and Organizational Development (OD) programs.

**COURSE OUTCOMES:** At the completion of this course, the students will be able to:

1. Design, implement and evaluate a training program.
2. Explain the foundation and processes of OD and define organizational culture.
3. Explain the various types of OD intervention.
4. Compare the recent trends and changes in OD and T&D.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

## **MBA 3506: TRAINING AND ORGANIZATIONAL DEVELOPMENT**

### **COURSE CONTENTS:**

**1.Designing the Training Program:** Scope, Nature and Importance, Training Needs Analysis, Training Design Process, Principles of Learning (Vroom's Expectancy Theory, Social Learning Theory, Reinforcement Theory), Trainee Readiness and Motivation, Establishing Training Objectives. Case Studies

**2.Implementation and Evaluation:** Training Methods for Non-Managerial employees and Management Development, Similarities and Differences. Kirk Patrick's Model for Training Evaluation. Levels of evaluation (Reactions, Learning, Behavior, Results), Bench Marking. Case Studies.

**3.Theory and Management of OD:** Foundations of Organizational Development, Models and Theories of OD, OD Process, Action Research and OD, Life Cycle & Phases of growth, Organization Culture, Values & Ethics. Case Studies.

**4.OD interventions and Change Strategy:** Overview, Types, Team interventions, Inter- Group interventions, Comprehensive and Structural interventions. Forces for Change (Internal Vs. external), Kurt Lewin's 3 step change model, Case Studies.

**5.Emerging Trends in OD and T&D:** Recent trends and changes in Organizational Development and Training & Development, Learning Organizations, Case Studies, Emotional Intelligence for Managers.

### **TEXT READINGS: Latest Edition**

1. Raymond A Noe, Amitabh Deo Kodwani, Employee Training and Development 5th edition, Tata McGraw Hill Education 2012.
2. Kavita Singh, Organisation Change and Development, Excel Books
3. Srivastava ,Organization Design and Development: Concepts and Applications, Wiley

### **SUGGESTED READINGS: Latest Edition**

1. Rolf P. Lynten and Udai Pareek, Training for Organizational Transformation Sage Publications, 2000
2. Blanchard, Nick & Thacker, James W. (3rd ed.) Effective Training. Prentice Hall. 2007
3. Mohanty,Kalyani ,Human Resource Development and Organisational Effectiveness , New Delhi: Excel Books, 2010



## **MBA3507: HUMAN RESOURCE DEVELOPMENT**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min. Duration each**

### **COURSE OBJECTIVE:**

The objective of this course is to help the student gain an understanding of the need and methods of HRD, and insights in the design, development and delivery of HRD Programmes.

### **COURSE OUTCOMES:**

At the completion of this course, the students will be able to:

1. Define the basics of Human Resource Development, strategy formulation and implementation
2. Explain and analyze the various HRD mechanisms.
3. Define the various behavioral tools applied in HRD.
4. Identify and define the benefits of HRD.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

## **MBA3507 : HUMAN RESOURCE DEVELOPMENT**

### **COURSE CONTENTS:**

- 1. Human Resource Development:** Concept and Historical Perspective, Elements of Good Human Resource Development, HRD and Organizational Effectiveness. Formulation and Implementation of HRD Strategies
- 2. HRD Mechanisms I:** Employee Counseling- Types, Methods, Importance and Impact on Employees Effectiveness. Performance Appraisal- Methods and their impact on Employees Effectiveness, Potential Appraisal.
- 3. HRD Mechanisms II:** Career Planning and Development, Succession Planning, Coaching - The Skills of Coaching, Coaching and Performance Management, Mentoring- Selection of Mentor, Mentoring Methods and their Benefits
- 4. Behavioral Tools:** FIRO-B (Fundamental Interpersonal Relations Orientation), Johari Window, Transactional Analysis(TA), their applications in Human Resource Development.
- 5. The Benefits,** Cost and Future of H.R.D: the Cost and Benefit of Training, Models of Cost Benefit Analysis of Training. Future of HRD (Economic, Political, Sociological and Organizational Factors). Case Studies

### **TEXT READINGS: Latest Edition**

1. T.V. Rao, HRD Audit, New Delhi, Sage Publications, 1999.
2. Jerry W. Gilley and Steven A. England, Principles of Human Resource Development, Massachusetts, Addison-Wesley, 1989.

### **SUGGESTED READINGS: Latest Edition**

1. Pai, Ravishanker, Dhar and Pattanayak, HRD Skills for Organizational Excellence, Himalaya, 1999.
2. Ashok Chanda and Shilpa Kabra, Human Resource Strategies, Response Books, 2000.

## **MBA\_\_\_\_: MANAGING KNOWLEDGE WORKER**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min. Duration each**

### **COURSE OBJECTIVE:**

Helps the students to understand the concept of knowledge workers and their relevance with respect to organization. It gives in-depth knowledge how to develop knowledge workers. It helps in understanding management functions and focuses on the future of knowledge organizations.

**COURSE OUTCOMES:** At the end of this course, the students will be able to:

1. Define the basic concepts of knowledge workers and knowledge organization.
2. Explain the learning strategies for knowledge workers
3. Define the knowledge work, productivity and processes.
4. Define and analyze the role of knowledge worker in the 21<sup>st</sup> century.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

## **MBA \_\_\_\_ : MANAGING KNOWLEDGE WORKER**

### **COURSE CONTENTS:**

- 1. Introduction to Knowledge Management-**Concept of knowledge worker, Indian knowledge worker, knowledge worker culture, knowledge organization.
- 2. Learning strategies for knowledge workers-** Training, learning and behavior modification in knowledge management, making knowledge work a pleasure, becoming an effective knowledge worker. Professional development models
- 3. Knowledge work and organizations-** Reducing the knowledge gap, knowledge management assessment, knowledge based problem solving. Teaming and grouping strategies, knowledge corridor, establishing knowledge corridor, promoting the knowledge corridor.
- 4. Knowledge worker productivity and knowledge processes:** Inter relatedness of knowledge work processes and social context, types of knowledge transfer, the short falls of knowledge management to improve knowledge workers" productivity, uniqueness of invisibility of knowledge work.
- 5. Roles of knowledge worker:** Value proposition for knowledge management, enabling knowledge management transition, modes of transformational leadership, Knowledge organization in 21st century, future projections

### **TEXT READINGS: Latest Edition**

1. Amrit Tiwana- The Essential guide to Knowledge Management, Prentice Hall; 1st edition 2000
2. Conor Hanaway -Managing Knowledge Workers, Blackhall Publishing Ltd 1999
3. Susan Newell-Managing Knowledge Workers, Palgrave Macmillan, 2002

### **SUGGESTED READINGS: Latest Edition**

1. Ichijo, Kazuo, Nonaka, Ikujiro-New Challenges for Managers Published, Oxford University Press, 2006
2. Effron, Gandossy & Goldsmith -Human Resources in 21st Century, Wiley, 2003

## **MBA 3705: BUSINESS PROCESS REENGINEERING**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

\* Lectures are of 50 Min. Duration each

### **COURSE OBJECTIVE:**

The objective of this course is to acquaint the student with understanding process orientation in business management and develop skills and abilities in re-engineering and business process for optimum performance.

**COURSE OUTCOMES:** At the end of this course, the students will be able:

1. Describe the basic fundamentals (Philosophy, Need, Benefits, and Pitfalls) of Business Process Engineering (BPR).
2. Comprehend the organizing, strategic, and operational issues in BPR.
3. Analyse and apply various models in BPR such as the Five-step model, ARTEMIS model.
4. Explore the significance of issues influential in implementing BPR.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

## **MBA 3705: BUSINESS PROCESS REENGINEERING**

### **COURSE CONTENTS:**

- 1. Introduction to BPR:** Business Process Re-Engineering (BPR), Philosophy of BPR, Fundamental Tenets of BPR, Benefits and Pitfalls of BPR, Drivers to BPR. Significance and functions of BPR.
- 2. Process Reengineering Framework:** Opportunity Assessment, Planning the Process Re-engineering Project. Organizing for Process Reengineering. Strategic and operational issues in BPR.
- 3. Process Analysis and Design,** ARTEMIS model, Five-step model. IT enabled BPR. Simulation and workflow diagram as application for BPR.
- 4. Planning and Implementing the Transition:** Planning the Transition, Implementing the Transition, Tracking and Measuring Process Performance. Change Management Tools
- 5. Risk and Impact Measurement,** Innovations and Benchmarking, BPR v/s Industrial engineering. BPR v/s Automation, Role of TQM in BPR. Case studies

### **TEXT READINGS:Latest Edition**

1. Lon Roberts, Process Re-engineering: The Key to Achieving Breakthrough Success, New Delhi, Tata McGraw Hill, 1992.
2. Henry J. Johanson, Palrik Mchine, A.John Pandilebury, William A Wheeler, Business Process Reengineering: Breakpoint Strategies for Market Dominance, Chichester, John Wiley and Sons, 1993.

### **SUGGESTED READINGS :Latest Edition**

1. Radhkrishnan R.; Balasubramaniam; Business Process Reengineering, PHI Learning.
2. Srinivasan R.; BPR, Tata McGraw Hill, New Delhi

## **MBA 3706: MATERIALS MANAGEMENT**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

\* Lectures are of 50 Min. Duration each

### **COURSE OBJECTIVE:**

Objective of this course is provide the students exposure to the advanced concepts of Materials Management, and issues like selective inventory control, procurement, e -procurement, Vendor rating, Designing Materials purchase, inventory and waste management policies.

### **COURSE OUTCOMES:**

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

1. Comprehend the basic fundamentals and significance of materials management in modern era.
2. Integrate the organization wide materials requirement to develop an overall plan (MRP).
3. Identify, study, compare, and evaluate alternatives, select and relate with a good supplier.
4. Apply various purchasing method and inventory controlling techniques into practice as well as integrate important materials functions including stores management.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

## **MBA 3706: MATERIALS MANAGEMENT**

- 1. Introduction:** introduction to Materials Management and Productivity, Functions of materials management, Organization structures in materials management, role of materials management techniques in improved material productivity. Materials Planning: Objectives, Material Requirement Planning, manufacturing resource planning, JIT production planning, Strategic materials planning, Material control: Acceptance Sampling, Inspection.
- 2. Purchasing:** Importance of good purchasing system, Organization of purchasing functions, Purchase policy and procedures, Responsibility and limitations, Purchasing decisions, Role of purchase in new product development, Role of purchasing in cost reduction, Negotiations and purchase, Purchasing research: Identification of right sources of supply, Vendor rating, Standardization, Vendor certification plans, Vendor and supply reliability, Developing new source of supply.
- 3. Cost reduction:** Cost control v/s cost reduction, Price analysis, Material cost reduction techniques, Variety reduction, Cost reduction and value improvement, Techniques of cost control, Standard costing, Cost effectiveness, Cost analysis for material management, Material flow cost control. Make or buy decision, Economic analysis, Break even analysis, Break-even point theory, whether to add or drop a product line
- 4. Inventory management:** Inventory v/s Stores, Types of inventory, Inventory control, EOQ model, Various inventory models, Inventory models with quantity discount, Exchange curve concept, Coverage analysis, Optimal stocking and issuing policies, Inventory management of perishable commodities, Selective inventory control (ABC, VED analysis, FSN, HML, XYZ, GOLF, Music 3D), Design of inventory distribution systems, Information system for inventory management,
- 5. Stores and waste management:** Design of Stores for manufacturing organisation and retail stores, Centralisation v/s Decentralisation, Types of stores, Waste Reduction, and waste disposal system planning. Case studies.

