
FACULTY OF MANAGEMENTSTUDIES (FMS)
(AnISO9001:2015Certified)

**SCHEME OF
EXAMINATIONAND
COURSE OF STUDY**

For

MASTER OF BUSINESS ADMINISTRATION (MBA)
(Under Choice Based Credit System)

Session: 2020 onwards
(Semester: I - IV)



GURUKULA KANGRI VISHWAVIDYALAYA, HARIDWAR-249404
"(Deemed to be university u/s 3 of UGC Act 1956)"

C/ GE/ FC	Subject Code	Subject Title	Hours per week			Cre dit	Evaluation Scheme			Subject Total
			L	P/ CS	T		Internal Assessment		ES E	
							CT	TA		
M.B.A.IYear										
Semester- I										
C	MBA-C101	Vedic Management	3	-	-	3	20	10	70	100
C	MBA-C102	Managerial Economics	3	-	-	3	20	10	70	100
C	MBA-C103	Business Law	3	-	-	3	20	10	70	100
C	MBA-C104	Management Process & Organisational Behaviour	3	-	-	3	20	10	70	100
C	MBA-C105	Quantitative Methods	2	-	1	3	20	10	70	100
C	MBA-C106	Business Communication	2	1		3	20	10	70	100
C	MBA-C107	Accounting For Managers	2	-	1	3	20	10	70	100
C	MBA-C108	Computer Applications in Management	2	1	-	3	20	10	70	100
						24	TOTAL			800
Semester-II										
C	MBA-C201	Business Environment	3	-	-	3	20	10	70	100
C	MBA-C202	Management Science	2	-	1	3	20	10	70	100
C	MBA-C203	Research Methodology	3	-	-	3	20	10	70	100
C	MBA-C204	Human Resource Management	2	1	-	3	20	10	70	100
C	MBA-C205	Financial Management	2	1	-	3	20	10	70	100
C	MBA-C206	Marketing Management	2	1	-	3	20	10	70	100
C	MBA-C207	Productionand Operations Management	2	1	-	3	20	10	70	100
C	MBA-C208	Indian Ethos and Human Quality Development(HQD)	3	-	-	3	20	10	70	100
						24	TOTAL			800
M. B.A.II Year										
Semester- III										
C	MBA - C301	Summer Project(Viva)	-	3	-	3	20	10	70	100
C	MBA - C302	Project Management	3	-	-	3	20	10	70	100
C	MBA - C303	Management Information System	3	-	-	3	20	10	70	100
C	MBA -C304	Strategic Management	3	-	-	3	20	10	70	100
DSE	MBA-E---	Group I Elective I	2	1	-	3	20	10	70	100
DSE	MBA-E---	Group I Elective II	2	1	-	3	20	10	70	100
DSE	MBA-E---	Group II Elective I	2	1	-	3	20	10	70	100
DSE	MBA-E---	GroupII Elective II	2	1	-	3	20	10	70	100
						24	TOTAL			800
Semester- IV										
C	MBA - C401	Dissertation (Specialization)	-	6	-	6	40	20	140	200
C	MBA - C402	Business Analytics	2	1	-	3	20	10	70	100
C	MBA - C403	Entrepreneurship Development	3	-	-	3	20	10	70	100
DSE	MBA-E---	Group I ElectiveIII	2	1	-	3	20	10	70	100
DSE	MBA-E---	Group II Elective III	2	1	-	3	20	10	70	100
						18	TOTAL			400
TOTALCREDITS						90	G. TOTAL			2800

L=Lecture P=Practical CS=CaseStudy CT=ClassTest TA=TeacherAssessment ESE=End semester Examination C=CorePaper DSE=DisciplineSpecific Elective

LIST OF DISCIPLINE SPECIFIC ELECTIVES (DSE) III&IVSEMESTER

Note: Student can take any **Two** of the following groups/specialization each having two papers with the conditions that a minimum of 10 students are in a group.

Group: MARKETING

MBA– E301/401 Sales Management
MBA – E302/402 Advertising Management
MBA – E303/403 Marketing of Services
MBA– E304/404 Rural Marketing
MBA– E305/405 International Marketing Management

Group: FINANCE

MBA – E306/406 Management of Financial Services
MBA– E307/407 Taxation
MBA – E308/408 Investment Management and Financial Derivatives
MBA– E309/409 Working Capital Management
MBA– E310/410 Management of Banks

Group: HUMAN RESOURCES

MBA–E311/411 Industrial Relations
MBA – E312/412 Human Resource Development
MBA– E313/413 Labour Laws
MBA – E314/414 Competency Mapping and Development
MBA–E315/415 Organisational Change and Development

Group: INFORMATION TECHNOLOGY

MBA – E316/416 Information System Analysis and Design
MBA– E317/417 Technology Management
MBA– E318/418 E-Business
MBA – E319/419 Information Security and Cyber Laws in Business
MBA– E320/420 E-Governance

Group: PRODUCTION AND OPERATIONS MANAGEMENT

MBA – E321/421 Logistics and Supply Chain Management
MBA– E322/422 Total Quality Management
MBA– E323/423 World Class Manufacturing
MBA – E324/424 Managing Technology and Innovation
MBA– E325/425 Production Planning and Control

Group: SMALL BUSINESS & ENTREPRENEURSHIP MANAGEMENT

MBA– E326/426 Start-up Studies
MBA – E327/427 Small Business Environment and Management
MBA– E328/428 New Enterprise Management
MBA – E329/429 Ethics and Business Governance
MBA– E330/430 Legal Aspects of Business

Group: INTERNATIONAL BUSINESS

MBA – E331/431 International Trade Practices, Procedures and Documentation
MBA– E332/432 International Financial Management
MBA – E333/433 International Financial System and Markets
MBA– E334/434 India's Foreign Trade Policy
MBA–E335/435 International Brand Management

Group: ORGANIZATIONAL BEHAVIOR

MBA – E336/436 Organizational Structure, Design and Change

MBA– E337/437 Corporate Leadership

MBA–E338/438 Stress Management

MBA – E339/439 Groups and Teams in Organizations

MBA– E340/440 Change Management

MASTER OF BUSINESS ADMINISTRATION (MBA)

The M.B.A. course aims at providing inputs to the students relevant to the business, industry and trade so that they can function in different organizations and face the challenges arising there from. The course not only aims at providing knowledge and skills in different areas of management, but also provides inputs necessary for the overall development of the personality of the students.

The structure of the course is designed in a way that students have to study the core courses from different functional areas of management that are made compulsory. Later on, specializations are offered in functional areas where the students can opt for two specializations out of the eight offered: Marketing, Finance, IT, HR, Production and Operations Management, Small Business and Entrepreneurship Management, Organizational Behaviour and International Business. Right from the beginning of the course, the focus is on providing relevant inputs through case discussion/ analysis, simulation games, role plays etc. Keeping in mind the current business scenario.

Broadly, the course is of two years divided into four semesters, first two semesters having eight papers of 40 sessions each of one-hour duration. The third and fourth semesters contain a combo of core papers and discipline specific elective papers. There is a system of dual specialization. The students will have to opt for two functional areas for their specialization, having four papers (TWO in third semester and TWO in the fourth semester) from discipline specific elective groups 1 and 2. Summer Training of 6/8 weeks is compulsory for every student pursuing the course, which they have to undergo between second and third semester. Dissertation and Viva are the integral part of the course.

EVALUATION OF PAPERS:

Every paper/course will carry maximum marks of 100 (70 marks for semester examination and 30 marks for internal assessment, as per rules). Internal Assessment will consist of two components (i) Class Test (20 marks) (ii) Teacher Assessment (10 marks).

The question paper shall consist of two sections (Sec.-A and Sec.-B). Sec.-A shall contain 10 short answer type questions out of which any 5 have to be answered carrying 6 marks each. Sec.-B shall contain 8 long answer type questions of 10 marks each and student shall be required to attempt any four questions. Examiners can give case study (case based questions) in lieu of two questions (case study of 20 marks). Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the syllabus should be strictly followed while setting the question paper.

SUMMER TRAINING AND ITS PROJECT REPORT:

1. At the end of second semester examination, every student of MBA will undergo industrial training in any manufacturing, service, financial organization or a NPO. The training will be of 6 to 8 weeks duration.
2. During the training, the student is expected to learn about the organization and analyse/suggest solutions of a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions.
3. During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student.
4. The student, after the completion of training will submit a report to the Faculty/Department, which will form the part of third semester examination. However, the report must be submitted latest by 31st August during third semester.
5. The report (based on training and the problem/project studied) prepared by the student will be known as Summer Training Project Report. The report should ordinarily be based on primary

data. It should reflect in depth study of micro problem, ordinarily assigned by the organization where student undergoes training. Relevant tables and bibliography should support it. One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organizations, its structure, performance products/services and problems faced. This chapter will form part I of the Report. Part II of the Report will contain the study of micro research problem. The average size of Report ordinarily will be 70 to 100 typed pages in standard font size (12) and double spacing. One report, duly typed on A-4 sized paper in the hard bound (paper back) form is to be submitted to the Faculty/Department for evaluation and other shall be retained by the student after getting both the reports duly forwarded by Head and Dean of the Faculty.

6. The Report should have one certificate duly signed by the Reporting officer of the organization where the student has undergone training and this certificate is to be countersigned / forwarded by the Head and Dean of the faculty before submission in the department.
7. Evaluation of report and Viva shall be conducted by both external and internal examiner with external evaluation of 70 marks and internal evaluation of 30 marks.
8. A late fee of Rs.1000 will be paid by the student, if he/she fails to submit the report by 31st August.

DISSERTATION AND ITS REPORT

In fourth semester, candidates will have to submit a Research Project Report on a problem/topic (from the Specialization areas) assigned by the Department under the supervision of a faculty member of the department. The research project report will carry 200 marks. Evaluation of report and Viva shall be conducted by both external and internal examiner with external evaluation of 140 marks and internal evaluation of 60 marks. The report will contain the objectives, scope of the study, significance of study, research methodology, results, interpretation, conclusions and recommendations. It will contain relevant review literature, charts, diagrams and bibliography. A certificate of the Supervisor and the Head of the Department certifying the authenticity of the report shall be attached there with. The student will submit three copies of the report to the Head of the program. The average size of Report ordinarily will be 100-125 typed pages in standard font size (12) and double spacing. One report, duly typed on A-4 sized paper in the hardbound (paperback) form is to be submitted to the Faculty/Department for evaluation and other shall be retained by the student after getting both the reports duly forwarded by Head and Dean of the Faculty.

NOTE :

1. Students having more than 70% marks (Aggregate) in previous semesters can only take Dissertation. Students who have Job/Training offers from reputed organizations can also take/do dissertation.
2. Students doing dissertation shall study only **two core** subjects. Dissertation field work shall start after completion of courses (Core Subjects) in the first month of IVth semester. (Latest by 28th February)
3. Students not doing dissertation shall study **FOUR** Subjects (TWO CORE + TWO ELECTIVES)

PROGRAM OUTCOMES (POs) – MBA

PO1 Develop students' knowledge, skills, and mind-sets in order to create effective leadership that allows students to demonstrate, develop, and sustain themselves in a global environment.

PO2 Recognise, formulate, review research literature, and evaluate complex business problems to reach corroborated conclusions using business and management principles and concepts.

PO3 Design solutions for complex business problems and systems or processes that meet the needs of the business while taking into account different legal, cultural, social, and environmental factors.

PO4 Utilize research-based knowledge and research methods, such as the design of statistical applications for data analysis and interpretation, to arrive at conclusive alternative solutions and provide valid conclusions.

PO5 To solve complex business problems and constraints, develop, evaluate, and implement the necessary techniques, resources, and modern management processes and IT tools.

PO6 To be able to effectively communicate with the business community and other stakeholders about complex business management activities, such as being able to decipher, fully comprehend, and write reports and design documentation, to be able to give and receive clear instructions, Consolidate and communicate in an efficient and effective manner a logical and relevant quantifiable assessment of business information.

PO7 Recognize the need for, and be prepared and capable of engaging in independently, as well as maintaining continuous learning in the broadest context of changes in business management.

PO8 Employ ethical principles and adhere to the ethics, responsibilities, and standards of management practices.