### **TEXT READINGS: Latest Edition**

1. A.K. Chitale, R.C. Gupta, Material management, PHI
2. A. K. Dutta, Materials management PHI

### **SUGGESTED READING: Latest Edition**

1. P. Gopalkrishnan, & M. Sundersen, Material management- An integrated approach, PHI
2. W.R. Stelzer Jr. Material Management, PHI



## **MBA 3707: TOTAL QUALITY MANAGEMENT**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min. Duration each**

### **COURSE OBJECTIVE:**

The objective of the course is to acquaint the students of improving quality of products and services, the modern approaches of Quality Enhancement and Quality Gurus. The course also aims at learning of Six sigma quality.

### **COURSE OUTCOMES:**

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

1. Gain basic knowledge in Total Quality Management (TQM) relevant to both manufacturing and service industry.
2. Evaluate the principles of quality management and to explain how these principles can be applied within quality management systems.
3. Identify and apply the tools and techniques of quality management to manufacturing and services processes.
4. Identify and evaluate the measures to overcome various quality issues.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

## **MBA 3707: TOTAL QUALITY MANAGEMENT**

### **COURSE CONTENTS:**

- 1. Core Concepts of Total Quality Management:** Customer Focus, Quality for Profits Cost of Quality, Competitive Benchmarking, Team Efforts, Managers as Role Models, Recognition and Rewards, Quality Delivery Process.
- 2. T.Q.M. Fundamentals:** Evolution of Total Quality Management. Historical perspective. Elements of TQM: Elimination of waste and problem exposure. Total quality control systems. Quality Function Deployment. Learning from Quality Gurus: Edward Deming, Joseph M. Juran, Karon Ishikawa, Philip B. Crosby, William E. Conway and their Applications in Today's Business Environment.
- 3. Tools and Techniques of TQM:** Techniques for Analyzing a Quality Process, Quality Circles, Statistical Process Control, Failure Mode and Effect Analysis, Fishbone Diagram, Computer Aided Inspection, Data Collection and Analysis. Poka Yoke, Ishikawa Diagram.
- 4. Quality Standards, applications of TQM:** ISO-9000; ISO-16000: Concepts, Certifications, Methods and Implementations. Applications of TQM to service organizations. Various Quality Awards. Cost-benefit analysis. Life cycle costing. Case studies.
- 5. Fundamental concepts of Six sigma,** General methodology of Six Sigma. Latest developments in six sigma methodology, six-sigma and cost control, generating competitive advantage and quality superiority for the firm. Indian Applications. Pitfalls and difficulties in implementation TQM and Methods of Avoiding pitfalls in implementation.

### **TEXT READINGS: Latest Edition**

1. Amitava Mitra; Fundamentals of Quality Control and Improvement; Pearson; 2001
2. K Sridhar Bhatt, TQM, Himalaya Publications. 2005
3. J. M. Juran and Frank M. Gryna (Edts.), Juran's Quality Control Handbook, New York, McGraw Hill Publications, 2001.
4. Tapan P. Bagchi, ISO 9000: Concepts, Methods and Implementation, Allahabad, Wheeler Publishing.
5. Snee and Hoeri, Leading Six Sigma, Prentice Hall

### **SUGGESTED READINGS: Latest Edition**

1. Principles of Total Quality by Swift, Ross & Omachonu
2. 100 Methods of Total Quality Management by Kanji & Asher
3. Statistical Quality Control by Grant & Leavenworth
4. Total Quality Management by Joseph & Susan

## MBA 3708: OPERATIONS PLANNING AND CONTROL

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

\* Lectures are of 50 Min. Duration each

### COURSE OBJECTIVES:

The course is designed to equip the students with the concepts of Operations Planning and Control (OPC). The emphasis will be on the application of concepts and tools used in OPC for achieving efficiency and quality superiority.

### COURSE OUTCOMES:

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

1. To acquire an understanding of the basic functions and fundamentals of operations planning and control.
2. To develop analysing skills in solving production management problems such as demand forecasting models, aggregate planning and master scheduling.
3. To comprehend the significance of production planning and control and demand forecasting.
4. To demonstrate an understanding of the concepts of materials management such as MRP, stores management and advance concepts in OM such as TOC, Lean Mfg.

### COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

## **MBA 3708: OPERATIONS PLANNING AND CONTROL**

### **COURSE CONTENTS:**

- 1. Introduction to Operations planning and Control:** Need for Operations Planning Control (OPC), Organization of OPC, Advantages, Limitations, and functions of OPC, System Point of view, Duties of Production Controller, Principles and Procedure of Production Control, Methods and techniques of Production Control.
- 2. Sales Forecasting & Resources Requirement Planning :** Introduction, Definition, and Methods of Demand Forecasting, Linear and Quadratic Forecasting, Exponential Smoothing. Aggregate Production Planning Strategies, Master Production Schedule, ATP (Available to Promise), Material Requirement Planning.
- 3. Routing and Sequencing: Routing:** Definition, Objectives, and Procedure of Routing, Factors Affecting Routing Procedure, Route Sheets, and Use of Route Sheets. **Sequencing-** Classification of Sequencing methods. Single Machine Sequencing, Algorithms and methods.
- 4. Scheduling and Dispatching:** Definition, Aims of Scheduling, Purpose of Scheduling, Types of Scheduling Situations, Short-term Scheduling, Long-term Scheduling, Methods of Scheduling, Scheduling for more than three machines, Scheduling through Networks, Line of Balance, Line Balancing Fundamentals and Method. **Dispatching** - Duties of Dispatcher, Dispatching procedures, Types of Follow-up, Preventing Production Delays, Causes for Delay.
- 5. Advance concepts in OM:** Fundamentals of Theory of Constraints, Drum-Buffer- Rope, Lean Manufacturing tools and applications, MRP Lot Sizing Techniques, Total Productive Maintenance.

### **TEXT READINGS: Latest Edition**

1. Stephen Chapman, The Fundamentals of Production planning and Control, Pearson publication, 2006
2. L.C. Jhamb, Production Planning and Control, Pune, Everest Publications, 2001.
3. Norman Gaither, Operation Management, Cengage Publications, India

### **SUGGESTED READINGS: Latest Edition**

1. K.C. Jain. Production Planning Control and Industrial Management. 2008
2. Krishnaswamy K.N. and Mathirajan M.; Cases in operations management , II ed. PHI

## **MBA \_\_\_\_: ADVANCES IN OPERATIONS MANAGEMENT**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min. Duration each**

### **COURSE OBJECTIVE:**

The objective of this course is to provide students with tools and techniques to manage operations of service organizations.

### **COURSE OUTCOMES:**

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

1. Emphasize the significance of service sector in modern economic environment.
2. Classify services for strategic insights and identify innovations in services.
3. Explain and analyze the service encounter model, service facility location, and customer service orientation.
4. Recognize and apply the tools of service quality as well as suggest the strategies for managing demand.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

## **MBA \_\_\_\_: ADVANCES IN OPERATIONS MANAGEMENT**

### **COURSE CONTENTS**

- 1. Role of services in an economy:** economic evolution, stages of economic society, post industrial society; nature of service sector, role of service manager. The nature of services : services classification
- 2. Service strategy:** the strategic service concept, classifying services for strategic insights, understanding the competitive environment of services, competitive service strategic, winning customers in the marketplace. Services and information technology, technological innovations in services, the competitive role of information in services, the virtual value chain limits in the use of information.
- 3. The service encounter:** the service encounter triad- Encounter Dominated by the Service Organization, the service organization- culture, empowerment; contact personnel – selection, training; the customer-expectation and attitudes, the customer as co-producer; creating a customer service orientation, the service profit chain. Service facility location: location considerations, estimation of geographic demand, facility location techniques, site considerations, breaking the rules-competitive clustering, saturation marketing, intermediaries, substitution of communication for transportation.
- 4. Service quality:** defining service quality, measuring service quality- SERQUAL, benchmarking, scope of service quality; quality service by design-incorporating quality in the service package, Taguchi methods, Poka Yoke, quality function deployment; achieving service quality- cost of quality, tools for achieving service quality; programs for service quality assurance – quality improvement to achieve zero defects. Managing queues: queuing systems, the psychology waiting, the economics of waiting essential features of queuing systems standard M/M/1 model, finite-queue M/M/1 model M/G/1 model.
- 5. Managing capacity and demand:** strategies for managing demand- partitioning demand, promoting off-peak demand, developing complementary services, using reservation systems and handling the overbooking problem; Strategies for managing supply- using daily work shift scheduling, using weekly work shift scheduling with days off constraints, increasing customer participation, creating adjustable capacity, sharing capacity, cross training employees, using part time employees. Case Studies with special inference to Indian context.