MBA I Year	MBA-C101		Semester-I		
	Vedic Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted For End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30 (20+10)	70	100	03	40
	Course Outcome		Mapped Program Outcomes		
CO.1	Familiarity with Vedic management believe in scarifying ego, opinions and strongly held beliefs and achieve peace through selfishness and cooperative human behavior through dharma and yoga.		PO.1, PO.2, PO.4, PO.5, PO.6		
CO.2	Understanding Vedic value, culture, code of conduct and leadership style in ancient era and applying it in modern era		PO.1, PO.2, PO.6, PO.7, PO.8		
CO.3	The differentiation of karma and Akaram Siddhant according ancient scripture and its implication in modern life		PO.1, PO.2 , PO.7 and PO.8		
CO.4	To understand technique of Vedic Philosophy and Geeta for self motivation and its application modern business		PO.2, PO.3, PO.4,PO.5		

Course Code and Name: **MBA-C101 Vedic Management**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	2	2	2	1	1
CO2	2	2	1	1	1	2	2	2
CO3	2	2	1	1	1	1	2	2
CO4	1	2	2	2	2	1	1	1
CO5								
CO6								
Average	1.75	2	1.25	1	1.5	1.5	1.5	1.5

- Introduction to Vedas,Manu Smriti:Code of ideal human conduct, Management Practices from Kautilya's Arthashastra **(9hours)**
- Purusarthas (Absolute Attainments),The Role of a Manager,Leadership:an Indianvision–Qualities of a leader,Lessons taught by Indian Scriptures.**Case study 1:Organisational Leadership. (8hours)**
- Self-management,Management of Men and Motivation-as viewed in Vedic Philosophy,Managerial and Corporate Excellence. **(6hours)**
- Business Ethics, Managing Ethics, Ethical Decision-Making, Indian Ethos for Management, Value-Oriented Holistic Management. Corporate Ethics.**Case Study 2: Ethical Dilemma,Case Study 3:Sahara India. (9hours)**
- Theory of Karma Siddhanta,Gita and the Art of Successful Management, Individual Discipline,Family and Social Discipline,National Discipline. **(8hours)**

SUGGESTED READINGS:

1. Chakravarty, A. E. (2001). The Geeta And The Art of Successful Management .Harper Collins Publishers India Pvt. Ltd, New Delhi.
2. Dave, N. V. (2003). Vedanta and Management. Deep & Deep Publications Pvt. Ltd. New Delhi. 3. Dwivedi, R.S. (2000). Corporate Excellence (The Eternal Quest)..Macmillan India Limited. New Delhi.
4. Ganeshdas,A. S.(1996). Dharma Ratnam. Roop Nagar. Sadhubela Foundation. New Delhi.
5. Murthy, C.S.V. (2006). Business Ethics (Text and Cases). Himalaya Publishing House. New Delhi.
6. Ranganathananda ,Swami. (2000). Human Values in Management (3rd ed.). Bhartiya Vidya Bhawan. Mumbai.
7. Sharma, R. N. (1998). Manusmriti. Chaukhamba Sanskrit Pratishthan, New Delhi.
8. Sherlekar, S. A. (1998). Ethics in Management. Himalaya Publishing House, New Delhi.
9. Vaidya, C.V. (2005). History of Sanskrit Literature. Parimal Publications. New Delhi.
10. Anubhavananda, S., & Kumar, A. (2017). Ethics in Management (Insights from Ancient Indian Wisdom).NewDelhi: Ane Books Pvt.Ltd.
11. Pandey, M., & Pandey, K. (2024). *Vedic Management* (1st ed.) [English]. BFC Publications, Lucknow.
12. Case Study 1: Anubhavananda, S., & Kumar, A.(2017). Ethics in Management (Insights from Ancient Indian Wisdom).

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- (PP:331-343), NewDelhi: Ane Books Pvt.Ltd.
13. Case Study 2: Murthy, C.S.V. (2015). Business Ethics:Text and Cases. (PP:594-595), Mumbai: Himalaya Publishing House.
 14. Case Study 3: Sharma,J.P. (2018). Corporate Governance:Business Ethics and CSR. (PP:590-616), NewDelhi: Ane Books Pvt.Ltd.

NOTE:The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time.

MBA I Year	MBA-C102		Semester-I		
	Managerial Economics				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30 (20+10)	70	100	03	40
	Course Outcomes:			Mapped Program Outcomes	
CO.1	Explain the circular flow of economic activity			PO.1, PO.2, PO.3, PO.4 , PO.6	
CO.2	Explain the determinants of market demand at firm and industry level			PO.4	
CO.3	Define the price- output decision in multi-plant and multi-product firms			PO.2, PO.3 , PO.4	
CO.4	Explain the Cost Volume Profit Analysis			PO.5, PO.6	
CO.5	Define the important terms/agencies/approaches/practices related to National Income			PO.5, PO.6	

Course Code and Name: **MBA-C102 Managerial Economics**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	1	2	1	1	1		
CO2	1	1	1	3	1	1		
CO3	1	2	2	2	1	1		
CO4	1	1	1	1	2	2		
CO5	1	1	1	1	2	2		
CO6								
Average	1	1.2	1.4	1.6	1.4	1.4		

- Concepts and Techniques of Managerial Economics, Nature of Business decision making, Marginal Analysis. **(8 hours)**
- Theory of Demand: Demand Function, Income and Substitution Effects, Revealed Preference approach and Demand Forecasts, Production and Cost, Returns to Scale, Cost Curves and Break-Even Analysis. **Case Study1:** Shopping centre Europa—when threats become opportunities **(8hours)**
- Theory of Firm. Profit Maximization, Sales Maximization, Market Structure, Perfect Competition, Monopoly, Oligopoly, Non-Price Competition. **(8 hours)**
- Macro Economics :Aggregates and Concepts.GNP and GDP, Aggregate Consumption, Gross Domestic Savings, Gross Domestic Capital Formation. **(8hours)**
- Balance of Payments, Money Supply, Monetary Policy, Fiscal Policy, Concept and Measurement of National Income, Determination of National Income. **Case Study2:** Economics behind the internationalization of Biocon India Ltd. **(8hours)**

SUGGESTED READINGS:

1. Adhikary,M., (2001).*Business Economics*. Excel Books,New Delhi.
2. Peters,Lewis&Jain,(2008).*Managerial Economics*.Prentice Hall,New Delhi.
3. Dwivedi,D.N., (2009).*Managerial Economics*.Vikas Publishing House Pvt Ltd,New Delhi.
4. Gupta,G.S.,(2001).*Managerial Economics*.Tata Mc Graw Hill Education, New Delhi
5. Keat,P.,&Young,P.K.,(2008).*Managerial Economics*.Prentice Hall,New Delhi.
6. McGuigan, J.R., & Moyer, R.C., (2007). *Managerial Economics;Application, Strategies, and Tactics*.South.Western College Publication,USA.
7. **Case Study 1:** Ieva Kvedaravičienė, Lilija Vilkanciene, (2013) "Shopping centre Europa – when threats be come opportunities",Emerald Emerging Markets Case Studies,Vol.3 Issue: 6,pp.1-5, <https://doi.org/10.1108/EEMCS-06-2013-0076> Permanent link to this document:<https://doi.org/10.1108/EEMCS-06-2013-0076>
8. **Case Study 2:** Palakh Jain, (2013) "Economics behind the internationalization of Biocon India Ltd",Emerald Emerging Markets Case Studies, Vol. 3 Issue: 7, pp.1-20, <https://doi.org/10.1108/EEMCS-08-2013-0163> Permanent link to this document:

<https://doi.org/10.1108/EEMCS-08-2013-0163>

NOTE:The list of cases,specific references and books including recentarticles will be announced in the class by concerned teachers from time to time.

MBA I Year	MBA-C103		Semester-I		
	BusinessLaw				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30 (20+10)	70	100	03	40
	Course Outcomes:		Mapped Program Outcomes		
CO.1	Appraise law in general and real-life situation to apply the acquired knowledge and skills in their functional areas		PO1, PO3		
CO.2	To explain the concept and prevailing laws 'sales of goods act' in the country. Propose ways to interconnect the different functional areas of management.		PO7		
CO.3	To develop and equip the students with proper knowledge of Negotiable Instruments Act to suggest the organization relevant changes for ethical practices with the help of acquired knowledge		PO3, PO5		
CO.4	To analyze and suggest the innovative ideas as the solution for the business problems and Express or communicate ideas with clarity (oral and written)		PO2,PO6		
CO.5	Able to recognize the need for independent and life-long learning to apply company laws in developing successful entrepreneurs and develop their minds to think out of box.		PO2, PO7, PO.8		

Course Code and Name: **MBA-C103 BusinessLaw**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	2	1	1	1	1	1
CO2	1	1	1	2	1	1	3	1
CO3	1	2	2	1	2	1	1	1
CO4	1	2	1	1	1	2	1	1
CO5	1	2	1	1	1	1	2	2
CO6								
Average	1.2	1.4	1.4	1.2	1.2	1.2	1.6	1.2

- Contract Act, 1872 Definition of a Contract and its essentials, Formation of a valid Contract - offer and Acceptance, Consideration, Capacity to Contract, Free consent, Legality of object, Discharge of a Contract by performance, Impossibility and Frustration, Breach, Damages for breach of a contract, Quasi contracts, Contract of Indemnity and Guarantee. **(8 hours)**
- Partnership Act, 1932 Definition of Partnership and its essentials, Rights and Duties of Partners : Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms. **Case Study 1: Feixiang to FOTILE: growth of a family business. (8 hours)**
- Sale of Good Act, 1930 Definition of a Contract of Sale, Conditions and Warranties, Passing of Property, Right of Unpaid Seller against the Goods, Remedies for Breach. **(8 hours)**
- Negotiable Instrument Act, 1881 Definition and characteristics, Kind of negotiable instruments , Promissory Note, Bill of Exchange and Cheques, Holder and Holder in due course, Negotiation, Presentment, Discharge from Liability, Noting and Protest, Presumption , Crossing of Cheques, Bouncing of Cheques. **(8 hours)**
- The Companies Act 2013: Meaning and types, Incorporation, Memorandum & Articles of association, Prospectus, Issue of shares and bonus shares, rights issue, sweat equity, role of directors, share qualification, company meetings. The Limited Liability Partnership Act 2008: Meaning and nature of limited partnership, formation, partners & their relations, extent and limitation of liability. **Case Study 2: A new business model to Chinese style agricultural industrialization (8 hours)**

SUGGESTED READINGS:

1. Kapoor, N. D. (2020). *Elements of Mercantile Law*, ND Kapoor, 38th e, 2020. Sultan Chand & Sons.
2. Bhalla, S. (2016). *Company Law in India: Part-1* (Vol. 1). lawmystery. in.

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3. GulshanJ.J.(2014).*Business Law Including Company Law*.New Age International Publisher,New Delhi.
4. Kuchhal M.C.(2014). *Business Law*.Vikas Publication, New Delhi.
5. Avtar Singh.(2012).*Principles of Mercantile Law*.Eastern Book Company,Lucknow.
6. **CaseStudy1:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621211312910>.
7. **CaseStudy2:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621211312956>.

NOTE:The list of cases,specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA I Year	MBA-C104		Semester-I		
	Management Process And Organisational Behaviour				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30 (20+10)	70	100	03	40
	Course Outcomes:		Mapped Program Outcomes		
CO.1	To Enumerate the concepts, theories and principles that have evolved in specific historical contexts and informed both academic thinking and practices related to the field of management.		PO.1, PO.6, PO.7, PO.8		
CO.2	To Identify the roles of managers at different levels of the organization and classify the skills necessary for effective performance of their functions.		PO.1, PO.2, PO.5, PO.7, PO.6, PO.8		
CO.3	To discover and understand the concept of organisational behaviour and individual decision making behaviour in an organisation effectively and efficiently.		PO.1, PO.2, P0.6, PO.7		
CO.4	To study Individual behaviour in groups and dynamics of groups developing a better awareness of how they can be better decision maker for building effective teams as leaders themselves.		PO.1, PO.2, PO.6, PO.7		
CO.5	To Evaluate the concepts of leadership, organizational structure & design, worklife and their impact on organizational behavior.		PO.1, PO.2, P0.6 PO.7, PO.8		

Course Code and Name: **MBA-C104 Management Process And Organisational Behaviour**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	1	1	1	2	2	2
CO2	2	2	1	1	2	2	2	2
CO3	2	2	1	1	1	2	2	1
CO4	2	2	1	1	1	2	2	1
CO5	2	2	1	1	1	2	2	2
CO6								
Average	2	1.8	1	1	1.2	2	2	1.6

- Evolution of Management Thought, Systems and Contingency approach for understanding organisations. **(8hours)**
- Managerial Processes, Skills and Roles in an Organisation, Social Responsibility of Business. **(8hours)**
- Understanding and Managing Individual Behavior- Personality, Perceptions, Values, Attitudes, Learning, Work Motivation, Individual Decision making and problem solving. Case Study 1: Equity in Academia. **(8hours)**
- Understanding and Managing Group Processes- Interpersonal and Group Dynamics, Group Decision Making. **Case Study 2: Group Dynamics: A Difficult Task Force. (8hours)**
- Leadership and Influence Process, Understanding and Managing Organisational System, Organisational Design and Structure, Work Stress and Stress Management. Case Study 3: Managing Stress and Worklife Balance, Stress takes it toll. **(8hours)**

SUGGESTED READINGS:

1. Koontz, H. & Wechrich, H. (1995). *Management*. Mc Graw Hill, New York.
2. Luthans F. (1995). *Organizational Behaviour*. Mc Graw Hill, New York.
3. Robbins S.P. (1996) *Management*, New Jersey, Englewood Cliffs, Prentice Hall Inc.
4. Robbins S.P. (1996). *Organizational Behaviour*; 7th ed. Prentice Hall of India, New Delhi.
5. Singh, Dalip (2000). *Emotional Intelligence at Work*, Sage Publications, Delhi.
6. Staw, B.M., Englewood, Cliffs (1995). *Psychological Dimensions of Organizational Behaviour*; 2nd Ed. Prentice Hall Inc., New Jersey.