### **TEXT READINGS: Latest Edition**

1. James A Fitzsimmons and Mon J Fitzsimmons- Service Management, McGraw Hill
2. Cengiz Haksever, Barry render, Roberta S Rusell and Rober G Mudrick- Service Management and Operations, Pearson Education

### **SUGGESTED READINGS: Latest Edition**

1. Richard Metters, Kathryn King- Matters and Madeleing Pullman-Service Operations Management, Thompson- South

**SHRI G.S. INSTITUTE OF TECHNOLOGY AND SCIENCE, INDORE**  
**DEPARTMENT OF MANAGEMENT STUDIES**

**MBA Scheme**

(Choice Based Credit System)

**MBA SECOND YEAR (2YDC) (Fourth Semester)**

| S No         | Sub. Code | Subject                               | L         | T        | P        | Credits   |          | Th         | CW         | SW         | Pr         | Total      |
|--------------|-----------|---------------------------------------|-----------|----------|----------|-----------|----------|------------|------------|------------|------------|------------|
|              |           |                                       |           |          |          | T         | P        |            |            |            |            |            |
| 1            | MBA 4005  | Project Management^                   | 3         | -        | -        | 3         | -        | 70         | 30         | -          | -          | 100        |
| 2            | MM-1      | Elective MM-II*                       | 3         | -        | -        | 3         | -        | 70         | 30         | -          | -          | 100        |
| 3            | MM-2      |                                       | 3         | -        | -        | 3         | -        | 70         | 30         | -          | -          | 100        |
| 4            | FM-1      | Elective FM-II*                       | 3         | -        | -        | 3         | -        | 70         | 30         | -          | -          | 100        |
| 5            | FM-2      |                                       | 3         | -        | -        | 3         | -        | 70         | 30         | -          | -          | 100        |
| 6            | HR-1      | Elective HR-II*                       | 3         | -        | -        | 3         | -        | 70         | 30         | -          | -          | 100        |
| 7            | HR-2      |                                       | 3         | -        | -        | 3         | -        | 70         | 30         | -          | -          | 100        |
| 8            | OM-1      | Elective OM-II*                       | 3         | -        | -        | 3         | -        | 70         | 30         | -          | -          | 100        |
| 9            | OM-2      |                                       | 3         | -        | -        | 3         | -        | 70         | 30         | -          | -          | 100        |
| 10           | MBA 4997  | Major Research Project#<br>(Phase II) | -         | -        | 8        | -         | 4        | -          | -          | 100        | 100        | 200        |
| 11           | MBA4999   | Comprehensive Viva#                   | -         | -        | -        | -         | 4        | -          | -          | -          | 100        | 100        |
| <b>Total</b> |           |                                       | <b>15</b> | <b>-</b> | <b>8</b> | <b>15</b> | <b>8</b> | <b>350</b> | <b>150</b> | <b>100</b> | <b>200</b> | <b>800</b> |

^ Core Subjects    # Generic subject

\* **Discipline centric subject-** Students are to select a minimum total of four subjects of two specializations.

**MASTER OF BUSINESS ADMINISTRATION**  
**CURRICULUM FOR FULL-TIME COURSE (Under Choice Based Credit System)**  
**MBA SECOND YEAR      FOURTH SEMESTER**

**SUBJECT CODE**

**LIST OF SUBJECTS**

**COMPULSORY SUBJECTS:**

|          |                                   |
|----------|-----------------------------------|
| MBA 4005 | PROJECT MANAGEMENT                |
| MBA 4997 | MAJOR RESEARCH PROJECT (Phase-II) |
| MBA 4999 | COMPREHENSIVE VIVA                |

**MARKETING:**

|                         |                                |
|-------------------------|--------------------------------|
| <b>MBA4108/ MBA4110</b> | <b>CONSUMER BEHAVIOUR</b>      |
| MBA4109/MBA4111         | RURAL & SERVICE MARKETING      |
| <b>MBA 4100/MBA4112</b> | <b>SUPPLY CHAIN MANAGEMENT</b> |
| <b>MBA 4106</b>         | <b>INTERNATIONAL MARKETING</b> |
| MBA_____                | INDUSTRIAL MARKETING           |

**FINANCE:**

|                 |                                       |
|-----------------|---------------------------------------|
| MBA 4304        | INTERNATIONAL FINANCE                 |
| <b>MBA 4307</b> | <b>FINANCIAL MARKETS AND SERVICES</b> |
| <b>MBA 4308</b> | <b>STRATEGIC FINANCIAL MANAGEMENT</b> |
| MBA_____        | FINANCIAL MODELLING USING EXCEL       |
| MBA_____        | MERGERS AND ACQUISITIONS              |

**HUMAN RESOURCE:**

|                 |                                           |
|-----------------|-------------------------------------------|
| <b>MBA 4504</b> | <b>COMPENSATION AND REWARD MANAGEMENT</b> |
| <b>MBA 4505</b> | <b>HR STRATEGIES AND AUDIT</b>            |
| MBA 4506        | LABOR LEGISLATIONS                        |
| MBA_____        | BUSINESS PROCESS TRANSFORMATION           |
| MBA_____        | SOCIAL SECURITY AND LABOR WELFARE         |

**OPERATIONS:**

|                         |                                                          |
|-------------------------|----------------------------------------------------------|
| <b>MBA 4100/MBA4707</b> | <b>SUPPLY CHAIN MANAGEMENT</b>                           |
| <b>MBA 4705/MBA4709</b> | <b>LOGISTICS MANAGEMENT / MBA4710 (FOR CORE SUBJECT)</b> |
| MBA_____                | INNOVATION MANAGEMENT AND SUSTAINABILITY                 |
| MBA_____                | TECHNOLOGY MANAGEMENT                                    |
| MBA_____                | ENTERPRISE RESOURCE PLANNING                             |



## MBA 4005 PROJECT MANAGEMENT

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

\* Lectures are of 50 Min. Duration each

### COURSE OBJECTIVE:

The objective of the course is to acquaint students with project management method and to develop skills on project planning, analysis, implementation and control.

**COURSE OUTCOMES:** At the end of this course, the students will be able to:

1. Explain concept of Project Management, its application in management of organization in present world scenario. To be able to manage project teams during project life cycle.
2. Assess feasibility of projects with regard to market, finance and socio-economy and determine project cash flows and check feasibility.
3. Identify, evaluate and compare various sources of risk in projects, as well as techniques to reduce risk and its impact.
4. Monitor project using network analysis for both PERT and CPM and perform project cost optimization and resource utilization.

### COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

# **MBA 4005 PROJECT MANAGEMENT**

## **COURSE CONTENTS:**

- 1. Project Planning:** Characteristics, Need, Objectives and Project Life Cycle. Types of Projects, Project selection tools, Market Potential Analysis, and portfolio planning tools (BCG, SPACE and their interface). Types of Project Organizations and Human Aspects of Project Management, Traits of project manager
- 2. Technical and Financial Feasibility:** Technical Analysis (technology selection, capacity selection) Cost of Project, and financing, Project Cash Flows (including projects and owner's perspective), Optimum capital structuring of a project for a given risk, Project Appraisal Criteria.
- 3. Risk Analysis and SCBA:** Analysis of Risk. Risk Adjusted Capital Budgeting, Sensitivity Analysis, Scenario Analysis, Hiller Model, Optimum DSCR and BEP, Social Cost Benefit Analysis.
- 4. Project Networks:** Basic Concepts of Networks, Construction of network on AOA and AON. Line Estimation and Determination of Critical Path (for both PERT and CPM Models), Slacks, Floats, and applications
- 5. Cost Time Relationship and Project Monitoring:** Crashing and Reverse Crashing with their significance. Resource leveling, Earned Value Approach Performance Evaluation, Abandonment Analysis, Project Audit

## **TEXT READINGS: Latest Edition**

1. Rajeev Gupta. Project Management, 2e, PHI, India, 2014
2. Prasanna Chandra. Project Planning, Analysis, Selection, Implementation and Review, New Delhi, Tata McGraw Hill Publications, 2011
3. Harold Kerzner, Project Management: A Systems Approach to Planning, Scheduling and Controlling, New Delhi, CBS Publications, 1994.

## **SUGGESTED READINGS: Latest Edition**

1. Meredith and Mantel, Project management: a managerial approach, 8e, Wiley India, New Delhi, 2012
2. Vasant Desai, Project Management, New Delhi: Himalaya Publishing House, 2008.

## MBA 4997: MAJOR RESEARCH PROJECT

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| -               | 8 | -  | -       | 4  | -  | -             | -       | 100       | 100     | 200         |

\* Lectures are of 50 Min. Duration each

### COURSE OBJECTIVE:

The objective of Major Research Project is to enable the student to go into the detail of the given problem and design an effective solution keeping the given constraints and organizational objectives in mind. This is to enhance the analytical and problem solving ability of the student.

**COURSE OUTCOMES:** At the end of this course, the students will be able to:

1. Identify the appropriate research tools for the project.
2. Apply various statistical tools and techniques to generate results.
3. Analyze and interpret the empirical results and draw conclusion
4. Develop research concept to fill identified research gap and provide evidence for creative solution of business problems. .

### COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of internal viva and presentation (50 %)
2. An end-term external viva and presentation (50 %).

### COURSE CONTENT:

Major Research Project will be compulsory. Before the end of IV semester of MBA, the student will be required to submit the MRP Report in the hard bound form in the number specified by the department.. All the students are required to give a presentation of their work done during the project before the exam panel. A panel of examiners will award credits.

## **MBA 4999: COMPREHENSIVE VIVA**

### **COURSE OBJECTIVE:**

The objective of comprehensive viva-voce is to judge the overall development of the student during the MBA Programme.

### **COURSE OUTCOMES:**

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

- 1 Face interview both at the academic and the industrial level.
- 2 Prepare comprehensively to answer questions from all subjects.
- 3 Attain Oral Presentation skills by answering questions in precise and concise manner.
- 4 Demonstrate the application of the knowledge gained in hypothetical situations.

### **COURSE ASSESSMENT:**

Students will be assessed on-

A comprehensive viva-voce examination (100 Marks / 4 credits) at the end of each semester of MBA .

A panel of examiners will conduct the comprehensive viva-voce examination.

### **COURSE CONTENT:**

The viva-voce shall normally cover all the subjects taught in the complete semester of MBA Program

## **MBA 4108 / MBA 4110: CONSUMER BEHAVIOR**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

\* Lectures are of 50 Min. Duration each

### **COURSE OBJECTIVE:**

The objective of this course is to help students gain an understanding of Consumer Behavior and its applications.

### **COURSE OUTCOMES:**

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

1. Describe nature, scope, importance of consumer behavior and influence of Environment on it.
2. Discuss influence and importance of Family, culture, opinion leadership and personal influence over consumer.
3. Explain concepts of motivation, attitude, values, personality, lifestyle and its influence on consumer.
4. Describe consumer decision process, CRM and consumer research.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

## **MBA 4108 / MBA 4110: CONSUMER BEHAVIOR**

### **COURSE CONTENTS:**

- 1. Introduction to the Study of Consumer Behavior:** Nature of consumer behaviour, Scope and Application of consumer behaviour. Environmental Influences and impact on Consumer Behavior: Cultural, Social, Personal, Family and Situational Influence on consumer behaviour, application of consumer behaviour,
- 2. Opinion Leadership and Life Style Marketing:** Characteristic of Culture, Cross Cultural Understanding, Nature of Social Class and Consumer Behaviour, Nature, Significance and marketing Implications of Personal Influence, Significance of Family in Consumer Behaviour and Family Life Cycle, Opinion Leadership Forms.
- 3. Consumer as an Individual:** Involvement and Motivation, Knowledge, Attitude, Values, Personality, Learning and Life Style, Nature & role of Motive, Classifying Motive, Characteristics, Functions & Sources of Attitudes, Attitude Theory & Model, Characteristics and Classification of Learning, Personality Theory and Application, Psychographics.
- 4. Consumer Decision Processes:** a. Pre-purchase Process: Information Processing. b. Purchase Processes: Consumer Decision Rules. c. Post Purchase Processes: Framework, Dissonance Satisfaction / Dissatisfaction. Consumer Behaviour Models: a. Nicosia Model. b. Howard Sheth Model. c. Engel-Blackwell and Miniard Model, d. Sheth Family Decision Making Model.
- 5. CRM:** CRM and Consumer Behavior, Consumer Roles, Market Values and CRM. Case study related to consumer behavior. Consumer Research, Various methods and techniques of consumer research, reliability and validity, generalization. New Developments in the field of Consumer Research

### **TEXT READINGS: Latest Edition**

1. Leon G. Schiffman and Lustic Lazar Kanuk, Consumer Behaviour, London, Prentice Hall, 11th Edition, 2014
2. William L. Wilkie, Consumer Behaviour, New York, John Wiley and Sons, 3rd Edition, 1994.