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- 1996.).*Management*; 6th ed. Prentice Hall of India, New Delhi.
 8. Udapa, Yoga, K.N., Mohan (2000). *Stress and its Management*. Motilal Banarasi Das, Varanasi.
 9. **Case Study 1:** Aithal, P.S. (2016-2017). Organization Behaviour. Chapter-8, Case 6, Equity in Academia. Organizational Change And Development : Spooked by Computers. *Institute of Management Studies, Manglore-575001*. pp.17-18
 10. **Case Study 2:** <http://college.cengage.com/business/moorhead/organizational/6e/students/cases/index.html>
 11. **Case Study 3:** <http://college.cengage.com/business/moorhead/organizational/6e/students/cases/index.html>

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	MBA-C105		Semester-I		
	Quantitative Methods				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3 Hrs.	30(20+10)	70	100	03	40
	Course Outcomes:		Mapped Program Outcomes		
CO.1	To understand the basics of decision theory concepts and its application in Business problems.		PO.1, PO.2		
CO.2	To apply the concepts of hypothesis testing to complex business research problems.		PO.1, PO.2, PO.5,PO.6,PO.7, PO.8		
CO.3	To formulate the equations using regression, correlation and simplex methods.		PO.6, PO.7, PO.8		
CO.4	To employ probability methods in likelihood estimation problems.		PO.1, PO.2, PO.5,PO.6,PO.7		
CO.5	To elucidate the data through various forecasting methods		PO.4,PO.5, PO.6,PO.7,PO.8		

Course Code and Name: **MBA-C105 Quantitative Methods**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	1	1
CO2	2	2	1	1	2	2	2	2
CO3	1	1	1	1	1	2	2	2
CO4	2	2	1	1	2	2	2	1
CO5	1	1	1	2	2	2	2	2
CO6								
Average	1.6	1.6	1	1.2	1.6	1.8	1.8	1.6

- Mathematical basis of Managerial Decision-Concepts, steps in decision theory, Matrices-Addition, subtraction, Multiplication, Inverse of Matrices by cramer's Rules, Frequency Distribution and their Analysis. **(7hours)**
- Probability Theory and Probability Distributions - Binomial, Poisson, Normal distribution. **(6hours)**
- Correlation and Regression Analysis- Karl Pearson's coefficient of correlation, Rank correlation, Simple regression, Test of Hypothesis—t, Z and chi square tests, F- test, **Case Study1**-Statistics work –Love land computers (simple regression and correlation related) Regression **(12hours)**
- Analysis of Time Series: Components of a Time Series, Determination of secular Trend and Seasonal Variations in business data, Least Squares Method as a Tool for Forecasting. **Case Study2**- Statistics at work-Love land computers (time series) **(8hours)**
- Linear Programming—Basic Concepts Formulation, Graphical Methods, Simplex Methods. **(7hours)**

SUGGESTED READINGS:

1. Anderson, D.R., Sweeney, D.J., Williams, T.A., Camm, J.D., Cochran, J.J., Fry, M.J., & Ohlmann, J.W., (2013). Quantitative Methods for Business. Cengage Learning, New Delhi.
2. Beri, G.C. (2005). Business Statistics. Tata Mc Graw Hill, New Delhi.
3. Brandimarte, P., (2012). Quantitative Methods: An Introduction for Business Management. John Wiley & Sons, USA.
4. Curwin, J., & Slater R., (2008). Quantitative Methods for Business Decisions. Thoms on Learning, London.
5. Dewhurst, F. (2006). Quantitative Methods for Business and Management. Mc Graw Hill, New Delhi.
6. Curwin, J., & Slater, R., (2004). Quantitative Methods: A Short Course. Thoms on Learning, London.
7. Keller, G. (2009) Introduction to Statistics. Cengage Learning, New Delhi
8. Levine, D.M, Kribbeil, T.C, Berenson. Mand Vishawanath, P.K. (2011). Basic Statistics: A First Course. Pearson Education. New Delhi.
9. Levin, R.I., & Rubin, D.S., (2009). Statistics for Management. Pearson Education Inc, New Delhi.
10. Sharma, J.K. (2007). Business Statistics. Pearson Education. New Delhi.
11. Sharma, J.K., (2009). Quantitative Techniques for Managerial Decisions. Macmillan Publishers India Ltd, New Delhi.

12. **Case Study 1.** Richard I. Levin and David S. Rubin(1995). Statistics for Management, Sixth Edition, Hall of IndiPrivate Limited, New Delhi
13. **Case Study 2.** Richard I. Levin and David S. Rubin(1995) .Statistics for Management, Sixth Edition, Hall of IndiPrivate Limited, New Delhi

NOTE:The list of cases,specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA I Year	MBA-C106		Semester-I		
	Business Communication				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30 (20+10)	70	100	03	40
	Course Outcomes:		Mapped Program Outcomes		
CO.1	Understand and recall the fundamentals of business communication		PO.1, PO.2 PO8		
CO.2	Apply key communication concepts to manage business.		PO.1, PO.2, PO.3, PO.7, PO.8		
CO.3	Demonstrate professional speaking, reading, and writing skills required to communicate in a business.		PO.3, PO.4, PO.5, PO.6		
CO.4	Recall and apply modern business communication tools to be effective and efficient in business governance.		PO.3, PO.5, PO.6, PO7		
CO.5	Design his authentic communication style to create impact in the business worlds.		PO5, PO.6, PO7, PO8		

Course Code and Name: **MBA-C106 Business Communication**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	1	2
CO2	2	2	2	1	1	1	2	2
CO3	1	1	2	2	2	2	1	1
CO4	1	1	2	1	2	2	2	1
CO5	1	1	1	1	2	2	2	2
CO6								
Average	1.4	1.4	1.6	1.2	1.6	1.6	1.6	1.6

- Introduction, Importance, Role and Process of Business Communication, Verbal and NonVerbal Communication, Effective Communication, Directions of Communication and Barriers to Communication. **Case Study 1: Profile of an Effective Communicator. (8 hours)**
- Individual Communication Letters and Memos, Group Communication. Circulars and Notices, The Process of Writing Commercial letters. Routine Requests & Replies, Claim & Adjustment letter. **(8 hours)**
- Meetings. Agenda and Notice, Press Release, Seminars & Conferences, Group Discussions, Public Speaking, Legal Issues in Communication, Public Relations. **(8 hours)**
- Negotiation Skills, Presentation Skills, Writing a Business Report, Resume and Job Application letter, The Job Interview. **Case Study 2: The Presentation Effect. (8 hours)**
- Electronic Communication, Fax, E.mail, Internet and Multimedia, office Administration and Management, Business Etiquette. **(8 hours)**

SUGGESTED READINGS:

1. Baugh, Frayer & Thomas (1995). *How to write first class Business Correspondence*. Mac Graw Hills, New Delhi.
2. Borg J, (2008). *Body Language. (7 easy lessons to master the silent language)*. Pearson Education, New Delhi.
3. Chaturvedi, P.D. & Chaturvedi, M. (2004). *Business Communication (Concepts, Cases and Applications)*, Pearson Education, New Delhi.
4. Hudson, R.H., (2006). *Business Communication*. 5th Edition. Jaico Publishing House, Mumbai.
5. Kitty Locker & Kaczmarek (2010). *Business Communication, Building Critical Skills*. Mc Graw Hill, New Delhi.
6. Krishna Mohan & Meera Banerji (2000). *Developing Communication Skills*. Macmillan India Ltd, New Delhi.
7. Lesikar, R.V., Flatley, M.E., Rentz, K. and Pande, N. (2008). *Business Communication: Making Connections in a Digital World*; 11th Edition. Tata McGraw Hill, New Delhi.
8. Murphy Herta A & Peck (1997). *Effective Business Communications*. Tata McGraw Hill, New Delhi.
9. Chopra, R. K. & Chopra, A. (2009). *office Management*. Himalaya Publishing House, New Delhi.
10. Ober, S. (2007). *Contemporary Business Communication*. PHI, New Delhi.
11. Treece, Malra, (1994). *Successful Business Communication*. Allyn and Bacon, Boston.
12. **Case Study 1:** Chaturvedi, P.D. & Chaturvedi, M. (2013). *Business Communication: Skills, Concepts, and Applications*. PP1-6. New Delhi: Dorling Kindersley (India) Pvt. Ltd.

13. **CaseStudy2:**Chaturvedi,P.D.,&Chaturvedi, M.(2013).Business Communication:Skills,Concepts,and Applications. PP240.New Delhi:Dorling Kindersley (India) Pvt. Ltd

NOTE:The list of cases,specific references and books including recent articles will be announced in the class by concerned teacher from time to time.

MBA I Year	MBA-C107		Semester-I		
	Accounting for Managers				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes	Mapped Program Outcomes
CO1	Familiarity with different accounting concepts and conventions and recording of financial transactions	PO1, PO2
CO2	Understanding the IFRS, ICAI accounting standards	PO1, PO2, PO5, PO7
CO3	Understand how accounting information is employed to guide decision making and resource allocation	PO3, PO7, PO5
CO4	Preparation and analysis of financial statements and preparation of cash flow statement	PO6, PO7

Course Code and Name: **MBA-C107 Accounting for Managers**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	1	1
CO2	2	2	1	1	2	1	2	1
CO3	1	1	2	1	2	1	2	1
CO4	1	1	1	1	1	2	2	1
CO5								
CO6								
Average	1.5	1.5	1.25	1	1.5	1.25	1.75	1

- Financial Accounting .Concept, Importance and Scope, Generally Accepted Accounting Principles, Recording of Financial transactions. Journals, Ledger, Cash book, Subsidiary books, Trial balance, Adjustments and Rectification of errors. **(8 hours)**
- Revenue Recognition and measurement, matching of revenue and expenses: Inventory pricing and Valuation .Long term assets and Depreciation Accounting Preparation of Financial Statements: Profit and Loss account, Balance Sheet and related concepts. **(8 hours)**
- Management Accounting. Concept, Need, Importance and Scope, Accounting Ratios: Meaning, Significance and Limitation. Classification, Computation and Interpretation of Liquidity Ratios, Leverage Ratios, Activity/Turnover Ratio and Profitability Ratios. **Case Study1:** Details of project M/S Swarupa Bamboo Works. **(8 hours)**
- Techniques of Financial Analysis: Meaning and need, Preparation and Interpretation. Cash flow analysis. Concept, Preparation & Interpretation, Budget and Budgetary Control, Zero Base Budgeting. **Case Study2:** Investing in brewpub: a capital budgeting analysis. **(8 hours)**
- Human resources accounting, Inflation accounting, Replacement of machinery, NPV, Payback period, Internal Rate of return, International accounting standards. **(8 hours)**

SUGGESTED READINGS:

1. Bhattacharyya, D. (2010). *Management Accounting*. Pearson education India, New Delhi.
2. Kumar, G.A. (2010). *Management Accounting*. Pearson Publication, New Delhi
3. Kuppappally, J.J. (2008). *Accounting for Managers*. Prentice Hall of India, New Delhi.
4. LuceyT. (2003). *Management Accounting*. Cengage Learning EMEA.
5. Mathur, S.B. (2010). *Management Accounting*. Tata McGraw Hills, New Delhi.
6. Noreen, Brewer And Garrison (2011). *Managerial Accounting For Managers*. Tata McGraw Hill Education.
7. Noreen, E.W.(2011). *Managerial Accounting For Managers*. Tata McGraw Hill, New Delhi
8. Pandey, I.M.(2006). *Management Accounting*. Vikas Publishing House, New Delhi.
9. Schatzberg, J.(2010). *Introduction to Management Accounting*. Pearson Publication, New Delhi.

10. **CaseStudy1**:<http://www.scdl.net/downloads/samplecsfin.pdf>

11. **Case Study 2** [https://nebula.wsimg.com/98959ad3e517da1fd3b2599897591449?](https://nebula.wsimg.com/98959ad3e517da1fd3b2599897591449?AccessKey=Id=A83663472B839ECDD54B&disposition=0&alloworigin=1) Access Key
Id=A83663472B839ECDD54B&disposition=0&alloworigin=1

NOTE:The list of cases,specific references and books including recent articles will be announced in the class by concerned teacher from time to time.

MBA I Year	MBA-C108		Semester-I		
	Computer Applications In Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	To understand various aspects of hardware and software in a computer system.	PO.1, PO.2.
CO.2	To describe classification of modern age computing and compare with traditional methods.	PO.2, PO.3
CO.3	To employ various tools required to develop computing skills such as MS excel, powerpoint and others.	PO.3, PO.4, PO.5, PO.6, PO.7, PO.8
CO.4	To illustrate contemporary methods of computer technology.	PO2, PO.3, PO.4
CO.5	To understand the web networking process required for implementation of online applications.	PO.1, PO.2, PO.3, PO.5

Course Code and Name: MBA-C108 Computer Applications In Management

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	1	1
CO2	1	2	2	1	1	1	1	1
CO3	1	1	2	2	2	2	2	2
CO4	1	2	2	2	1	1	1	1
CO5	2	2	2	1	2	1	1	1
CO6								
Average	1.4	1.8	1.8	1.4	1.4	1.2	1.2	1.2

- Evolution of Computers, Computer Generations, Basic Computer organization, Classification of Computers. Lab **(1 hour) (7 hours)**
- Input Devices, Processor and Memory Hierarchy. Read Only Memory Ram, Rom and CPU Interaction. Types of Secondary Storage Devices. Magnetic Tape. Magnetic Disk. Types of Magnetic Disks, Optical Disk. Magneto-Optical Storage Devices. Universal Serial Bus, Mass Storage Devices, Output devices. Lab **(1hour) (7 hours)**
- Computer Software, Application Software Packages. Basics of Word Processing package (MS.Word), Spread sheet Package (MS.Excel), Presentation Graphics Package (MS.PowerPoint), Basics of Page Maker Basics of Corel Draw, Adobes Photoshop. Lab **(1 hour) (7hours)**
- Business Data Processing – Definition, Data Storage, Hierarchy, Standard Methods of Organizing Data, Database Management System, Computer Networks (LAN and WAN only) Computer Security: Computer Security. Malicious Programs. Cryptography. Digital Signature. Firewall. User Identification and Authentication. Data Backup and Recovery. Lab **(1hour) (7 hours)**
- Internet-Brief History, Web page, Website Browsers, URL, Hypertext, IS Web server application-email Instant messaging, Internet telephony, Video conferencing, Role of IT in Business, Information Systems-Introduction, Definition and Categories. Lab **(1hour) (7 hours)**

SUGGESTED READINGS:

1. Goel, A. (2010). *Computer Fundamentals*. Pearson Education, NewDelhi.
2. Leon, A., & Leon, M. (2005). *Principles of IT*. Vikas Publishing House Pvt.Ltd. New Delhi.
3. Madan, S. (2011). *Student's Guide to IT*. Taxmann Allied Services Pvt. Ltd, New Delhi.
4. Madan, S. (2006). *Introduction to Essential Tools*. Mayur Paperbacks, Noida.
5. Murthy, C.S.V. (2001). *Management Information Systems-Text & Applications*. Himalaya Publishing House, New Delhi.

6. McLeod, Raymond, Schell, & George, P. (2007). *Management Information System* (10th ed.). Pearson Education Inc, USA..
7. Prasad, L.M. & Prasad, Usha. (2010). *Management Information Systems*. Sultan Chand & Sons, New Delhi.
8. Rainer, Turban & Potter. (2005). *Introduction to Information Technology*. John Wiley & Sons Inc. USA.
9. Sinha, P.K., & Sinha, U. (2004). *Computer Fundamentals* (3rd Ed). BPB Publications, New Delhi.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time.

SECOND SEMESTER

MBA I Year	MBA--C201		Semester-II		
	Business Environment				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30(20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	To give students understanding about the various constituents of business environment.	PO.1, PO.2, PO.3, PO.7
CO.2	To examine how different factors and trends in the external environment are likely to impact upon a proposed business venture.	PO.1, PO.2, PO.3, PO.4, PO.5, PO.7
CO.3	To assess the business environment of an organization using selected strategic tools.	PO.1, PO.2, PO.3, PO.4, PO.5, PO.7
CO.4	To analyze the environment of a business from the legal & regulatory, macroeconomic, cultural, political, technological and natural perspectives.	PO.1, PO.2, PO.3, PO.4, PO.5, PO.6, PO.7, PO.8
CO.5	To Construct and present scenarios that synthesizes business environment information.	PO.1, PO.2, PO.3, PO.4, PO.5, PO.6, PO.7, PO.8

Course Code and Name: **MBA--C201 Business Environment**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	2	1
CO2	1	2	2	2	2	1	2	1
CO3	2	1	2	2	2	1	2	1
CO4	2	2	1	2	1	2	1	2
CO5	1	1	1	1	1	2	1	2
CO6								
Average	1.6	1.6	1.6	1.6	1.4	1.4	1.6	1.4

OB JECTIVE: The primary objective of this course is to acquaint the students with emerging global trends in business environment.

- Economic Systems: Globalization of Indian Economy, Aspects of Human Development, Introduction to International Business, Modes of International Business, Absolute advantage, Comparative advantage, theory of Country size. **(8Hours)**
- The Business Environment: The Economic and Political Environment, The Human and Cultural Environment, Trade and Investment—Governmental Influence on Trade and Investment, Determination of Trading Partner's Independence, Interdependence and Dependence, Country Evaluation and Selection, Scanning for Alternatives, Country Comparison Considerations, Tools for Comparing Countries, Diversification vs. Concentration Strategies, Investment Proposal Evaluation. Case Study 1: Industrial relations in Botswana – workplace conflict: behind the diamond sparkle. **(8Hours)**
- Marketing: Market size analysis, Product Policy, Pricing Promotion and Distribution, Finance: Internal Sources of Funds, Global Cash Management, Financing International Trade, Risk Management and Financial Aspects of the Investment Decisions, Multinational Accounting and Tax Functions: Factors Influencing the Development of Accounting, Transactions in Foreign Currency, Translating of Foreign Currency, Financial Statements, Taxation of Foreign, source income, Double, Tax Treaties. **(8Hours)**
- Human Resource Management: Management Qualifications and Characteristics, International Managerial Transfers, Management Recruitment and Selection, International Development of Managers, Training, Market Differences. Production: Production and Export Strategies, Forms of Foreign Involvement. **(8Hours)**
- Regional Blocks: Cross – National Cooperation and Agreement, GATT and UNCTAD, Trading Blocks — EC, NAFTA, East Asia, Special Trading Arrangements of Trading Blocks With Developing Countries, Monetary Block, International Business Diplomacy: Negotiating an International Business, Issues in Asset Protection, Multilateral Settlements, Consortium Approaches, External Relations Approach. **Case Study 1: Going international through successful partnerships: the case of GIAS. (8Hours)**

SUGGESTED READINGS:

1. Alworth, & Julian, S. (1988). The Finance,

- Investment & Taxation Decisions of Multinationals. Basil & Blackwell. London.
2. Bhalla, V.K. (1990). World Economy in 90's; A Portfolio Approach. Anmol Publication, New Delhi.
 3. Daniel, J.D. & Rudabaugh (2001). International Business. A. Wesley, NY, USA.
 4. Eiteman, D.K. & Stonehill, A.I. (1992). Multinational Business Finance, A. Wesley, NY, USA.
 5. Kreinin, Mordechel, E.H.(1979). International Economics, Brace, USA.
 6. Rugman, A. M. (1979). International Diversification & the Multinational. Lexington Books, Toronto.
 7. **Case Study1:** Motsomi Ndala Marobela, "Industrial relations in Botswana – workplace conflict: behind the diamond sparkle", Emerald Emerging Markets Case Studies, (2011) , <https://doi.org/10.1108/20450621111170649>
 8. **Case Study2:** Yamen Koubaa, Rym Srarfi Tabbane, Manel Hamouda, (2013) "Going international through successful partnerships: the case of GIAS", Emerald Emerging Markets Case Studies, Vol. 3 Issue: 1, pp.1-10, <https://doi.org/10.1108/EEMCS-11-2012-0193> Permanent link to this document: <https://doi.org/10.1108/EEMCS-11-2012-0193>

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA I Year	MBA--C202		Semester-II		
	Management Science				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30(20+10)	70	100	03	40
	Course Outcomes:		Mapped Program Outcomes		
CO.1	To understand the basic concepts of management science and its application in decision making and model building.		PO.1, PO.2, PO.3, PO.4, PO.5		
CO.2	Familiarity with model basic concept of model building for solving business problems and its uses in daily life.		PO.1, PO.2, PO.3, PO.4, PO.5		
CO.3	To help students aware and learn inventory management skills knowledge and technique and its practical implication in business filed		PO.1, PO.2, PO.3, PO.8		
CO.4	To make understand the decision model development skills and analysis for decision making skills in adverse situation of life.		PO.1, PO.2, PO.3		

Course Code and Name: MBA-C202 Management Science

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	2	2	1	2	1
CO2	2	1	2	2	2	1	1	1
CO3	1	2	2	1	1	2	1	2
CO4	1	1	1	1	1	1	1	1
CO5								
CO6								
Average	1.5	1.5	1.75	1.25	1.5	1.25	1.25	1.25

OBJECTIVE: The objective of this paper is to familiarize the students with the principles and practice of Management Science.

- Management Science: Basic Concepts and its role in decision making, Applications of Management Science in Business Organizations, Introduction to Linear Programming, Non-Linear Programming, Graphical and Simplex Method. **Case Study1:** Kiwanis Pancake Day– a service operations management. **(8Hours)**
- Assignment Models: Mathematical Formulation of Assignment Fundamental theorems, Hungarian Method for Assignment Problem, Unbalanced Assignment Problem, Variations in Assignment Problem. **(8Hours)**
- Mathematical Formulation, Metric form Transportation Problem, Feasible Solution, Basic Feasible Solution and Optimum Solution, Moving towards Optimum Solution, Solution by N.W. Corner Rule, Least Cost Method & Vogel's Approximation Method. **Case Study2:** Bharat Tobacco: vendor selection and vendor rating. **(8Hours)**
- Simulation: Definition, Types, Uses, Limitations & Phases of Simulation, Even Type, Monte Carlo Simulation, Application of Simulation, Decision Theory: Types, Components of Decision Making, Decision Models, Decision Making under Uncertainty, Decision Tree Analysis.
Case Study3: Customer asset management at DHL in Asia. **(8Hours)**
- Queuing Theory: Waiting Line Models, Inventory Management, Job Sequencing, Project Management by PERT and CPM, Game theory: Characteristic of Game Theory, Minimax Criterion & Optimal Strategy. Theoretical Introduction to Gamification. **(8Hours)**

SUGGESTED READINGS:

1. Barry, Render, Ralph, M. & Michael, E., Hanna (2011), Quantitative Analysis, PHI, New Delhi.
2. Budnik, Frank, S., Dennis, McElvaney & Richard, Mojena (2003). Principles of Operations Research. All India
3. Traveler Bookseller, New Delhi,
4. Gupta, R. K. (2010), Operation Research. Krishna Prakash Media, Meerut.
5. Sharma, J. K. (2009). Operations Research, Theories and Applications. Macmillan India Ltd., New Delhi.
6. Sharma, S. D. (2007). Operation Research. Kedarnath & Co. Meerut.
7. Taha, H. A. (2008). Operation Research, An Introduction. Mc.Millan, New York.
8. Andrew Tiger, Robert Howard, (2011) "Kiwanis Pancake Day – a service operations management case study", Emerald Emerging Markets Case Studies, Vol. 1 Issue: 4, pp.1-5, <https://doi.org/10.1108/20450621111186147>
9. Monica Singhanian, Gagan Gandhi, (2013) "Bharat Tobacco: vendor selection and vendor rating", Emerald Emerging Markets Case Studies, Vol. 3 Issue: 2, pp.1-8, <https://doi.org/10.1108/EEMCS-02-2013-0019>
10. Jochen Wirtz, Indranil Sen, Singh Singh, (2011) "Customer asset management at DHL in Asia", Emerald Emerging Markets Case Studies,

Vol. 1 Issue: 1, pp.1-6, <https://doi.org/10.1108/20450621111117413>

11. Case Study1: Kiwanis Pancake Day– a service operations management

12. Case Study2: Bharat Tobacco: vendor selection and vendor rating.

13. Case Study3: Customer asset management at DHL in Asia.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA I Year	MBA-C203		Semester-II		
	Research Methodology				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30(20+10)	70	100	03	40
Course Outcomes:			Mapped Program Outcomes		
CO.1	To develop understanding on various kinds of research, research process and research designs.		PO.1, PO.2, PO.3.		
CO.2	To understand the theories and assertions of sampling methods.		PO.1, PO.2, PO.3		
CO.3	To apply the concepts of various qualitative and quantitative research techniques.		PO.1, PO.2, PO.3, PO.7, PO.8		
CO.4	To formulate tools for data collection, data analysis and interpretation of results.		PO.4, PO.5, PO.6, PO.7, PO.8		
CO.5	To validate the various univariate, bivariate and multivariate techniques through mathematical understanding.		PO.4, PO.5, PO.6, PO.7, PO.8		

Course Code and Name: **MBA-C203 Research Methodology**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	2	2	2	1	1	1	1	1
CO3	1	1	1	1	1	1	2	2
CO4	1	1	1	2	2	2	2	2
CO5	1	1	1	2	2	2	1	2
CO6								
Average	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.6

OBJECTIVE: The objective of this course is to develop the research skills of the students in investigating the business problems with a view to arrive at objective findings, interpretation of data and conclusions of their investigation in the form of systematic reports.

- Research in Management: Definitions, Meaning, Scope and Objectives of Research, Different Approaches to Research – Scientific Methods and Non-scientific Methods; Types of Business Research; The Research Process; Ethics in Business Research. **(8Hours)**
- Formulation and Definition of Business Research Problem; Formulation of Research Hypotheses, Business Research Design – Meaning and Formulation; Research Design Classification – Exploratory Research Design (Secondary Data & Qualitative Research), Descriptive Research Design (Survey & Observation) and Causal Research Design (Experimentation). **(8Hours)**
- The Sampling Design Process; Types of Sample Design – Probability and Non-probability Sampling Designs; Size of Sample; Sampling Errors; Concept of Measurement and Scaling; Important Scaling Techniques. Case Study 1: Attitudes Towards Technology and Lifestyle. **(8Hours)**
- Questionnaires and Observation Forms; Questionnaire Design Process; Collecting Primary Data through Observations, Semi-structured Interviews, In depth Interviews and Questionnaire; Processing of Research Data Editing, Coding, Classification and Tabulation. Case Study 2: Telephonic Survey in South India. **(8Hours)**
- Basic Data Analysis – Overview of Univariate, Bivariate and Multivariate analysis, Descriptive Statistics; Univariate Statistics – Hypotheses Testing; Bivariate Analysis – Test of Differences and Measures of Association; Multivariate Analysis, Importance of the Report & Presentation; Business Report Format; Report Writing. **(8Hours)**

SUGGESTED READINGS:

1. Beri, G.C. (2008). Marketing Research. Tata McGraw Hill, New Delhi.
2. David, J. L., Ronald, S., Rubin (1994). Marketing Research. PHI Learning Pvt. Ltd, New Delhi.
3. Donald R.C. & Pamela, Schindler (2010). Business Research Methods. McGraw Hill, New Delhi.
4. Kothari C.R. (2009), Research Methodology. Vishwa Prakashan, New Delhi
5. Madan P., Paliwal V., Bhardwaj. R. (2010). Research Methodology, Global Vision Publishing House, New Delhi.
6. Malhotra, N.K. (2008), Marketing Research – An Applied Orientation, Pearson Education, New Delhi
7. Panneerselvam, R. (2004), Research Methodology. PHI Learning Pvt. Ltd, New Delhi.
8. Saunders, Lewis & Thornhill (2003), Research Methods for Business Students. Pearson Education.