### **SUGGESTED READINGS: Latest Edition**

1. MS raju, dominique xardel, consumer behaviour concepts, application and cases, vikas publishing house, 2013
2. Saravanavel & Sumathi, Marketing Research & Consumer Behaviour, vikas publishing house
3. Suja R. Nair: Consumer Behaviour, New Delhi, Himalaya Publishing House, 1st Edn. 2001

## **MBA 4109/MBA4111: RURAL AND SERVICE MARKETING**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min. Duration each**

### **COURSE OBJECTIVES :**

The objectives of this course are to expose the students to various aspects of services and also give them a glance into the rural markets which can help them in developing a deep insight to the domain of services and to the behavior of rural consumers.

**COURSE OUTCOMES:** At the end of this course, the students will be able to:

1. Describe the importance of rural marketing.
2. Discuss on Psychology of Rural Consumers and the Marketing Strategies in its context.
3. Explain service quality, challenges in service marketing and dimensions of service marketing strategies.
4. Describe importance of innovation in service and rural marketing and discuss different marketing plans for different products.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

## **MBA4109 / MBA4111: RURAL AND SERVICE MARKETING**

### **COURSE CONTENTS:**

- 1. Rural Marketing Scenario:** Concept, definition, importance, nature and scope of rural marketing. Problems in Rural Marketing Rural Market Structure: Demographic Environment, Physical Environment, Socio Environment, Economic Environment, Political Environment, Technological Environment. The Economic Scenario in Rural India, the rural economic structure, rural occupation pattern and employment structure, income and consumption, sources of rural finance, organised and unorganised sources of finance.
- 2. Rural Consumer Behavior and Marketing Strategies:** Rural Market Segmentation, Targeting, Selection of Segments, Requirement for Effective Segmentation, Coverage of segments, Positioning, Developing a Positioning Strategy. Product Strategies, Pricing Strategies, Distribution Strategies, Promotion Strategies. Factors affecting consumer behavior, characteristics and Psychology of rural consumer. Product, branding and packaging, types of rural channels, and personal selling in rural markets.
- 3. Services Marketing and Strategic Issues:** Service Sector and Economic Growth, Service Concept, Characteristics and Classification of Service, Marketing services Vs. Physical services Challenges in Service Marketing. Segmentation, Differentiation, Positioning: Positioning of Services and Strategies related to Positioning of services.
- 4. Managing Service Quality and Productivity:** Product, Price, Place, Promotion, People, Physical Evidences and Process Decisions. Service Management Process; Internal, External and Interactive Marketing Strategies. Concept, Dimensions and Process; Service Quality Models (Gronroos and Parsuraman) Application and Limitations, Productivity in Services.
- 5. Marketing of Products** Components of Marketing Functions, Packaging, Packing,, Types of Materials for Packing, Marketing of Seeds, Manure, Fertilizers, Pesticides, Feeds for Live Stock, Farming Equipments and Chemicals. Role of Innovations in rural markets, Importance of ICT in rural. Marketing of Financial, Hospitality, Health, Educational and Professional Services, Marketing for Non-Profit Organizations and NGOs.

### **TEXT READINGS: Latest Edition**

1. CSG Krishnamacharyulu and Lalitha Ramakrishnan Rural Marketing- Text and Cases, Singapore: Pearson Education Asia, 1st Edition. 2000.
2. R.V. Badi and N.V. Badi, Rural Marketing, Himalaya Publishing House, Mumbai, 2012



3. Christopher H. Lovelock, Services Marketing, New Delhi, Prentice Hall of India, 3rd Edition, 1996.
4. Gronroos, Service Management & Marketing: Customer Management in Service Competition, 3ed, Wiley

**SUGGESTED READINGS: Latest Edition**

1. Gopalaswamy, TP, Rural Marketing - Environment Problems and Strategies -3rd Edn, Vikas publishing house
2. S.L. Gupta, Rural Marketing, First Edition, Wisdom Publications, Delhi, 2004
3. O.S. Shrivastava, Rural Marketing, Quality Publishing Company, New Delhi, 2004
4. Jha, S.M, Service Marketing, Himalay publishing house, 2013
5. Shajahan, S, Service Marketing - concepts and, application and cases, Himalay publishing house
6. Ravi Shankar, Service Marketing, New Delhi, Global Press, 2nd Edition, 1998.
7. Zeithamal and Bitner, Service Marketing: Integrating Customer Across the Firm, Homewood, Irwin / McGraw Hill, 2002.

## **MBA 4100/MBA4112: SUPPLY CHAIN MANAGEMENT**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min. Duration each**

### **COURSE OBJECTIVE:**

This course introduces the concept of supply chain management. Students will gain a sound foundation in the knowledge necessary in the field of supply chain management.. It includes benefits and limitations of E-Business and outsourcing in SCM.

### **COURSE OUTCOMES:**

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

1. Describe the important role, decision making, and drivers of supply chain management .
2. Identify and assess the need & choices of distribution channels, forecasting models, and reverse logistics.
3. Evaluate and apply the tools of supply and demand management, level of product availability and planning for outsourcing in supply chain.
4. Discuss the applications of the fundamentals, issues, and remedial measures in retail SCM.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

# **MBA 4100 / MBA 4112: SUPPLY CHAIN MANAGEMENT**

## **COURSE CONTENTS**

**1.Introduction:** Importance of Supply Chain Management (SCM), Definitions of SCM, Decision Phases in supply chain, Process view of a supply chain, Nature and Scope of SCM, Evolution of SCM, Strategic Fit, Achieving strategic fit, Supply Chain Drivers, Performance Measures for SCM performance, Concept of Efficient and Responsive supply chain, Factors for selection of degree of responsiveness and efficiency.

**2.SCM Matrices & Design of SCM network.** Supply Chain Network Design, The Problem of Network Configurations, Integrated Supply Chain Planning, Supply Chain Network Design Process, Design of Channel of Distributions, Functions of Distribution Channels, Types of Distribution Channels, The Maximal Flow Problem and Product Mix Model. Demand Management and Customer Service: Demand Forecasting, Role of Forecasting in Supply Chain, Corporate Planning Forecasting and Replenishment (CPFR), Selection of a Forecasting Method, Reverse supply chain: benefits, forms of reverse SC, implementation steps.

**3.Production Planning in Supply Chain:** Aggregate Planning Strategies, Planning Supply and Demand in a supply chain, Planning for optimal level of Product Availability, Sourcing/Source Management, Selection of sources. Outsourcing: Criteria, Importance and limitations. Inventory: Components, Methods for optimum inventory.

**4.Coordination and IT in SCM:** Supply Coordination, Obstacles to Coordination in a Supply Chain, Bullwhip effect and its remedial measures, Managerial Levers to Achieve Coordination within a supply chain, Building Strategic Partnership and Trust within a Enterprise Resource Planning Systems, Balanced Scorecard, evaluation of performance of SCM.

**5.Retail SCM:** Introduction, Retail supply chain, difference with manufacturing supply chain, scope, elements, merchandise management processes, and strategic view of Retail SCM, Retail product life cycle management, Retail distribution and replenishment, Retail supplier relationship management, Retail CRM, Category and Format specific retail SCM issues.

## **TEXT READINGS: Latest Edition**

- 1.Sunil Chopra and Meindl, Supply Chain Management, Pearson Publication, 6th ed., 2014
- 2.Janat Shah, Supply Chain Management, Pearson Publication, 2014.

## **SUGGESTED READINGS: Latest Edition**

- 1.Rajesh Ray, Supply Chain Management for Retailing, Tata McGraw Hill, New Delhi, 2010.
- 2.David Simchy Levi, Philip Kaminsky, Designing and Managing the Supply Chain, Concept, Strategies and case studies. Tata McGraw Hill, 2007.
- 3.B. S. Sahay, Supply Chain Management, New Delhi, Wheeler, 1994.

## **MBA 4106: INTERNATIONAL MARKETING**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

\* Lectures are of 50 Min. Duration each

### **COURSE OBJECTIVE:**

The objective of this course is to help the student to gain an understanding of concepts of International Marketing, types of international markets, demand and supply position in international markets, import-export documentation, policies and procedures of foreign trade.

### **COURSE OUTCOMES:**

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

- 1 Describe basics of International Marketing
- 2 Demonstrate the effect of International environment on international trade and recognize the role of IMF, WTO
- 3 Discuss International product planning, adoption and diffusion.
- 4 Explain various pricing and promotion concepts of International trade.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

# **MBA 4106: INTERNATIONAL MARKETING**

## **COURSE CONTENTS:**

- 1. International Marketing:** Basis of International Trade, Theories of International Trade (Absolute Advantage, Comparative Advantage and Factor Endowment Theory) Difference between Domestic, International, Multinational, Global Markets, EPRG Frame Work.
- 2. Scanning of International Environment:** Social, Political, Legal, Economic, Factors Affecting International Trade: Methods of Entry, Types of Regional Agreements, Role of IMF and WTO in International Trade.
- 3. Export Documentation and Procedures** and Institutional Support for Export Promotion in India. Product: Identifying New Products, International Product Planning, Product Design Strategy, Product Elimination, Adoption and Diffusion of New Products, Branding Strategies.
- 4. Pricing Strategies:** Factors Affecting International Prices, Methods of Pricing, Pricing an International Product, Transfer Pricing, Exchange Rates and its Impact on Pricing, High Sea Pricing. Distribution System for International Markets: Direct and Indirect Channels, Factors Affecting International Channel, International Channel Management, Wholesaling and Retailing.
- 5. Promoting Products / Services in Overseas Markets:** Perspectives of International Advertising, Standardization v/s Localization, Global Media Decisions, Global Advertising Regulations, Industry Self-Regulation.