9. Tripathi P.C. (2002). Research Methodology, Sultan Chand & Co. New Delhi.
10. Wilkinson & Bhandarkar (2003), Methodology & Techniques of Social Research. Himalaya Publishing House, New Delhi.
11. Zikmund, W. G., Babin, B. J., Carr, J. C., Adhikari, A. & Griffin, M. (2017), Business Research Methods: A South Asian Perspective. Cengage Learning India Pvt. Ltd, New Delhi.
12. **Case Study 1:** Zikmund, W. G., Babin, B. J., Carr, J. C., Adhikari, A. & Griffin, M. (2017). Business Research Methods: A South-Asian Perspective. Cengage Learning India Pvt. Ltd, New Delhi.
13. **Case Study 2:** Telephonic Survey in South India.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA Year	MBA-C204		Semester-II		
	Human Resource Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Understand basic concept of Human Resource Management, and significant emergent changes in HR practices that have taken place in organizations.	PO.1, PO.2
CO.2	Recognize the concept of Human Resource Planning in organizations and implications of planning at plant, corporate and national level.	PO.2, PO.3
CO.3	Express, articulate and consider the process of managing human resources.	PO.2, PO.4, PO.5
CO.4	Associate, assess and compile programs for building current and future needs of human resources.	PO.2, PO.3, PO.5, PO.6
CO.5	Administer, convince and combine prevailing standard practices with pivotal role of Human resource management.	PO.4, PO.5, PO.6, PO.7

Course Code and Name: **MBA-C204 Human Resource Management**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	1	
CO2	1	2	2	1	1	1	1	
CO3	1	1	1	2	2	1	1	
CO4	1	2	2	1	2	2	1	
CO5	1	1	1	2	2	2	2	
CO6								
Average	1.2	1.6	1.4	1.4	1.6	1.4	1.2	

- Concepts, Nature, Scope and significance of HRM, Evolution, Human Resource Management in a Changing Environment. **(8 hours)**
- Human Resource Planning, Factors effecting HRP, Process of Human Resource Planning, Demand and Supply Forecasting. **(8 hours)**
- Job analysis, Recruitment & Selection, Induction, Transfer, Promotion, Whistle Blowing, Demotions and separations. **Case study1:** A “hote lwith in a hotel” in Bangkok. **(8 hours)**
- Training and Development, Performance Appraisal and Potential Appraisal, Job Evaluation, Wage and salary administration. **(8 hours)**
- Employee Welfare, Grievance Management and Employee Empowerment, Counselling, Safety and Health, Collective Bargaining; **Case study2:** Anand Automotive Limited: leadership development process for reating strategic impact. **(8 hours)**

SUGGESTED READINGS:

1. Ashwathappa, K.(2011). *Human Resource Management: Text & Cases*. Tata McGraw Hill, New Delhi.
2. Amos, L.T., Ristow, A., Ristow, L&Pearse, J.N. (2008). *Human Resource Management*. Juta & Co.Ltd, Cape Town.
3. Armstrong, M. (2008). *Strategic Human Resource Management:A Guideto Action*. Kogan Page Ltd, London.
4. Banfield,P., & Kay,R. (2012). *Introduction to Human Resource Management*. Oxford University Press, New York,
5. Bhardwaj, Rajul (2012). *Human Resource Management*. D.P.S, Publishing House, New Delhi.
6. Kumar,R.(2011).*Human Resource Management:Text & Cases*.I.K International Publishing House Pvt. Ltd, New Delhi.

7. Mathis, L.R., & Jackson, H.J. (2011). *Human Resource Management: Essential Perspective*. South Western Cengage Learning, USA.
8. Price, A. (2011). *Human Resource Management*. South Western Cengage Learning, USA.
9. Martin, J. (2009). *Human Resource Management*. Sage Publication, California.
10. **Case study 1**: <https://www.emeraldinsight.com/doi/full/10.1108/20450621211291860>
11. **Case study 2**: <https://www.emeraldinsight.com/doi/full/10.1108/EEMCS-02-2013-0013>

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA I Year	MBA-C205		Semester-II		
	Financial Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes	Mapped Program Outcomes
CO1	Have a deeper understanding in objectives of financial management and enable the students to access the proper sources of finance for the business.	PO1, PO2, PO3, PO5, PO6, PO7
CO2	Enable the students to evaluate the finance plans on the basis of cost of capital and to acquaint a deeper knowledge in leverages in order to arrive a better finance decisions	PO3, PO5, PO6, PO7
CO3	Equip the students to construct an optimal capital structure through the conceptual knowledge on capital structure theories and enable them to take better dividend decisions.	PO3, PO4, PO5, PO7
CO4	Impart deeper understanding in working capital management to avail the adequate working capital for business functions.	PO3, PO4, PO5, PO6, PO7
CO5	Enable the students to evaluate the capital budgets through capital budgeting techniques.	PO3, PO4, PO5, PO6, PO7

Course Code and Name: **MBA-C205 Financial Management**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	2	2	2	
CO2	1	1	2	1	2	2	2	
CO3	1	1	2	2	2	1	2	
CO4	1	1	1	2	1	1	1	
CO5	1	1	1	2	1	2	1	
CO6								
Average	1.2	1.2	1.6	1.6	1.6	1.6	1.6	

OBJECTIVE: The objective of this paper is to familiarize the students with the principles and practice of Financial Management.

- Concepts of Financial Management: Nature, Objective & Scope of Financial Management, Techniques of Financial Management, Time Value of Money. **(8 hours)**
- Capital Budgeting: Nature and features of capital budgeting decisions, Evaluation Techniques, Cost of Capital. Cost of Different Sources of Capital, Weighted Average Cost of Capital significance of cost of capital. **Case Study1:** Case of Agthia Group. **(8 hours)**
- Leverages & Capital Structure: Operating, Financial & Combined Leverages, Indifference Point, Capital Structure. Approaches to Capital Structure, Optimum Capital Structure. **(8 hours)**
- Working Capital Management: Concept of working capital Determinants, Computation by Current Assets and Current Liability Method, Working Capital Financing, Inventory Management Techniques. **Case Study2:** M/S Vithal Enterprise **(8 hours)**
- CVP analysis and Dividend policy: Cost Volume Pr of its Analysis, Dividend Policies. Determinants and Models of Dividend Policy. **(8 hours)**

SUGGESTED READINGS:

1. Brigham E.F. & Ehrhardt C.M. (2008). *Financial Management*. Cengage Learning, Mason USA.
2. Chandra P. (1997). *Financial Management*. Tata McGraw Hill, New Delhi.
3. Chandra P. (1997). *Fundamentals of Financial Management*, Tata McGraw Hill, New Delhi.
4. Horne V. & James C. (1997). *Financial Management and Policy*. Prentice Hall Inc., New Delhi.
5. Khan, J. (2012). *Basic Financial Management*. Tata McGraw Hill, New Delhi.

6. Madura J. (2011). *International Financial Management*. Cengage Learning, Mason USA.
7. Pandey I. M. (2004). *Financial Management*. Vikas Publishing House (P) Ltd, New Delhi.
8. Paramasivam, C. And Subramaniam, T. (2018). *Financial Management*. New Age International Publisher.
9. Richard A. B. (1996). *Principles of Corporate Finance*. Tata McGraw Hill, New Delhi.
10. Tyagi, C. L. and Tyagi, M. (2003). *Financial and Management Accounting*. Atlantic Publication, New Delhi.
11. **Case Study 1**: <https://nebula.wsimg.com/80ac192c668bd78189e53fa809d5ff19?AccessKeyId=A83663472B839ECDD54B&disposition=0&alloworigin=1>
12. **Case Study 2**: <http://www.scdl.net/downloads/samplecsfin.pdf>

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA I Year	MBA--C206		Semester-II		
	Marketing Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30(20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Understand major marketing elements and their Impact on Marketing Decisions, concepts and methods with regard to enhance customer value.	PO.1, PO.2, PO.3
CO.2	Apply contemporary marketing theories to the demands of business and management practice.	PO.1, PO.2, PO.3, PO.7, PO.8
CO.3	Demonstrate how as a marketer you can use your knowledge of consumer behavior concepts to develop better marketing programs and strategies to influence those behaviour.	PO.3, PO.4 , PO.5, PO.6
CO.4	Organise information and data to reveal patterns and themes, and manage teams and implementing marketing programs.	PO.3, PO.5, PO.6
CO.5	Understand the process of consumer protection, accounting for ethical, social and cultural (ESC) issues.	PO.5

Course Code and Name: **MBA--C206 Marketing Management**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	2	2	2	1	1	1	2	2
CO3	1	1	1	2	2	2	1	1
CO4	1	1	1	1	2	2	1	1
CO5	1	1	1	1	2	1	1	1
CO6								
Average	1.4	1.4	1.4	1.2	1.6	1.4	1.2	1.2

OBJECTIVE: The purpose of this course is to develop understanding of the underlying concepts, strategies and issues involved in the marketing of products.

- Nature and scope of marketing, Marketing Environment: Concept; Need for Study; Major Elements and their Impact on Marketing Decisions, critical role of marketing in organization/Society, Marketing planning and research, Customer Value, Holistic Marketing. **(7Hours)**
- Understanding Consumer and Industrial Markets: Demand measurement and Forecasting, Theories of Consumer Behaviour; Various Buying Roles in Family; Types of Buying Behaviour; Consumer Decision. Making Process in Buying segmentation, Bases of Segmenting Consumer Markets; Market Selection Strategies; Targeting and positioning Consumer and Industrial Market. **Case Study 1:** Maruti Ertiga launch in India by new category creation. **(9Hours)**
- Product Decisions: Product mix, Product life cycle, new product development, Branding and Packaging decisions, Pricing methods and strategies, Promotion decisions—Promotion mix, Advertising and Personal selling, Channel management—selection, cooperation and conflict management, Vertical marketing systems, Organizing and implementing marketing in the Organization, Gandola management. **Case Study 2:** Managing natural gas business: a case of Bharat Natural Gas Company Limited. **(9Hours)**
- Evaluation and Control of Marketing Efforts: Scope, Steps, Designing, Tools and Techniques of marketing controller, The marketing controller concept, Organizing & Implementing marketing program. **(7Hours)**
- New Issues in Marketing: Globalization, Consumerism, Green marketing, Legal, Ethical and Social Aspects of Marketing: Consumerism; Consumer Protection Measure in India; Recent Developments in Consumer Protection in India, Rural marketing, e-marketing, retailing. **(8Hours)**

SUGGESTED READINGS:

1. Kotler, P. & Keller, K.L. (2015). Marketing Management (15th Global Edition). New Delhi: PHI.
2. Kotler, Philip & Armstrong, G. (2016). Principles of Marketing. New Delhi: PHI.
3. Neelam Gham, S. (2000). Indian Cases in Marketing. New Delhi: Vikas Publishing House.
4. Palmer. (2015). Introduction to Marketing, London: Oxford University Press.
5. Paliwoda, S. & Andrews, T. (2012). Marketing Management in Asia. UK: Routledge.
6. Singh, V.K. & Sharma, N. (2015). Mini Cases & Case lets for Would Be Managers. Germany: Lambert Academic Publishing.
7. Winer, R. & Dhar, R. (2013). Marketing Management.

New Delhi: Pearson.

8. Etzel, M. J., Bruce, J., W., Stanton, W. J., & Pandit, A. (2010), Marketing (14th ed.). New Delhi: Tata McGraw Hill.
9. Kotler, P., Keller, K., Koshy, L., & Jha, M. (2009). Marketing Management: A South Asian Perspective (13th ed.). New Delhi: Pearson.
10. Case Study 1: <https://www.emeraldinsight.com/doi/full/10.1108/EEMCS-08-2012-0147>.
11. Case Study 2: <https://www.emeraldinsight.com/doi/full/10.1108/20450621211214450>.

NOTE: The list of cases specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

1. **CaseStudy1:**<https://www.emeraldinsight.com/doi/full/10.1108/EEMCS-08-2012-0147>
2. **CaseStudy2:**<https://www.emeraldinsight.com/doi/full/10.1108/20450621211214450>

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time

MBA I Year	MBA-C207		Semester-II		
	Production and Operations Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40
Course Outcomes:			Mapped Program Outcomes		
CO.1	Understanding of Production and Operations functions in different types of Organizations.		PO1, PO2, PO7		
CO.2	Introduction to different types of Layouts and factors that determine Capacity and location of a manufacturing plant		PO1, PO2, PO3		
CO.3	Design of Production systems and Processes		PO6, PO8		
CO.4	Preparing Material Requirement Plan and Drawing Inventory Models		PO3, PO4, PO7, PO8		
CO.5	Learning Quality Concepts, Tools and Techniques to develop Products and Services with Zero defect		PO3, PO4, PO7, PO8		

Course Code and Name: MBA-C207 Production and Operations Management

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	2	1
CO2	2	2	2	1	1	1	1	1
CO3	1	1	1	1	1	2	1	2
CO4	1	1	2	2	1	1	2	2
CO5	1	1	2	2	1	1	2	2
CO6								
Average	1.4	1.4	1.6	1.4	1	1.2	1.6	1.6

- Managing Operations: Nature and scope of Production and Operations Management. **(8hours)**
- Planning (Designing) the Conversion System: Designing of Products, Services & Processes, Facility Location, Type of Manufacturing Systems and Layout. **Case study 1: Coping with capacity expansion: Go-Goal Hydro's panache (8 hours)**
- Organizing the Conversion System: Job Design, Production and Operation standards and Work Measurement, Scheduling System, Aggregate Planning for Production and Services. **(8hours)**
- Controlling the Conversion Process: Inventory Control, MRP, Purchasing. **(8 hours)**
- Modern Operation Systems: Introduction to modern management system— JIT, KANBAN, FMS, TQM—Quality Control, Quality Assurance and Total Quality. **Case study 2: Enabling excellence in operations through technological innovation (8 hours)**

SUGGESTED READINGS:

1. Adam, Ebert, & Ronald J. (1992). *Production and Operation Management*. Concepts, Models & Behaviour, PHI, New Delhi
2. Aswathappa, K., & Bhat, Shridhara K. (2011). *Production and Operations Management*. TMH, Delhi.
3. Baff, E. S. (1993). *Modern Production Management*. John Wiley, New York.
4. Charry, S. N. (2005). *Production and Operation Management*. Concepts Methods and Strategy. PHI, New Delhi.
5. Chase, B., Richard, Shankar, R., Jacobs, F. R., Aquilano, N. J. (2009). *Operations and Supply Management*. TMH, Delhi.
6. Garg, Ajay (2011). *Production and Operations Management*. TMH, Delhi.
7. Madan, Pankaj. (2010). *Production and Operation Management*. New Delhi.
8. Mahadevan, B. (2004). *Operations Management; Theory and Practices*. Pearson Education, Delhi.
9. Martinich, J. S. (1997). *Production and Operations Management*. John Wiley and Sons, New York.
10. Pannesseluam, R. (2009). *Production and Operations Management*. PHT, Delhi.

11. William J.

S. (2009), *Operation Management*. TMH, New

Delhi

12. **Case Study1:** Saroj Koul Mayank Arora, (2012)."Coping with capacity expansion: Go-Goal Hydro'spanache",Emerald Emerging Markets CaseStudies ,Vol.2Iss2pp.1–11.<http://dx.doi.org/10.1108/20450621211228392>
13. **Case Study2:**Meeta Dasgupta,(2011),"Enabling excellence inoperations through technological innovation",Emerald Emerging Markets. Case Studies,Vol.1Iss2pp.122.<http://dx.doi.org/10.1108/20450621111151767>

NOTE:The list of cases,specific references and books including recent articles will be announced in the class by concerned teachers from time to time

MBA I Year	MBA--C208		Semester-II		
	Indian Ethos and Human Quality Development				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (M M)	Total Credits	Maximum Hours
3Hrs.	30(20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Understand scopes of Indian heritage using ethics and morality in business development.	PO.1, PO4, PO8
CO.2	Familiarity with corporate social responsibility for corporate governance in India applying Indian moral value systems.	PO.1, PO.2, PO.3
CO.3	Understand Indian ethos for management of business model.	PO.2, PO.3
CO.4	Apply of Bhagwat Geeta as a lesson for maintaining good governance culture IN Indian Industries.	PO.3, PO.5

Course Code and Name: **MBA--C208 Indian Ethos and Human Quality Development**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	1	2	1	1	1	2
CO2	2	2	2	1	1	1	1	1
CO3	1	2	2	1	1	1	1	1
CO4	1	1	2	1	2	1	1	1
CO5								
CO6								
Average	1.5	1.5	1.75	1.25	1.25	1	1	1.25

OBJECTIVE: This course is designed to acquaint the students with Indian Ethos and Human Quality Development.

- Business Ethics: Introduction, Business Ethics and Management, Business Ethics and Moral Obligations; Indian Heritage in Business Management: Values and Ethics; Requisites for Ethics globally, Work Ethics, Corporate Management, Secular versus Spiritual Values in Management. **(9Hours)**
- Environmental Concerns and Corporations, Ethical Issues related with Funds, Advertisement and Marketing; **CaseStudy1:** Satyam Computers Ltd. **(9Hours)**
- Relevance of Values in Management; Gandhian Approach in Management and Trusteeship; Social Values and Political Environment. **(8Hours)**
- Corporate Social Responsibility; Corporate Governance; Report of the Kumar Mangalam Birla Committee on Corporate Governance; Role of Media in Ensuring Corporate Governance; **Case Study2:** Reebok India Company **(8Hours)**
- A Holistic Management System; Work Ethos (Indian Ethos for Management). **Case Study3:** Metro turns to Bhagvad Gita for Management Lessons. **(6Hours)**

SUGGESTED READINGS:

1. Bhatta, S.K. (2006). *Business Ethics & Managerial Value*, New Delhi: Deep and Deep Publication Pvt. Ltd.
2. Dave, N. V. (2002). *Vedanta and Management*. New Delhi: Deep and Deep Publication Pvt. Ltd.
3. Chakraborty, S.K. (1998), *Foundation of Managerial Work-Contributions from Indian Thought*, New Delhi: Himalaya Publication House.
4. Chakraborty, S.K. (1987). *Managerial Effectiveness and Quality of Work life-Indian Insights*, New Delhi: Tata Mc Graw Hill.
5. Chakraborty, S.K. (1991). *Management by Values*, Delhi Oxford University Press.
6. Sherlekar, S.A. (1998). *Ethics in Management*, New Delhi: Himalaya Publishing House.
7. Agarwal, T, & Chandorkar, N. (2018), *Indian Ethos in Management*, Mumbai: Himalaya Publishing House.
8. Murthy, C. S.V. (2015), *Business Ethics: Text and Cases*, Mumbai, Himalaya Publishing House.
9. Vasishth, N., & Rajput, N. (2016). *Business Ethics and Values*, New Delhi: Taxman Publications (P.) Ltd.
10. **Case Study 1:** Sharma, J.P. (2018). *Corporate Governance: Business Ethics and CSR*. (PP:543-585), New Delhi: Ane Books Pvt.Ltd.
11. **Case Study 2:** Sharma,J.P.(2018).*Corporate Governance: Business Ethics and CSR*. (PP:585-590), New Delhi: Ane Books Pvt. Ltd.
12. **Case Study 3:** Vasishth, N., & Rajput, N. (2016), *Ethics and Values*. (PP:43-44), New Delhi: Business Ethics and Values.

Taxman Publications (P.) Ltd.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

**THIRD SEMESTER
MBA--C301 SUMMER PROJECT**

	Course Outcomes:	Mapped Program Outcomes
CO.1	To develop confidence for employment after graduation.	PO.1, PO.2, PO.3,PO.7
CO.2	To complete certain job functions previously unknown.	PO.1,PO.2, PO.3,PO.4,PO.5, PO.7, PO.8
CO.3	To apply knowledge to make decisions or alternatives within a certain situation.	PO.1,PO.2, PO.3,PO.4,PO.5, PO.6,PO.7, PO.8
CO.4	To create yourself for employment after graduation.	PO.1,PO.2, PO.3,PO.4,PO.5, PO.6,PO.7, PO.8

Course Code and Name: **MBA--C301 SUMMER PROJECT**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	2	1
CO2	2	1	2	2	2	1	2	2
CO3	2	2	1	2	2	2	2	2
CO4	2	1	2	1	2	1	2	1
CO5								
CO6								
Average	2	1.5	1.75	1.5	1.75	1.25	2	1.5

SUMMER TRAINING AND ITS PROJECT REPORT:

1. At the end of second semester examination, every student of MBA will undergo industrial training in any manufacturing, service, financial organization or a NPO. The training will be of 6 to 8 weeks duration.
2. During the training, the student is expected to learn about the organization and analyses/suggest solutions of a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions.
3. During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student.
4. The student, after the completion of training will submit a report to the Faculty/Department, which will form the part of third semester examination. However, the report must be submitted latest by 31st August during third semester.
5. The report (based on training and the problem/project studied) prepared by the student will be known as Summer Training Project Report. The report should ordinarily be based on primary data. It should reflect in depth study of micro problem, ordinarily assigned by the organization where student undergoes training. Relevant tables and bibliography should support it. One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance products/services and problems faced. This chapter will form part I of the Report. Part II of the Report will contain the study of micro research problem. The average size of Report ordinarily will be 70 to 100 typed pages in standard font size (12) and double spacing. One report, duly typed on A-4 sized paper in the hard bound (paperback) form is to be submitted to the Faculty/Department for evaluation and other shall be retained by the student after getting both the reports duly forwarded by Head and Dean of the Faculty.
6. The Report should have one certificate duly signed by the Reporting officer of the organization where the student has undergone training and this certificate is to be countersigned / forwarded by the Head and Dean of the faculty before submission in the department.
7. Evaluation of report and Viva shall be conducted by both external and internal examiners with external evaluation of 70 marks and internal evaluation of 30 marks.
8. A late fee of Rs.1000 will be paid by the student, if he/she fails to submit the report by 31st August.

MBAIIYear	MBA-C302	Semester-III
	ProjectManagement	

Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Familiarity with basic concepts, skills and knowledge and developing project management skills among students	PO.1, PO.2, PO.3,
CO.2	Familiarity with model building skills in project developments.	PO.1, PO.2, PO.3, PO.4, PO.5
CO.3	To help students learn about project developments tools and technique and its benefits in daily life.	PO.1, PO.2, PO.3
CO.4	To make familiar with resource management ,project finance and project implication and monitoring skills	PO.1, PO.2, PO.3, PO.4

Course Code and Name: **MBA-C302 Project Management**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	2	1	1	1	1
CO2	2	1	1	1	2	2	1	1
CO3	1	2	2	1	1	1	1	1
CO4	2	1	1	1	1	1	1	1
CO5								
CO6								
Average	1.75	1.5	1.5	1.25	1.25	1.25	1	1

OBJECTIVE: Project management is about systematically incorporating the voice of the customer, working concurrently on all aspects of the project with multi-functional teams and implementation of specific tools and techniques. This course aims to provide learning to address issues of project management including strategic, financial, design, and feasibility with a holistic approach by interfacing other relevant subjects that helps in completion of a project.

- Introduction: Definitions, Classification, Need and Importance of Project Management, Project risk, Concepts and Characteristics of Project, Project plan, Tools and techniques of project management, Project management life Cycles and uncertainty. Project Planning: Project Planning, Need of Project Planning, Roles, Responsibility and Team Work, Risk Management, Cost Benefit Analysis, Feasibility study, Project Planning Process, Work Breakdown Structure (WBS).
Case Study1: A Day in the Life Case Study (Assignment1): (a) Manchester United Soccer Club (WBS) (b) Sharp Printing. **(9Hours)**
- Project Organization: Various Forms of Project Organizations, Project Organization Charting, Organization Human Resources, The Project Manager, The Project Team, Project Team Pitfalls, Project Contract Management, Types of Contracts.
Case Study2: FranklinEquipment Ltd. Case Study (Assignment2): Mattson Project. **(9Hours)**
- Project Financing: Project Cost Estimation, Sources of Finance, Resource Allocation, Cost Forecasts, Multiple Project and Constraints, Project Closure.
Case Study3: Aurora Project Case Study (Assignment3): Case Bojanala Dam Project. **(6Hours)**
- Project Implementation and Monitoring: Project Resource Requirements, Type of Resources, Multi-project Resources scheduling, Resources Allocation method, Project Monitoring and control, Project network Technique. (PERT and CPM), Planning for Monitoring and evaluation, Project Management Information System, Project Scheduling. Time Constrained and Resource Constrained Scheduling, Project Communication, Project Audits, Post Project Reviews.
Case Study4: TCS Case Study (Assignment4): The Critical Chain Project Management (CCPM). **(9Hours)**
- Dilemma Project Direction and Control: Project

Direction, Project Execution, Project Termination, Termination Procedure and Strategies, Project Control Process, Features of Future Indian Projects.

Case Study5: Politics, Institutions and project Finance: The Dabhol Power Project /Launch and Closure of Indian Cement Plant, Case Study (Assignment5): Enrol and The Dabhol Power Company/Launch and Closure of Indian Cement Plant.
(7Hours)

SUGGESTED READINGS:

1. Beenet, P. L.& Kathyn (1995), Project management for 21st century. Pearson education, New Delhi.
2. David, I. Cleland. (1999). Project management. McGraw Hill International Edition, USA
3. Dennis lock .(2001). The essentials of project management.Grower, USA.
4. Gray,C., & Larson,E .(2010). Project Management.Tata McGraw Hill, New Delhi.
5. Gopalakrishnan,P.(1993). Project management. New Delhi,India:McMillian India Ltd, New Delhi. a. Harry,Naylor. (1987). Project Management. Pearson Publication, New Delhi.
6. Prasanna, C. (2008). Project Management. Tata McGraw Hill, New Delhi.
7. Vasant Desai (2018). Project Management. Himalaya Publishing House Pvt. Ltd, Mumbai.
8. K. Nagarajan (2005). Elements of Project Management. New Age International Publications, New Delhi.
9. Clifford F. Gray, Erik W. Larson, Gautam V. Desai (2014). Project Management The Managerial Process.McGraw Hill (Indian) Education, New Delhi.
10. K Nagarjan (2017). Project management. New Age International Publishers.
11. Chandra (2014). Projects. McGraw Hill Education (Indian) Private Ltd.
12. Bhavesh P. (2010). Project Management. Vikas Publishing House Pvt. Ltd., Noida.
13. Case Study 1 (Assignment 1b): (<https://www.scribd.com/doc/100384582/Case-Sharp-Printing-Assignment>)
14. Case Study 2: [\https://www.bartleby.com/essay/Case-Study-of-Franklin-Equipment-Ltd-PKBFPPBZRFA.\](https://www.bartleby.com/essay/Case-Study-of-Franklin-Equipment-Ltd-PKBFPPBZRFA)
15. Case Study 3: <https://www.ugllimited.com/en/case-studies/current/aurora>.
16. Case Study 4: [https://hbsp.harvard.edu/search?N=&Nrpp=10&Ntt=Politics% 2C+Institutions+ and project+ Finance%3A +The+Dabhol+Power+Project+case+study](https://hbsp.harvard.edu/search?N=&Nrpp=10&Ntt=Politics%2C+Institutions+and+project+Finance%3A+The+Dabhol+Power+Project+case+study)
17. Case Study (Assignment5): [https://hbsp.harvard.edu/search?N=&Nrpp=10&Ntt=The+Dabhol+Power+ Project+case+study](https://hbsp.harvard.edu/search?N=&Nrpp=10&Ntt=The+Dabhol+Power+Project+case+study).

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	MBA-C303		Semester-III		
	Management Information System				
Time Allotted for EndSemester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	To understand the role of Management Information Systems in achieving business competitive advantage	PO.1, PO.2, PO.3.
CO.2	To apply contemporary MIS theories to the demands of business and management companies.	PO.1, PO.2, PO.3, PO.7, PO.8
CO.3	To apply the concepts of Decision support systems and other methods that contribute to enhancing decision process.	PO.1, PO.2, PO.3, PO.7, PO.8
CO.4	To assess business information and systems to facilitate evaluation of strategic options.	PO.2, PO.3, PO.4, PO.5
CO.5	To integrate the various models required in creating robust information systems.	PO.4,PO.5, PO.6, PO.7

Course Code and Name: MBA-C303 Management Information System

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	2	2	1	1	1	1	1
CO2	2	2	2	1	1	1	2	2
CO3	1	2	1	1	1	1	2	2
CO4	1	2	1	2	2	1	1	1
CO5	1	1	1	2	2	2		1
CO6								
Average	1.2	1.8	1.4	1.4	1.4	1.2	1.6	1.4

- Importance of MIS, Concept of Management Information Systems, Definition of MIS, Nature and Scope of MIS, Structure and Classification of MIS. **Case Study1:** Information Systems at Tata Motors.(8hours)
- System Development Stages, System Development Approaches– Lifecycle, Waterfall and Prototype Approach, Definition of System, Kinds of Systems (8 hours)
- Concept of Decision Making, Simon’s Model of Decision Making, Decision Support system, Relevance and Scope of DSS, Characteristics and Capabilities of DSS,Components of DSS. (8 hours)
- Conceptual Model of a DSS, Database Management System(DBMS), Model base Management System (MBMS) and Dialogue Generation Management System (DGMS). (8hours)
- Group Decision Support System(GDSS), Components of GDSS, DSS Generators,DSS Tools, Comparison between MIS and DSS. **CaseStudy2:** Video Surveillance at Jindal Steel. (8 hours)

SUGGESTED READINGS:

1. Goyal,D.P.(2006).*Management Information Systems–Managerial Perspectives*(2ndEd.)Macmillan India Ltd, New Delhi.
2. Janakiraman,V.S.,&Sarukesi,K.(1999).*Decision Support Systems*.Prentice Hall of India Pvt,Ltd..New Delhi.