## **TEXT READINGS:Latest Edition**

1. Siddiqui, International Marketing, Wiley
2. Rajagopal, International Marketing, vikas publishing house
3. W. J. Keegan, Global Marketing Management, New Delhi, PHI, 5th Edition, 1997.
4. Sack Onkvisit and John J. Shaw, International Marketing Analysis and Strategies, New Delhi, PHI, 1998.

## **SUGGESTED READINGS:Latest Edition**

1. Czinkota, International Business, 8ed, Wiley
2. M.R. Czinkota and I.A. Ronkainen, International marketing, Fortworth, Dryden, 1998.
3. S.J. Poliwooda, International Marketing, New Delhi, Prentice Hall of India 1995.

## **MBA\_\_\_\_ : INDUSTRIAL MARKETING**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min. Duration each**

### **COURSE OBJECTIVE:**

The objective of this course is to expose the student to various aspects of Industrial Marketing and develop abilities in Industrial marketing.

### **COURSE OUTCOMES:**

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

- 1 Identify differences between industrial and consumer marketing
- 2 Explain various strategies of Industrial Marketing Environment
- 3 Describe dynamics of Industrial buying behaviors
- 4 Discuss Industrial market segmentation, targeting and distribution and influence of Price and promotion over industrial market

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

## **MBA\_\_\_\_\_ : INDUSTRIAL MARKETING**

### **COURSE CONTENTS:**

- 1. The Nature and Concepts of Industrial Marketing,** Industrial versus Consumer Marketing, Economics of Industrial Demand. Resellers Marketing. Organizational Customers, Governmental Agencies, Institutions, Classifying Industrial Products, Characteristics of Organizational Procurement.
- 2. Industrial Marketing Environment,** Strategies for Managing the Industrial Marketing Environment. Organizational Buying and Buyer Behaviour: Concepts and Models of Organizational Buying Behaviour.
- 3. Interpersonal Dynamics of Industrial Buying Behaviour.** Buying Center Involvement and Interaction Patterns, Joint Decision Making, Conflict and Resolution in Joint Decision Making, the Buying Committee, Supplier Choice and Valuation.
- 4. The Strategic Planning Process** in Industrial Marketing. Industrial Market Segmentation, Selection of Segments, Basis for Segmenting Industrial Markets, Requirement for Effective Segmentation, Target Marketing and Positioning,.
- 5. Formulating Channel Strategies:** Marketing Channel Participants, Physical Distribution and Customer Service, Formulating the Marketing Communication Personal Selling, Advertising, Sales Promotion and Publicity. Business Pricing: Price Determinants, Pricing Decisions.

### **TEXT READINGS:Latest Edition**

1. Cherunilam & Francis, Industrial Marketing, Himalay Publishing house, 2011
2. Robert R.Reeder, Edward G.Brierty, and Betty H. Reeder, Industrial Marketing, Analysis, Planning and Control, New Delhi, PHI, 2nd Edition, 1998.
3. Krishna K. Havldar, Industrial Marketing, New Delhi, Tata McGraw Hill, 2002.

### **SUGGESTED READINGS:Latest Edition**

1. Michael H. Morris, Industrial and Organizational Marketing, New York, Macmillian, 2nd Edition, 1992.

## **MBA 4304: INTERNATIONAL FINANCE**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

\* Lectures are of 50 Min. Duration each

### **COURSE OBJECTIVE:**

The objective of this course is to provide a framework of the Working of International Financial Institutions, Money Markets, Exchange Transactions and Capital Markets.

**COURSE OUTCOMES:** At the end of this course, the student will be able to:

1. Explain foreign exchange market and exchange rate.
2. Determine arbitrage opportunities in international financial market.
3. Identify issues pertaining to multinational financing and investment decisions
4. Determine the foreign exchange exposures of firms and hedging techniques to manage it.
5. Explain the structure and role of IMF and world bank.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).



## **MBA 4304: INTERNATIONAL FINANCE**

### **COURSE CONTENTS:**

- 1. International Financial management:** an overview, international financial management, motivations for international finance. Theories of foreign exchange rate movement and international parity conditions - purchasing power parity, international fisher effect, Trade theories and barriers to free trade. Balance of Payment Accounting.
- 2. The Foreign Exchange markets and Rate Determinants:** Types of transactions, exchange rate quotation, Types of arbitrage, structural models of exchange rate determination, , spot market and forward market – forward premiums and discounts, bid - ask spread, interest arbitrage.
- 3. Management of Foreign Exchange Risk:** Translation exposure - functional versus reporting currency, comparison of four translation methods, transaction exposure, economic exposure, forward exchange contracts and their quantitative execution from exporter and importers perspective.
- 4. Financial Management of the Multinational Firm:** Capital Structure of the Multinational Firm - determining capital structure components, cost of capital for MNCs v/s domestic firms, International project appraisal, exchange rate risk & cost of capital, international joint ventures, a review of NPV approach, perspective of cash flow analysis, Letter of Credit and its types
- 5. International Financing:** Country Risk, International Project Financing, IMF, World Bank, euro currency markets, international bonds markets, external commercial borrowings, advantages of euro issues. GDRs and ADRs. Export Financing.

### **TEXT READINGS: Latest Edition**

1. JeevanandanamC., Foreign Exchange and Risk Management, Sultanchand & Sons, New Delhi.
2. Apte, PG International Financial Management 5<sup>th</sup> edition, Tata Macgraw Hill 2009
3. Madura International Financial management 1<sup>st</sup> edition , Cengage Learning, 2008
4. Shapiro,Multinational Financial Management, 8<sup>th</sup> edition, 8ed,Wiley India, 2010

### **SUGGESTED READINGS:Latest Edition**

1. Eun &, Rusnik International Financial Management ,4<sup>th</sup> edition, TataMacgraw Hill , 2011
2. Clark, International Financial management, 2<sup>nd</sup> edition, Cengage Learning, 2008

## MBA 4308: STRATEGIC FINANCIAL MANAGEMENT

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

\* Lectures are of 50 Min. Duration each

### COURSE OBJECTIVE:

The objectives are to focus the student attention on various aspects of financial decision making, and to help him develop skills of critical analysis, thinking and synthesis in the process of decision making.

**COURSE OUTCOMES:** At the end of this course, the student will be able to:

1. Analyse the capital structure of companies.
2. Evaluate the impact of various corporate restructuring techniques.
3. Take strategic long term and short-term financial decisions.
4. Design, develop and evaluate dividend and investments policy.

### COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

# **MBA 4308: STRATEGIC FINANCIAL MANAGEMENT**

## **COURSE CONTENTS:**

- 1. DESIGNING CAPITAL STRUCTURE:** Determinants of capital structure, capital structure theories, Weighted and marginal cost of capital, EBIT-EPS analysis. Dividend Policy and Valuation of Firms. Case studies related to designing capital structure and dividend policy.
- 2. FINANCING DECISIONS: Long Term Financing Decisions:** shares, debentures, warrants, right issues and valuations of financial instruments. lease and hire purchase decisions, leverage buy outs, securitization, and initial public offer (IPO), FPO. Venture capital financing. Case studies related to raising long term fund.
- 3. Current Assets Management:** Working Capital Management and financing, Management of Cash and Marketable Securities, Receivables Management and credit policy decision. Case studies related to evaluation of credit policy.
- 4. CORPORATE RESTRUCTURING STRATEGIES AND BUSINESS VALUATION:** Mergers, acquisitions and amalgamations, takeovers and reverse merger strategies. Valuation of Mergers. Motives and benefits of mergers. hostile takeover and Antitakeover Defences – Buy Back of Shares – Leveraged Buyouts (LBOs) – Divestiture – Demergers. Case studies related to business valuation and buy back and takeover
- 5. INVESTMENTS DECISIONS UNDER RISK AND UNCERTAINTY –** Techniques of Investment Decision – Risk Adjusted Discount Rate, Certainty Equivalent Factor, Statistical Method, Sensitivity Analysis and Simulation. Case studies related to capital budgeting decision.

## **TEXT READINGS: Latest Edition**

1. Ashwath Damodaran, “Corporate Finance”, Tata McGraw Hill, New Delhi, 2000
2. M.Y.Khan , Financial Management: Text, Problems and Cases | 8th Edition, 2018
3. Rajni Sofat & Preeti Hiro, STRATEGIC FINANCIAL MANAGEMENT, PHI, Delhi, 2011

## **SUGGESTED READINGS: Latest Edition**

1. Weston, Chung, Hoag “ Merger restructuring and Corporate Control”, PHI Publication 2010
2. Van Horne, “Financial Management and Policies”, PHI Publications 2011

## **MBA 4307: FINANCIAL MARKETS AND SERVICES**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min. Duration each**

### **COURSE OBJECTIVE:**

This course equips students to the complex structure of the Financial system and enables them to take financial services available in judicious manner

### **COURSE OUTCOMES:**

At the end of this course, the student will be able to:

1. Explain various components of a financial system and its relative importance.
2. Identify the key requirements, major instruments and operations of capital and money market in India.
3. Describe the concept of mutual fund and alternative investment fund.
4. Evaluate and compare various financing alternatives like lease, hire purchases etc.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

## **MBA 4307: FINANCIAL MARKETS AND SERVICES**

### **COURSE CONTENTS:**

- 1. Introduction:** Indian and global financial system and integration of both. Components of financial system and services, Regulatory Bodies like SEBI, RBI, and Recent trends in financial services, Digital and virtual money.
- 2. Capital Market:** Intermediaries in capital market , primary & secondary market, types of issues in primary market,IPO eligibility norms, Operations in Capital Market, BSE, NSE, Commodities Market, short selling.
- 3. Money market:-** Introduction to money market , money market players, money market instruments: call money market, T- Bills, commercial papers and certificates of deposits, government (gilt- edged) securities. Introduction and types of factoring, functions of a factor, advantage and limitations of factoring, factoring services in India.
- 4. Alternative Investment Funds and Mutual Funds:** Alternative Investment Funds: introduction, investment process, venture financing, private equity concepts, Mutual funds, type of funds, participants, benefits and limitations, NAV, types of fees,Credit rating agencies.
- 5. Leasing and Hire Purchase:** concepts of leasing, types of leasing - financial & operating lease, direct lease and sales & lease back, single investor lease and leveraged lease, domestic lease and international lease, hire purchase system, advantages and limitations of leasing and hire purchase.

### **TEXT READINGS: Latest Edition**

1. M.Y.Khan - Financial Services, TMH 2009
2. Bharati V.Pathak,“The Indian Financial System”

### **SUGGESTED READINGS: Latest Edition**

1. Farouk Irani, "Inside Leasing", Tata McGravv Hill, 2009
2. Dr. Premlal Joshi, 'Leasing Comes o f Age Indian Scene" Amrita Prakashan. 2010
3. J.C. Varma, "Equipment Leasing Partnerships", Bharat Law House, 2007
4. SEBI Guidelines: Nabhi Publications

## **MBA\_\_\_\_\_ : FINANCIAL MODELING USING EXCEL**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min. Duration each**

**COURSE OBJECTIVE:** Modeling techniques for accurate financial forecasting are used in many areas of finance, such as derivatives, valuation, project evaluation, deal structuring, and portfolio management and the like. In the course, the participants will learn the model building skills required to build powerful models in finance with the help of excel. There are many features of model building that are common irrespective of the final model that one intends to build. In the course we will also emphasize on the different model building skills that one should have irrespective of the final use that one is going to make of it.

### **COURSE OUTCOMES:**

At the end of this course, the student will be able to:

1. Discuss various types of financial models and excel utility/Finance functions.
2. Design basic financial models for various industries.
3. Compute business and stock value
4. Create and analyze portfolio.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

## **MBA\_\_\_\_\_: FINANCIAL MODELING USING EXCEL**

### **COURSE CONTENTS:**

- 1. Understanding features of excel:** Introduction to modeling, introduction to excel, database functions in excel, creating charts, using forms and control toolbox, understanding finance functions present in excel, creating dynamic models
- 2. Sensitivity analysis using Excel:** Scenario manager, other sensitivity analysis features, goal seek data table calculation for risk and return, simulation using excel, statistical distributions, random number generation that follow a particular distribution, building models in finance using simulation
- 3. Excel in Accounting:** Preparing common size statements directly from trial balance, forecasting financial statements using excel, analyzing financial statements by using spreadsheet model
- 4. Excel in Project Appraisal and Valuation:** determining project viability, risk analysis in project appraisal, simulation in project appraisal, determination of value drivers, DCF valuation, risk analysis in valuation
- 5. Excel in Portfolio Theory:** Determining efficient portfolio, creating dynamic portfolios, portfolio insurance, fixed income portfolio management using excel

### **TEXT READINGS: Latest Edition**

1. Hrishikes Bhattacharya “Total Management by Ratios”, 1<sup>st</sup> edition, Sage Publication, 2011
2. R.L .Gupta, V.K. Gupta, “Principles of Accountancy”, 1<sup>st</sup> edition, Sultan Chand & Sons, 2008

### **SUGGESTED READINGS: Latest Edition**

1. P.Mohan Rao, “Mergers Acquisition of Companies” 3<sup>rd</sup> edition, DEEP and DEEP Publications, 2008
2. Punithvathy Pundaian, “Security Analysis and Portfolio Management”, 2<sup>nd</sup> edition, Vikas Publishing House, 2010

## **MBA\_\_\_\_\_ : MERGERS AND ACQUISITION**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min. Duration each**

### **COURSE OBJECTIVES:**

This course explores the use of mergers and acquisitions in executing strategies of operating businesses, increasing the value of these enterprises and strengthening their abilities to compete in a world of rapidly changing economic and technological dynamics. To inter-link the subject of finance with the major strategic decisions of a proactive business firm

### **COURSE OUTCOMES:**

At the end of this course, the student will be able to:

1. Discuss various types of mergers and takeovers.
2. Determine and analyze pricings of takeover bids and exchange ratios.
3. Manage Pre- and post-merger activities, formalities etc.
4. Explain accounting, taxation, restructuring and other related concepts.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).



## **MBA\_\_\_\_\_ : MERGERS AND ACQUISITION**

### **COURSE CONTENTS:**

- 1. Business Alliances:** Introduction and types: merger, acquisition, takeover; acquisitions versus green field investment, and "brownfield", strategic choice of type of business alliance and its overview
- 2. Merger and Acquisition and Take-over:** Factors and drivers; defining and selecting target, pricing the competitive bid for take-over; negotiation for merger, acquisition and take-over; contracting.
- 3. Implementation of Merger and Acquisition:** Managing post-merger issues; legalities involved in merger, acquisition and take-over; ethical issues of merger and take-over.
- 4. Taxes and Accounting for Mergers and Acquisition:** Financing the mergers and takeover, corporate Restructuring, divestment and abandonment.
- 5. Stock Market Implications of Merger and Acquisitions:** The future of merger and acquisition, new cases in merger and acquisition including detailed analysis

### **TEXT READINGS: Latest Edition**

1. Weston, J.F., K.S. Chung and J.A. Siu "Takeovers, restructuring, and corporate governance" Prentice Hall, Upper Saddle River, N.J. 2008
2. Scharf, C.A., E.E. Shea and. Beck " Acquisitions, mergers, sales, buyouts & takeovers" Prentice Hall, Paramus, N.J., 2007

### **SUGGESTED READINGS: Latest Edition**

1. Shea, E.E. "Acquiring and divesting business". McGraw-Hill, New York. 1999.
2. Haspeslagh, P.C. and D.B. Jemison "Managing acquisitions: creating value through corporate renewal". Free Press, New York. 2004

## **MBA 4504: COMPENSATION AND REWARD MANAGEMENT**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min. Duration each**

### **COURSE OBJECTIVE:**

The objective of this course is to familiarize students with the dynamics of wage and salary administration, relevant and applicable acts and current trends in India.

**COURSE OUTCOMES:** At the end of this course, the students will be able to:

1. Define the objectives, methods and factors affecting wage and salary administration , incentive plans and employee benefits.
2. Explain the different sections and sub sections of Provident Fund Act and Payment of Bonus Act
3. Explain the different sections and sub sections of Minimum wages Act 1948 and Payment of wages Act 1936.
4. Differentiate between compensation plans for different organizational levels and prepare sample plan for the same.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

## **MBA 4504: COMPENSATION AND REWARD MANAGEMENT**

### **COURSE CONTENTS:**

**1.Wage and Salary Administration:** Definition & Goals of Wage and Salary Administration, Job Evaluation, Wage and Salary Surveys (Methods,Advantages), Time and Piece Rate, Merit pay Vs. Skill based pay, Factors affecting wage. Case Studies

**2.Incentive Plans and Employee Benefits:** Individual and Group incentive plans, Productivity Gain sharing plans, Profit Sharing Plans, Non - Financial and Financial incentives, Cost- to -Company (CTC). Supplemented Pay, Insurance & Retirement benefits, Employees service benefits, ESOPs, Flexible benefits and Benefit Surveys. Case Studies

**3. Provident Fund Act 1925, The Employee's Provident Funds And Miscellaneous Provisions Act, 1952 &Payment of Bonus Act, 1965:** Definitions, Protection of Compulsory Deposits, Provisions Regarding Repayment, Rights of Nominee, Power to Make Deductions. Latest Amendments. Payment of Bonus Act, 1965 - Introduction, Objective, Applicability, Eligibility, Mode and Time of Payment, Offences and Penalties, Set On Set Off. Case Studies

**4.Minimum wages Act 1948 & Payment of wages Act 1936-** Definitions, Minimum Rates of Wages, Fixing & Payment of Minimum Rates of Wages, Advisory Board, Committees, Fixing Hours Of Working Day, Registers And Records. Payment Of Wages Act 1936- Responsibility & Time of Payment of Wages, Fixation Of Wage-Periods, , Deductions, Fines, Maintenance Of Registers And Records, Inspectors, Penalties. Case Studies

**5.Designing Compensation:** for Chief Executives, senior managers, knowledge workers etc. and Current Trends in Compensation and Reward Management. Case Studies

### **TEXT READINGS: Latest Edition**

1. Compensation Management- Dipak Kumar Bhattacharyya, Oxford Press 2009
2. Compensation Management- Bhatia Kanchan, Himalaya Publishing House 2011

### **SUGGESTED READINGS : Latest Edition**

1. Compensation - Milkovich, Newman, Venkataratnam, Tata      McGraw - Hill Education, 2009
2. Kumar H.L, Practical Guide to Employee's Compensation Act and Rules, Shanti Law House

## **MBA 4505: HR STRATEGIES AND AUDIT**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min. Duration each**

### **COURSE OBJECTIVE:**

The objective of the course is to acquaint students with HR Strategies and Audit processes and to offer insights into formulation and development of HR Strategies and Audit.

### **COURSE OUTCOMES:**

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

1. Explain the meaning, need and process of strategic decision making.
2. Describe the strategic approach, implementation and evaluation of strategy.
3. Explain the concept, objective, scope and evaluation of HRD audit.
4. Define importance and application of OCTAPACE culture and describe SHRM competencies.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

## **MBA 4505 : HR STRATEGIES AND AUDIT**

### **COURSE CONTENTS:**

**1. Meaning, Need and Process of Strategic Management-** Business Policy; Corporate Planning and Strategic Management; Strategic Decision-Making Processes - Rational-Analytical, Intuitive-Emotional, Political - Behavioral; Universalistic, Contingency and Configurational Approaches to SHRM

**2.Strategic Approach to HRM,** Integrating HR Strategies with Corporate and Functional Strategies; Strategic choices for Large Scale, Mid Scale and Small Scale Organizations; Turnarounds Management-Basics and Types.

**3.Strategy Implementation and Evaluation:** Implementation Process; Resource Allocation; Organizational Implementation; Plan and Policy Implementation; Leadership Implementation; Implementing Strategy in International Setting; Control and Evaluation Process; Motivation to Evaluate; Criteria for Evaluation; Measuring and Feedback; Evaluation and Corrective Action.