3. Leod, Raymond, & Me. J.R. (1993). *Management Information Systems*. Macmillan Publishing Company. New York.
4. Murthy, C.S.V. (2001). *Management Information Systems– Text & Applications*. Himalaya Publishing House. New Delhi.
5. Marakas (2003). *Decision Support Systems*. Pearson Education., New Delhi,.
6. Turban, Efrain. (1988). *Decision Support & Expert Systems Management Perspective*. New York, USA: Macmillan Publishing Company. Mumbai.
7. Theierauff, Robert, J. (1982). *Decision Support System for effective planning*. Prentice Hall, New Delhi..
8. **CaseStudy1**: DE, R. (2016). MIS: Managing Information Systems in Business Government and Society. PP5-6. New Delhi: Wiley India Pvt. Ltd.
9. **CaseStudy2**: DE, R. (2016). MIS: Managing Information Systems in Business Government and Society. PP 127-128. New Delhi: Wiley India Pvt. Ltd.

NOTE: The list of Cases and specific references including recent articles will be announced in the class.

MBA II Year	MBA-C304		Semester-III		
	Strategic Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Understand and recall the fundamentals of strategic formulation and implementation.	PO.1, PO.2 PO8
CO.2	Explain and apply key strategic management concepts used to improve organization profitability through improving competitive advantage.	PO.1, PO.2, PO.3, PO.7, PO.8
CO.3	Analyse and demonstrate understanding of contemporary strategic management tools and techniques	PO.3, PO.4 , PO.5, PO.6
CO.4	Apply contemporary strategic management tools and techniques to improve business performance.	PO.3, PO.5, PO.6, PO7
CO.5	Evaluate key decisions taken in the past by organizations to improve their pr of itability through competitive advantage creation.	PO5, PO.6, PO7, PO8

Course Code and Name: **MBA-C304 Strategic Management**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	1	2
CO2	2	2	2	1	1	1	2	2
CO3	1	1	2	2	2	2	1	1
CO4	1	1	1	2	1	2	2	1
CO5	1	1	1	1	2	2	2	2
CO6								
Average	1.4	1.4	1.4	1.4	1.4	1.6	1.6	1.6

OBJECTIVE: The Objectives of this course is to develop a holistic perspective of enterprise, critical from the point of view of the top executives.

- The nature of corporate strategy, Value of corporate strategy, Levels of strategy, Process of Strategic Management, Strategic Management in different contexts, Role of different strategists. **Case Study 1:** Nataliya A. Kravchenko Svetlana A. **(8Hours)**
- Defining the Company Mission, Corporate Philosophy, Corporate Governance and Strategy, Strategy and Ethics. **(8Hours)**
- The External Environment analysis, Industry Analysis, organizational analysis during industry evolution, Globalization and Industry structure. **(8Hours)**
- Formulating corporate strategies, Business level Strategies, Functional Strategies, Strategic choice, Strategy in the Global Environment. **Case Study 2:** "A tough choice", Emerald Emerging Markets Case studies. **(8Hours)**
- Implementing strategy, designing organizational structure, designing strategic control system, Strategic leadership, Structure and control to strategy, Implementing Strategic change, Technology Strategy, Case study2: Satya Bharti School Program: the kaizen way. **(8Hours)**

SUGGESTED READINGS:

1. Charles, W.L.H., & Gareth, R. J. (2012). Strategic Management Theory – An Integrated Approach. USA: South Western Cengage Publishing, USA.
2. David, F. R. (2012). Strategic Management A Competitive Advantage Approach Concepts. Prentice Hall, New Delhi.
3. Jayarathnam, M. (2007). Business Policy and Strategic Management. Mumbai, India: Himalaya Publishing House, New Delhi.
4. Gerry, J., & Kevan, S. (2009). Exploring Corporate Strategy. Prentice Hall of India, New Delhi.
5. Singh.S.P. (2004). Corporate Strategy. AITBS. New Delhi.
6. Srinivasan. (2007). Strategic Management: The Indian Context. New Delhi, India: Prentice Hall

of India, New Delhi.

7. **Case Study 1:** Nataliya A. Kravchenko Svetlana A. Kuznetsova, (2012), "A tough choice", Emerald Emerging Markets Case Studies, Vol. 2, Iss 7 pp. 1 – 10. Permanent link to this document: <http://dx.doi.org/10.1108/20450621211284624>.
8. **Case Study 2:** Jyoti Kainth, (2012), "Satya Bharti School Program: the kaizen way", Emerald Emerging Markets Case Studies, Vol. 2 Iss 8 pp. 1 – 13. Permanent link to this document: <http://dx.doi.org/10.1108/20450621211292382>.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	MBA-C402		Semester-IV		
Business Analytics					
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Understand the basic concepts of business analytics and management science.	PO.1, PO.2, PO.3, PO.4, PO.5
CO.2	Understand the nature of business analytics and management science and relate it to business and management practice.	PO.1, PO.2, PO.3, PO.4, PO.5
CO.3	Apply the basics of decision analysis to solve business analytics and management science problems.	PO.1, PO.2, PO.3, PO.8
CO.4	Choose appropriate data sources and analytical tools to design a sophisticated analytical study through practical cases.	PO.1, PO.2, PO.3
CO.5	Gain an overview of advances in business analytics and application of business analytics in various management functions like finance, human resource, marketing, healthcare, supply chain analytics and sport etc.	PO.1, PO.2, PO.3, PO.4, PO.5

Course Code and Name: **MBA-C402 Business Analytics**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	2	2	1	1	1
CO2	1	2	2	1	2	1	1	1
CO3	2	1	2	1	1	1	1	2
CO4	1	2	2	1	1	1	1	1
CO5	2	1	2	2	2	1	1	1
CO6								
Average	1.6	1.6	2	1.4	1.6	1	1	1.2

OBJECTIVE: Analytics is the scientific process of deriving business insights from raw data to support decision making. This course aims to provide a basic introduction to the use of analytical techniques to solve business problems, and how a business organization can create a competitive advantage by leveraging on data derived from its multiple business processes.

- Business analytics: introduction, types of analytics, characteristics of analytics, business analytics, and business intelligence; business analytics process and its relationship with decision making process; Advantage of business analytics: informed decisions, creating competitive advantage, key attributes of analytical competitors, OLAP and OLTP. Case Study 1: Sabre Helps Its Clients through Dashboards and Analytics. Case Study (Assignment 1): Nationwide Insurance Used BI to Enhance Customer Service. **(8Hours)**
- Analytical methods and models: Descriptive analytics-overview of its tools and techniques, role in business analytics process and its importance in business decision making. Case Study 2: Assignment: Questions related to Descriptive Analytics. SPSS Assignment: Converting ungrouped data into grouped data and find out its measures of central tendency. **(8Hours)**
- Business analytics in action: applicability and importance of business analytics in different areas financial analytics, human resource analytics, marketing analytics, CRM, health care analytics, supply chain analytics, sport analytics and analytics for Government and non profit organization. Case Study 3: Analyzing Athletic Injuries. Case Study (Assignment 3): Eliminating Inefficiencies at Setro Children's Hospital. **(8Hours)**
- Developing analytics: kinds of statistics, statistical tests, big data and its analyst, important analytics softwares, Job opportunities in business analytics, skills required for analytics, data analytics for modern engineers and scientists, IoT. Class Assignment: ANOVA.SPSS Assignment: t-test and Chi-Square. **(8Hours)**
- Predictive analytics- data modeling, types of data model, data modeling technique, basics of data mining and machine learning environment; Prescriptive analytics: basics of its tools and modeling, role in business analytics process, model based decision making. Case Study 4: Text Mining for Patent Analysis. Case Study (Assignment 4):

Harnessing Analytics to Combat Crime: Predictive Analytics Helps Delhi Police Department Pinpoint Crime and Focus Police Resources. (8Hours)

SUGGESTED READINGS:

1. Davenport, H., Harris J.G. (2007), *Competing on Analytics: The New Science of Winning*, Harvard Business Review Press, USA.
2. Davenport H., Harris J.G. and Morison R. (2010). *Analytics at Work: Smarter Decisions, Better Results*, Harvard Business Review Press, USA.
3. Schniederjans M.J., Schniederjans D.G. and Starkey C.M. (2014). *Business Analytics Principles, Concepts, and Applications with SAS: What, Why, and How*, FT Press Analytics, New Jersey.
4. Provost F., Fawcett T. (2013). *Data Science for Business: What you need to know about data mining and data-analytic thinking*, O'Reilly Media, Canada.
5. Siegel E. (2013). *Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die*, Wiley, New Jersey.
6. Fitz-enxz J. and Mattox J. (2014). *Predictive Analytics for Human Resources*, Wiley and SAS Business Series, New Jersey.
7. Maisel L. and Gokins G. (2014). *Predictive Business Analytics: Forward Looking Capabilities to Improve Business Performance*, Wiley, New Jersey.
8. Granville V. (2014). *Developing Analytic Talent: Becoming a Data Scientist*, Wiley Publishers, Indiana
9. Watson M. Nelson D. and Cacioppi P. (2013) *Managerial Analytics: An Applied Guide to Principles, Methods, Tools, and Best Practices*, FT Press Analytics, New Jersey.
10. Prasad R.N. and Acharya S. (2018). *Fundamentals of Business Analytics*, Wiley Publishers, New Delhi
11. Turban, E., Sharda, R., & Delen, D. (2014). *Business intelligence and analytics: systems for decision support*. Pearson Higher Ed, England.
12. **Case Study1:** <https://www.chegg.com/homework-help/questions-and-answers/application-case-11-sabrehelps-clients-dashboards-analytics-sabre-one-world-leaders-trave-q26618322>
13. **Case Study2:** (Assignment1): <https://www.coursehero.com/file/22692809/Nationwide-Insurance-UsedBI-to-Enhance-Customer-Service>.
14. **Case Study3:** <https://www.chegg.com/homework-help/questions-and-answers/analyzing-athletic-injuriesathletic-activity-prone-injuries-injuries-handled-properly-te-q25624717>
15. **Case Study4:** <https://www.chegg.com/homework-help/text-mining-patent-analysis-a-patent-set-exclusive-rights-gra-chapter-7.1ac-problem-2qd-solution-9780133868906-exc>.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	MBA-C403		Semester-IV		
	Entrepreneurship Development				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	To be able to employ entrepreneurial schemes, family business concepts and schemes such as Annapurna Yojna and their necessity.	PO.2, PO.4
CO.2	To assimilate the entrepreneurial leadership and management style.	PO.5, PO.6, PO.7, PO.8
CO.3	To utilize the methods required to create entrepreneurial venture.	PO.1, PO.2, PO.3, PO.4
CO.4	To identify the entrepreneurial opportunities and assessing the scope of development.	PO.2, PO.3, PO.4, PO.5, PO.6
CO.5	To understand the nature and function of entrepreneurship.	PO.1

Course Code and Name: MBA-C403 **Entrepreneurship Development**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	2	1	2	1	1	1	1
CO2	1	1	1	1	2	2	2	2
CO3	2	2	2	2	1	1	1	1
CO4	1	2	2	2	2	2	1	1
CO5	2	1	1	1	1	1	1	1
CO6								
Average	1.4	1.6	1.4	1.6	1.4	1.4	1.2	1.2

OBJECTIVE: The objective of this course is to expose the students to the growth of entrepreneurship in developing countries with special reference to India.

- Introduction: Meaning, Nature and Process of Entrepreneurship, Evolution of Entrepreneurship, Characteristics of Entrepreneurship, Characteristics and Skills of Entrepreneurs, Factors Affecting Entrepreneurship, Tools of Entrepreneurships, Role of entrepreneurs in Entrepreneurship and Economic Development, Barriers to Entrepreneurship. **(7Hours)**
- Types of Entrepreneur, Functions of Entrepreneurs, Role of Entrepreneurs, Competing theories of entrepreneurship, Tools of Entrepreneurship, Role of Government-Role of Central Government and State Government in promoting Entrepreneurship, MSME policy in India, Support, Objective, Cause of Entrepreneurial Failure. **Case Study1:** Social Entrepreneurship with Vedic Wisdom. **(9Hours)**
- Govt. Policy towards SSI's, Entrepreneurial behavior and motivation, Difference between Owner- Manager vs. Entrepreneur, Managers vs. Entrepreneurs, Owner Manager vs. Professional Manager, Entrepreneur vs. Administrator, Entrepreneur VS Entrepreneurship, Ethics and Social Responsibilities of Entrepreneurs, Agencies for Policy Formulation and Implementation-District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NED). **(9Hours)**
- Women Entrepreneurship, Constraints for the Development of Women Entrepreneurship, Barriers to Women Entrepreneurs, Importance of Women Entrepreneurship, Process of Woman Entrepreneurship Development, Important Women Entrepreneurs of India, Schemes for Women Entrepreneurs, Entrepreneurial success in rural area, Innovation & entrepreneur, Establishing Entrepreneurs System, Search for business idea, sources of ideas, idea processing, input requirements. **Case Study2:** Shareman: The Entrepreneur. **(9Hours)**

(7Hours)

- Characteristics of Small-Scale Business, Scope and Objectives of Small-Scale Business, Classification and Types, Agencies for Financial Support-Role of Commercial banks and financial institutions like SIDBI, NABARD, SFCs, and other NBFCs, Business Plan Development, raising Funds, Registering SSI Unit Business Plan: Meaning, Objectives, and Benefits, Business Planning Process, Technical assistance, marketing assistance, sickness of units and remedial assistance. **Case Study3-** Darden Business Publishing (Jonathan Virginia Corporation). **(8Hours)**