**4.HRD Audit:** Concept, Objectives, Importance & Scope of HR Audit; Designing HRD Audit Process; Parameters to be Audited; Methodology and Limitations; HRD Audit Instruments-Individual & Group Interviews, Observation; Audit Results; Preventive and Corrective Actions; Role in Business Improvement;

**5.HRD Culture and Competencies:** OCTAPACE Culture-Importance and Application; Competencies of HR Professional in a SHRM Scenario; Myths and Realities of HRD; Benchmarking – Policy and Process; Global Environment of HR: Change & Diversity

### **TEXT READINGS: Latest Edition**

1. Dessler, Gary, Varkkey, Biju, Fundamentals of HRM, 11<sup>th</sup> Edition, Pearson - Prentice Hall, India. 2009
2. T. V. Rao -HRD Audit, 2014, SAGE Publications India Pvt. Ltd

### **SUGGESTED READINGS: Latest Edition**

1. Patra Ramakanta -Strategic Human Resource Management & OD-, Himalaya Publishing House 2011

## **MBA 4506: LABOUR LEGISLATIONS**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min. Duration each**

### **COURSE OBJECTIVE:**

The objective of this course is to help the student gain an understanding of the need and methods of Labor Laws and to learn the salient features of labour laws in India

### **COURSE OUTCOMES:**

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

1. Discuss labour regulations in India and examine the issues related to Industrial Disputes Act, 1947 with cases.
2. Describe the concepts of Payment of Gratuity Act, 1972 and illustrate the norms for welfare of contract labour, payment of wages and penalties related to Contract Labor (Regulation and Abolition) Act.
3. Explain the rights and duties of an apprentice and discuss as per Apprentices Act 1961.
4. Discuss aspects of Equal remunerations Act, 1976 and identify the need of employment exchanges and the vacancies listed in them

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

## **MBA 4506: LABOUR LEGISLATIONS**

### **COURSE CONTENTS:**

- 1. Introduction to labour laws and Industrial Disputes Act, 1947:** Objectives, Background, Meaning and Application of Labour Laws, Object and Significance of Industrial Disputes Act, 1947 , Definitions of Industry, Workmen, Layoff, Retrenchment, Strikes and Lockouts, Types of strikes, Penalties, Case Studies.
- 2. Payment of Gratuity Act, 1972:** Objective , Application of the Act; Definitions of employee, Continuous service, Retirement, Superannuation, Wages; Amount and time of payment of gratuity, Forfeiture of gratuity, Case Studies.
- 3. Contract Labor (Regulation and Abolition):** Scope and application, Definitions of Contract labour, Contractor, Principal employer, Workmen; Welfare and health of contract labour, Payment of wages, Penalties, Case Studies.
- 4. Apprentices Act, 1961:** Object and Scope, Apprentice, Apprentice training, Obligations of employers, Obligations of apprentices, Payment, Conduct and Discipline, Penalties, Case Studies.
- 5. Equal Remunerations Act, 1976:** Object and scope, Definitions of Appropriate Government, Remuneration, Same work or Work of similar nature; Duty of employer, Recruitment, Penalties, Case Studies. The Employment Exchange Act, 1959: Objective, Employment exchange, Notification of vacancies, Penal provisions, Case Studies.

### **TEXT READINGS: Latest Edition**

1. S.C. Shrivastava, Industrial Relations and Labour Laws, New Delhi, Vikas Publishing House, 2007
2. R. C. Chawla and K.C. Garg, Industrial Law, Ludhiana, Kalyani Publishers, 1993.
3. P.L. Malik, The Industrial Law, Eastern Book Co., 1966.

### **SUGGESTED READINGS: Latest Edition**

1. P Subba Rao, Essentials of Human Resource Management and Industrial Relations, Himalaya Publishing House, 2010.
2. J.K. Bareja, Industrial Law, New Delhi, Galgotia Publishing Co., 2001

## **MBA\_\_ : BUSINESS PROCESS TRANSFORMATION**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min. Duration each**

### **COURSE OBJECTIVES:**

The objective of the course is to study business transformation through managing people with special emphasis on innovation, creativity, team building, TQM and BPR

**COURSE OUTCOMES:** At the end of this course, the students will be able to:

1. Define the basics of innovation, creativity and problem solving techniques
2. Explain the team building process, conflict management and work flow.
3. Illustrate TQM implementation process and discuss the basic HR issues in TQM
4. Identify the need of business process reengineering and discuss the theories of change

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).



## **MBA\_\_\_\_\_ : BUSINESS PROCESS TRANSFORMATION**

### **COURSE CONTENTS:**

- 1. Innovation and Creativity:** Theories, Managing People Side of innovation, Resistance To innovation, The Creative Process, Creative Techniques of Problem Solving, Learning Organizations(Architecture), Knowledge Management , Application, Creating Knowledge Organization
- 2. Team Building:** Redesigning Work, Developing Teams, Building Teams Structure and Skills, Managing Disruption and Conflict, Improving Work Process and Work Flow, Appraising Team Performance, Leading High Performance Teams
- 3. Total Quality Management:** History & Philosophy of TQM, Total Quality As A System,TQM Implementation Process, ISO 9000 & ISO 14000 Process Implementation and Obtaining Certification, Malcolm Baldrige Award Criteria, Demings Award, Rajiv Gandhi National Quality Award.
- 4. Basic HR issues in Total Quality Management:** Leadership Vision and Continuous Process of Improvement, Kaizen, Performance Appraisal and TQM, People Capability Maturity Model (PCMM), Quality Based HR Practices.
- 5. Business Process Re-Engineering:** Basic Concepts, Process Mapping, Work Flow Mapping, Effectively Applying BPR in the Organizations, Theories of Change, leading Change, Resistance to Change, Change Proneness, Visioning, HRM and Culture of Change.

### **TEXT READINGS: Latest Edition**

1. Fourth Eye: Excellence Through Creativity -Pradip N. Khandwala, Wheeler Publishing, 1998.
2. TQM: The Transforming Role of Quality in a Turbulent World- J. S. Ahluwalia, Tata McGraw Hill, 1997.
3. Total Quality Management- S Rajaram, Wiley India Private Limited, 2008.

### **SUGGESTD READINGS: Latest Edition**

1. Business Process Transformation -Grover, , , PHI Learning 2010
2. Quality Control -Kulkarni & Bewoor, Wiley

## **MBA\_\_\_\_: SOCIAL SECURITY AND LABOUR WELFARE**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min. Duration each**

### **COURSE OBJECTIVE:**

The objective of the course is to expose the student to the importance of social security and labour welfare in the management of industrial relations.

### **COURSE OUTCOMES:**

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

1. Identify the need of social security in India and related concepts
2. Explain the importance of labour welfare in Indian organizations.
3. Define the characteristics and working of agricultural labour
4. Identify the requirement, process of recruitment and functions of factory inspectorate and safety officer .

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

## **MBA\_\_\_\_: SOCIAL SECURITY AND LABOUR WELFARE**

### **COURSE CONTENTS:**

- 1. Social Security:** Meaning, Object, Social Security in India (schemes), Need for Social Security and Historical Background, Classification of Activities, Difference between Social Security and Social Insurance.
- 2. Labor Welfare and Welfare Officer:** Definition, Scope, Importance, Theories & Principles of Labor Welfare, , Welfare Officer: Requirement, Mode of Appointment, Duties and Functions, Qualifications, Conditions of Service.
- 3. Agricultural Labor:** Definition, Characteristics, Economic Condition of Agricultural Labor, Suggestions to Improve Condition of Agricultural Labor.
- 4. Factory Inspectorate:** Requirement, Mode of Appointment, Qualifications required, Powers, Restriction on Disclosure of Information.
- 5. Safety Officer:** Requirement (Need), Mode of Appointment, Qualifications required, Conditions of Service, Duties and Functions

### **TEXT READINGS: Latest Edition**

1. Economics of Labor and Industrial Relations- Bhagoliwal, , Eastern Book Company, 19th Ed, 2004.
2. Labor Economics and Social Welfare-Tyagi, Jai Prakash Nath & Co.

### **SUGGESTD READINGS: Latest Edition**

1. Industrial Relations- Venkata Ratnam. C. S. Oxford University Press. 2006

## **MBA 4100/MBA4707: SUPPLY CHAIN MANAGEMENT**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

\* Lectures are of 50 Min. Duration each

### **COURSE OBJECTIVE:**

This course introduces the concept of supply chain management. Students will gain a sound foundation in the knowledge necessary in the field of supply chain management.. It includes benefits and limitations of E-Business and outsourcing in SCM.

### **COURSE OUTCOMES:**

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

1. Discuss the important role, decision making, and drivers of supply chain management in modern business context.
2. Identify and assess the need & choices of distribution channels, forecasting models, and reverse logistics.
3. Evaluate and apply the tools of supply and demand management, level of product availability and planning for outsourcing in supply chain.
4. Describe the applications of the fundamentals, issues, and remedial measures in retail SCM.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

# **MBA 4100/ MBA 4707: SUPPLY CHAIN MANAGEMENT**

## **COURSE CONTENTS**

**1. Introduction:** Importance of Supply Chain Management (SCM), Definitions of SCM, Decision Phases in supply chain, Process view of a supply chain, Nature and Scope of SCM, Evolution of SCM, Strategic Fit, Achieving strategic fit, Supply Chain Drivers, Performance Measures for SCM performance, Concept of Efficient and Responsive supply chain, Factors for selection of degree of responsiveness and efficiency.

**2. SCM Matrices & Design of SCM network.** Supply Chain Network Design, The Problem of Network Configurations, Integrated Supply Chain Planning, Supply Chain Network Design Process, Design of Channel of Distributions, Functions of Distribution Channels, Types of Distribution Channels, The Maximal Flow Problem and Product Mix Model. Demand Management and Customer Service: Demand Forecasting, Role of Forecasting in Supply Chain, Corporate Planning Forecasting and Replenishment (CPFR), Selection of a Forecasting Method, Reverse supply chain: benefits, forms of reverse SC, implementation steps.

**3. Production Planning in Supply Chain:** Aggregate Planning Strategies, Planning Supply and Demand in a supply chain, Planning for optimal level of Product Availability, Sourcing/Source Management, Selection of sources. Outsourcing: Criteria, Importance and limitations. Inventory: Components, Methods for optimum inventory.

**4. Coordination and IT in SCM:** Supply Coordination, Obstacles to Coordination in a Supply Chain, Bullwhip effect and its remedial measures, Managerial Levers to Achieve Coordination within a supply chain, Building Strategic Partnership and Trust within a Enterprise Resource Planning Systems, Balanced Scorecard, evaluation of performance of SCM.

**5. Retail SCM:** Introduction, Retail supply chain, difference with manufacturing supply chain, scope, elements, merchandise management processes, and strategic view of Retail SCM, Retail product life cycle management, Retail distribution and replenishment, Retail supplier relationship management, Retail CRM, Category and Format specific retail SCM issues.

## **TEXT READINGS: Latest Edition**

1. Sunil Chopra and Meindl, Supply Chain Management, Pearson Publication, 6th ed., 2014
2. Janat Shah, Supply Chain Management, Pearson Publication, 2014.

## **SUGGESTED READINGS: Latest Edition**

1. Rajesh Ray, Supply Chain Management for Retailing, Tata McGraw Hill, New Delhi, 2010.
2. David Simchy Levi, Philip Kaminsky, Designing and Managing the Supply Chain, Concept, Strategies and case studies. Tata McGraw Hill, 2007.
3. B. S. Sahay, Supply Chain Management, New Delhi, Wheeler, 1994.

## **MBA 4705 / 4709 / MBA4710(For Core Subject): LOGISTICS MANAGEMENT**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min. Duration each**

### **COURSE OBJECTIVE:**

The course is designed to equip the students with the concepts of Logistics and its application in increasing responsiveness and efficiency in supply chain.

**COURSE OUTCOMES:** At the end of this course, the students will be able to:

1. Explain the basic fundamentals of logistics management.
2. Identify and design distribution network by adopting various modes of distribution.
3. Use the principles of warehousing and transportation to achieve operational effectiveness.
4. Develop and adopt various modern concepts in logistics outsourcing and inventory management.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

# **MBA 4705 / 4709 / MBA4710(For Core Subject): LOGISTICS MANAGEMENT**

## **COURSE CONTENTS**

- 1. Introduction to Logistics:** Definition of Logistics, Role in the economy and in the firm, Components and requirements, Significance of Logistics drivers of supply chain. Their impact on efficiency and responsiveness. Types of Locations, decision criteria and strategies.
- 2. Distribution Logistics:** significance and importance of distribution logistics. Modes of distribution. Decision aspects in levels of distribution network. Design of distribution network.
- 3. Warehousing and Transportation:** Selecting number of warehouse. Designing warehouse. Maintenance and record keeping at warehousing. Role of IT in warehousing. Ownership and designing warehouse. Transportation: Modes of Transportation. Selection of mode of transportation and its significance in Supply Chain. International Logistics. Inbound and Outbound Logistics. Vehicle Scheduling and Planning. Intermodal Transportation.
- 4. Inventory:** Selective Inventory control techniques and their applications. Basic and advances models of EOQ. Selection of batch size. Cost aspects in Inventory. Types of inventory. Safety Stock and Buffer stock: Computation of safety stock and buffer stock. Methods of reducing stock. Just in Time concept, JIT Scheduling and its requirement. Concept of Lean Supply Chain.
- 5. Logistics Outsourcing:** The benefits and pitfalls of Logistic outsourcing. Factors influencing the outsourcing decision. The techniques and contract management of Logistic outsourcing. Customer service logistics. Advancement in Logistics: Third Party Logistics: Functions, Significance, and Future scope. Cross Docking, Lean Logistics, Reverse Logistics, Green Logistics, Case studies.

## **TEXT READING :Latest Edition**

1. M. Christopher, Logistics and Supply Chain Management: Strategies for Reducing Costs and Improving Services. London, Pitsman, 1992.
2. H. Renald, Ballau Business Logistics Management. New York, Englewood Cliffs, 1992.
3. D. J. Bowersox, and D. J. Closs, Logistics Management: A System Integration of Physical Distribution, New York, MacMillan, 1986.

## **SUGGESTED READINGS: Latest Edition**

1. Murphy, Paul R. Jr., Wood Donald F.; Contemporary Logistics; PHI learning.
2. Bob Donath, Joe Mazell, Parry Petterson, IOMA handbook of logistics and Inventory management, John Wiley.
3. Lemay Stephen, Hanna Joe B., Bloomberg David J., Logistics, PHI Learning.

## **MBA\_\_\_\_\_ : INNOVATION MANAGEMENT AND SUSTAINABILITY**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min. Duration each**

### **COURSE OBJECTIVE:**

The objective is to emphasize importance of Innovations and its management. It also highlights the importance of sustained growth and role of innovation in achieving sustainability.

### **COURSE OUTCOMES:**

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

1. Discuss and assess the importance of innovation in business practices.
2. Identify the major factors for success of innovation as well as bottlenecks in adopting innovative culture.
3. Evaluate the impact of innovation and sustainability on society, nation and its economy.
4. Elaborate the factors, issues, and challenges in adopting sustainability practices in business scenario.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).



## **MBA\_\_\_\_\_ : INNOVATION MANAGEMENT AND SUSTAINABILITY**

### **COURSE CONTENTS:**

- 1. Introduction:** Definition of Innovation, importance. Evaluating innovation challenges. Degree of challenges.
- 2. Types of innovation:** Product innovation, Process innovation, Strategy innovation, Market Innovation, Financial innovation, Corporate innovation. Process of innovations: Staging Phase, Aligning Phase, Exploring Phase, Creating Phase, Mapping phase.
- 3. Innovation Performance:** Factors for success of innovation, examples of successful innovation. Technology as a driver for innovation. Macro aspects: Impact of innovation on society, nation and its economy, and global impact.
- 4. Sustainable Development:** Sustainability through Innovation. From Malthus to sustainable development. Challenges of sustainable development, Global Environmental issues. Sustainability indicators. Legislative and multilateral agreements.
- 5. Sustainability Issues:** Externalities, valuation, social costs and dimensions, Natural resource accounting, International cooperation, crisis, conflict and compromise in sustainable development, Citizen participation. Case Studies: Innovative business practices, management approaches, and models for Corporate social responsibility and sustainability in Indian context.

### **TEXT READING: Latest Edition**

1. Vangundy Arthur B., Getting to Innovations, PHI Learning, 2007.
2. Pradip N Khandwalla, Corporate Creativity, Tata McGraw Hill, New Delhi, 2003.
3. Bate, J Douglas, Johnston Jr. And Robert E.; Power of strategic innovation, PHI Learning, 2013
4. Maja Levi Jakšić, Slađana Barjaktarović Rakočević, Milan Martić, Innovative Management and Firm Performance: An Interdisciplinary Approach and Cases, Palgrave Macmillan, 2014.

### **SUGGESTED READING: Latest Edition**

1. Richard Welford, Environmental Strategy & Sustainable Development, John Wiley, 1995
2. Rogers, Peter P., Jalal, Kazi F., Boyd, John A.; An Introduction to sustainable Development, PHI Learning, 2007
3. Tom Kelley, Jonathan Littman, The Ten Faces of Innovation, Profile Books, 2008

## **MBA\_\_\_\_\_ : TECHNOLOGY MANAGEMENT**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min. Duration each**

### **COURSE OBJECTIVE:**

Objective of this course is provide the students exposure to the concepts of technology management, and technology management issues like technology development, acquisition, absorption, diffusion and technology support systems.

### **COURSE OUTCOMES:**

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

1. Discuss the basic fundamentals, importance, benefits, and issues in technology management.
2. Explain the concepts in technology development, acquisition, and innovation.
3. Emphasize the benefits of technology absorption and diffusion.
4. Plan the process of technology transfer and protection.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

# **MBA\_\_\_\_\_ : TECHNOLOGY MANAGEMENT**

## **COURSE CONTENTS**

- 1. Technology Issue and Implications:** Concepts and Definition, Aspects and Issues, Technology Change: Implication.
- 2. Technology Development and Acquisition:** Forecasting, Identifying Technological Change, Generation and Development and Technology Transfer. **Technology Innovation:** Basics of innovation, mistake proofing, Sources of Innovation, Types and Patterns of Innovation, Human side in innovation, Role of innovation in the macro environment.
- 3. Technology Absorption and Diffusion:** Absorption: Accommodate and Manage Technological Change, Evaluation and Assessment and Diffusion.
- 4. Process of Outsourcing Technology.** The terms and conditions of technology transfer. Pre-requisites of successful technology transfer. **Technology Protection:** Advantages and disadvantages of Intellectual Property and Patents
- 5. Technology Environment:** Science and Technology in India, Policies, Linkages. **Technology Support Systems:** Financing, Information Systems, Organization at Enterprise Level. Case Studies

## **TEXT READINGS:Latest Edition**

1. Betz and Fredrick, Managing Technology, New Jersey, Prentice Hall Publications, 2000.
2. Tarek Khalil, Management of Technology, TMH, 2009
3. Stoneman, Economic Analysis of Technological Change, London, Oxford University Press.

## **SUGGESTED READINGS:Latest Edition**

1. Micheal Earl, Information Management, London, Oxford University Press.
2. Rohtangi, K. Rohtangi and B. Bowonder, Technology Forecasting, New Delhi, Tata McGraw Hill Publications, 2000.
3. IGNOU Notes on Technology Management (MS-94), Meerut, IGNOU Pub, 1993.

## **MBA \_\_\_\_ : ENTERPRISE RESOURCE PLANNING**

| PERIOD PER WEEK |   |    | CREDITS |    |    | MAXIMUM MARKS |         |           |         |             |
|-----------------|---|----|---------|----|----|---------------|---------|-----------|---------|-------------|
|                 |   |    |         |    |    | THEORY        |         | PRACTICAL |         | TOTAL MARKS |
| T               | P | Tu | CW      | SW | Tu | CW            | End Sem | SW        | End Sem |             |
| 4               | - | -  | 3       | -  | -  | 30            | 70      | -         | -       | 100         |

**\* Lectures are of 50 Min. Duration each**

### **COURSE OBJECTIVE:**

To provide the knowledge and skills required to identify the issues associated with the deployment of an Enterprise Resource Planning system, and to master the steps necessary for a successful ERP implementation.

### **COURSE OUTCOMES:**

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

1. Comprehend the basic concepts of ERP systems for manufacturing & service companies, and the differences among MRP, MRP II, and ERP systems.
2. Apply the principles of ERP systems, their major components, and the relationships among these components.
3. Map various business processes using ERP modules and techniques.
4. Identify and suggest the advantages and limitations of implementing ERP systems.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

# **MBA\_\_\_\_: ENTERPRISE RESOURCE PLANNING**

## **COURSE CONTENTS**

- 1. Introduction to Enterprise Resource Planning (ERP)** system, its origin, need, significance, current trends, and overview of functionality.
- 2. Evolutionary stages of ERP**, Variety accommodation, Strategic and operational issues in ERP, Integrated and Business model of ERP, Zachmann enterprise architecture, MRP and MRP-II.
- 3. Review of business processes and integration across various functions**, How an ERP can provide benefits for the enterprise, planning for an ERP deployment, Planning and executing the selection process for an ERP system, according to the identified requirements
- 4. ERP modules:** Production Planning, Sales and Distribution, Materials Management, Plant Maintenance, Quality Management, Project Management, Financial Management and Costing, and Human Resources, Issues in customizing ERP system, top management concern about ERP, IT infrastructure for ERP, E-commerce framework, applications and security for ERP.
- 5. ERP Implementation Steps**, ERP Implementation Methodology, End user training, Post Implementation, Constraints in ERP Implementation and role of consultant, users and vendor in the process of implementation. Exposure to main commercial and open source ERP packages available on internet i.e. SAP, BANN etc. Case Studies on ERP.

## **TEXT READINGS:Latest Edition**

1. Garg, Vinod Kumar. Enterprise Resource Planning: Concepts and Practice. Prentice Hall of India.
2. Leon, Alexis. Enterprise Resource Planning. McGraw Hill Education, India.

## **SUGGESTED READINGS:Latest Edition**

1. Garg, Vinod Kumar and N. K. Venkatikrishnan. ERP ware ERP: Implementation Work. Prentice Hall of India.
2. Jaiswal, Mahadeo and Ganesh Venapalli. Text book of Enterprise Resource Planning. Macmillan India.
3. Jayaraman, Business Process Re-Engineering, Tata McGraw Hill.