SUGGESTED READINGS:

1. Clifton, Davis, S. and Fyfe, David, E. (1977), Project Feasibility Analysis. John Wiley, New York.
2. Desai, A. N. (1990). Entrepreneur & Environment. New Delhi.
3. Drucker, F., Peter (1985). Innovation and Entrepreneurship, S, Heinemann, London.
4. Jain, Rajiv (1984). Planning a Small-Scale Industry. A Guide to Entrepreneurs. S. S. Books, New Delhi.
5. Kumar, S. A. (1990). Entrepreneurship in Small Industry. Discovery, New Delhi.
6. McClelland, D.C. and Winter. (1969). Motivating Economic Achievement, Free Press, New York..
7. Udai, Pareek and Rao, Venkateswara (1978). Developing Entrepreneurship—A Hand book on Learning Systems. Learning Systems, New Delhi.
8. Case Study 1- Amit, Mihir (2018): Case Studies in Management- The Indian Context, New Delhi.
9. Case Study 2 Pankaj Madan, (2017) "Social entrepreneurship with vedic wisdom", The CASE Journal, Vol. 13 Issue: 4, pp.528-545, <https://doi.org/10.1108/TCJ-07-2016-0056>.
10. Case Study 3. Edward D. Hess (2009). Jonathan Virginia Incorporation, Darden Business Publishing, University of Virginia

MBAIIYear	MBA-E301/401		Semester-III/IV		
	Sales Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Identify potential customers and segments, understands and anticipates customer expectations and needs.	PO.1, PO.2, PO.3
CO.2	Understand concept of sales management and can put skills to practical use to develop sound sales plans and strategy.	PO.1, PO.2, PO.3, PO.7, PO.8
CO.3	Understand of concept of personal selling to develop sound personal selling plans and strategy.	PO.3, PO.4 , PO.5, PO.6
CO.4	Apply knowledge to manage recruitment selection & training of sales personnel.	PO.3, PO.5, PO.6
CO.5	Understand standards and methods to organize, manage and control sales force and marketing channels.	PO.5

Course Code and Name: **MBA-E301/401 Sales Management**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	2	2	2	1	1	1	2	2
CO3	1	1	2	2	2	2	1	1
CO4	1	1	1	1	2	2	1	1
CO5	1	1	1	1	3	1	1	1
CO6								
Average	1.4	1.4	1.6	1.2	1.8	1.4	1.2	1.2

- Sales Executive as a Coordinator, Sales Management & Control, Sales Control. Formal & Informal, Theories of Selling. AIDA, Behavioral Equation, Prospecting, Sales Resistance, Closing Sales, Selling Personal Objectives. Types of Personal Setting Objectives, Analysing Marketing Potential, Sales Potential, Sales Forecasting & Its Method. **(7hours)**
- Formulating Personal Selling Strategy. Competitive Selling & Personal Selling Strategy, Personal Selling Objectives & Personal Selling Strategy, Determining the Kind of Sales Personnel, Determining the Size of Sales Force, Individualizing Selling Strategies to Customers. **(8hours)**
- Recruitment Selection & training of Sales Personnel. Organization for Recruiting, Selecting and Training, Sources of Sales Force Recruits, The recruiting effort. Pre Interview Screening: Formal Application Form, The Interview, References, Credit Checks, Psychological Tests, Physical Examination, Building Sales Training Programs, Defining Training Aims, Deciding Training Contents, Selecting Training Methods. **Case Study 1: One life, one chance: Cordlife Sciences India Pvt. Ltd. Preserving the precious gift. (9 hours)**
- Compensation Sales Personnel. Requirements of a Good Sales Compensation Plan, Devising a Sales Compensation Plan, Types of Compensation Plan, Fringe Benefits, Incentives, Subsidies. **(7hours)**
- Controlling Sales Personnel. Standards of Performance, Relation of Performance, Standard to Personal Selling Objectives, Recording Actual Performance, Evaluating Actual Performance with Standards, Taking Action. The Dynamic Phase of Control, Controlling Sales Personnel through Supervision. **Case Study 2: Managing word of mouth: the referral incentive programme that backfired (9hours)**

SUGGESTED READINGS:

1. Charles, F. (2000). *Selling*. New Delhi: AITBS.
2. Chunawalla, S.A. (2016). *Sales Management*. New Delhi: Himalaya Publishing House Pvt. Ltd.
3. Cundiff & Govani. (2017). *Sales Management. Decisions, Strategies & Cases*. New Delhi: PHI.
4. Ingram, T.H., Laforge, R.W. (2015). *Sales Management: Analysis and Decision Making*. US: Routledge.

5. Johnston, M.W., & Marshall, G.W. (2013). *Sales Force Management: Leadership, Innovation, Technology*. US: Routledge.
6. Ramachandran. (2010). *Field Sales Management*. New Delhi: Allied Publication.
7. Tracy, B. (2015). *Sales Management*. US: Amacom.
8. Dalrymple, D.J. (1995). *Sales Management: Concepts and Cases*. New York: John Wiley.
9. Jobber, D. (2008). *Selling and sales management (7th ed.)*. New Delhi: Pearson.
- 10.

CaseStudy1: <https://www.emeraldinsight.com/doi/full/10.1108/2045062121128466011>.

11. **CaseStudy2:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621111110519>

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBAIIYear	MBA- E302/402		Semester-III/IV		
	Advertising Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Explain and apply the key terms, definitions, and concepts used in the study of consumer behaviour.	PO.1, PO.2, PO.3
CO.2	Demonstrate how as a marketer you can use your knowledge of consumer behaviour concepts to develop better marketing programs and strategies to influence those behaviours.	PO.1, PO.2, PO.3, PO.7, PO.8
CO.3	Analyze the trends in consumer behaviour, and apply them to the marketing of an actual product or service.	PO.3, PO.4, PO.5, PO.6
CO.4	Thoroughly describe a range of media and methods available to marketers	PO.3, PO.5, PO.6
CO.5	Demonstrate a comprehensive understanding of creative strategy its concepts ,execution in enhancing effect of advertisements.	PO.5

Course Code and Name: **MBA- E302/402 Advertising Management**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	2	2	2	1	1	1	2	2
CO3	1	1	2	2	2	2	1	1
CO4	1	1	2	1	2	2	1	1
CO5	1	1	1	1	2	1	1	1
CO6								
Average	1.4	1.4	1.8	1.2	1.6	1.4	1.2	1.2

- Introduction: Concept, Purpose, Functions, Benefits, Needs of Advertising, Ethics in Advertising, Attributes, Personal Selling, Sales Promotion, Publicity, Propagandas, emerging concepts & issues, Customer behaviour and advertising: segmentation, motivation analyses, and value proposition. Advertising Objectives: goals and objectives, DAGMAR. **(9hours)**
- Advertising Process: Consumer Psychology, Angle of Communication, Effectiveness of Advertising, Buyer Behaviour, Speed of Response, Perception of Audience, Strategy Planning & Organisation. Contribution, Objectives, Strategy, Planning, Levels of Decision Making, Advertising Situation, Organisation of Advertising. **Case Study 1:** ABIL's dilemma: to brand or not to brand in India **(9hours)**
- Creative Strategy Execution & Judgment: Purchase Proposition, Creative Execution. Visualization, Ad theme, Ad Copy Writing, Copy Research, Candidness and Creativity, Types of Ad Copy, Headlines, Slogans, Copy, Illustrations, Layout & Functions of Layout. **Case Study 2:** Round two: repositioning the Tata Nano **(9hours)**
- Media Decision: Role Of Media, Types of Media, e. Media, Media Related Decisions, Media Selection, Media Planning, Media Strategy, Media Mix, Media Scheduling, Media Cost, Advertising & Media Research Decisions. **(6hours)**
- Promotion media & methods: *Evaluation* of Advertising Effectiveness (What, When & How to Test) Advertising Objectives and Plans, Area of Assessment, Pre-Placement Evaluation and Post-Testing, Interpretation of Research Funding, PACT, Principles of Advertising, Govt. Regulations, Code of Conduct of ASCI, Consumer & Self Regulations, Future of Advertising in India. **Case Study 2:** Corporate brand building at SRF: Challenge of selecting the brand consultant **(7hours)**

SUGGESTED READINGS:

1. Drewniany, A. & Jerome, J. (2011). *Creative Advertising*. New Delhi: Cengage Learning.
2. Batra, A. (2011). *Advertising Management*. New Delhi: Prentice Hall of India.
3. Chunawala, S. A. & Sethia, K. C. (2000). *Advertising Theory & Practices*. New Delhi: HPH.
4. Clow, K. E. (2013). *Integrated Advertising, Promotion and Marketing Communications*. New York: Pearson.
5. MacRury, Hawkin, Hardy & Powell. (2011). *Advertising Handbook*. US: T & F.
6. Ogilvy, D. (2015). *The Unpublished David Ogilvy*. London: Profile Books Ltd.
7. Sharma, S. & Singh, R. (2012). *Advertising: Planning and Implementation*. New Delhi: PHI.
8. Sandage, C. H., Fryburger, V., & Rotzoll, K. B. (1983). *Advertising theory and practice*. Homewood: Richard D Irvin.
9. Moriarty, S., Mitchell, N., & Wells, W. (2008). *Advertising Principles and Practice* (8th ed.). New Delhi: Pearson Education.
10. **Case Study 1**: <https://www.emeraldinsight.com/doi/full/10.1108/20450621111128583>
11. **Case Study 2**: <https://www.emeraldinsight.com/doi/full/10.1108/20450621111187371>

NOTE: The list of

cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	MBA-E303/403		Semester-III/IV		
	Marketing of Services				
Time Allotted for End Semester Examination	Marks Allotted for In ternal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Understand the concept of service and intagibles	PO1
CO.2	Discuss the relevancies of the Service Industry to Industry	PO 1, PO2
CO.3	Examine the characteristics of Service Industry and it's way of working	PO1,PO2,PO3,PO4
CO.4	Analyse the role and relevance of Quality in Services.	PO1
CO.5	Visualize future changes in the service industry	PO7

Course Code and Name: **MBA-E303/403 Marketing of Services**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	1	1	1	1	1	1
CO2	2	2	1	1	1	1	1	1
CO3	2	2	2	2	1	1	2	1
CO4	2	1	1	1	1	1	1	1
CO5	1	1	1	1	1	1	2	1
CO6								
Average	1.8	1.4	1.2	1.2	1	1	1.4	1

- Marketing of services: Concept & Issues, Conceptual Framework.Reasons, Characteristics, Type &Marketing Implication, Significance of ServicMarketing, MIS in Service Marketing, Service.Classification, Services,Encounters and Consumer Satisfaction, Trends in Services Marketing.(8hours)
- DesigningServicesStrategy:Service Mission and Market Segmentation,Elements of Service, Marketing Mix, Designing, Service Market Plan, Service Design, Branding of Services; DistributingServices–Context and Options; Physical Evidence of a Service, Competitive differentiation; competitive advantage and value chain analysis. **Case Study 1:** Customer retention at Hyundai Motor IndiaLtd. (9hours)
- Marketing of Financial Services: Marketing of Banking Services, Classification of Customers, Insurance Marketing, Event Management. (7hours)
- Marketing of Health Services: Health Services in India, Hospital Marketing, ITES, Implementing Service Marketing.Service Quality Measurement and Improvement of Service Quality; Consumer Complaint Behavior; Consumer Response to Effective Service Recovery ;Principles of Service Recovery; CRM in Services. **Case Study 2:**Taj: I will prevail. Exemplifying customer service intimes of crisis. (9hours)
- Marketing of Selected Services: Professional Service Marketing, Marketing of Public Utilities.Marketing of Educational Service, Formulation of Marketing Mix in Hotel Industry. Hotel Level Services & Tourism Services, Pricing Decisions Production, Consultancy Marketing. Marketing Segmentation in Consultancy Marketing,Contemporary Issues in Services Marketing. (7hours)

SUGGESTED READINGS:

1. Balaji,B.(2010).*ServicesMarketingAndManagement*.NewDelhi: S.ChandPublishing.
2. Kapoor, Paul & Halder (2010). *Services Marketing : Concepts and Practices*. New Delhi: McgrawHill.
3. Lovelock,C(2011).*ServicesMarketing*.NewDelhi:PearsonIndia.

4. Rao, K. R. (2013). *Service Marketing*. New Delhi: Pearson India.
5. Srinivasan, R. (2014). *Services Marketing: The Indian Context*. New Delhi: PHI.
6. Verma, H. (2012). *Marketing of Services*. New Delhi: PHI.
7. Zeithaml, V., Gremler, D., Bitner, M. J., & Pandit, A. (2009). *Services Marketing: Integrating Customer Focus Across the Firm*. New Delhi: McGraw Hill.
8. Fisk, R. P., Grove, S. J., & John, J. (2008). *Interactive Services Marketing*. New York: Houghton Mifflin.
9. Gronroos, C. (2004). *Service Management and Marketing: A Customer Relationship Management Approach*. New York: John Wiley.
10. **Case Study 1**: <https://www.emeraldinsight.com/doi/full/10.1108/EEMCS-06-2013-0078>
11. **Case Study 2**: <https://www.emeraldinsight.com/doi/full/10.1108/20450621211304289>

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	MBA-E304/404		Semester-III/IV		
	Rural Marketing				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Discuss rural market challenges and opportunities in a dynamic market	PO1
CO.2	Explain and interpret rural marketing evolution and structure.	PO2,PO5
CO.3	Apply the concepts relating to consumer buying behaviour.	PO4,PO5
CO.4	Differentiate and design marketing strategies for rural product	PO1,PO2,PO3
CO.5	Assess and interpret the relevance of pricing and distribution strategies.	PO1,PO3,PO6

Course Code and Name: **MBA-E304/404 Rural Marketing**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	1	1	1	1	1
CO2	1	2	1	1	2	1	1	1
CO3	1	1	1	2	2	1	1	1
CO4	2	2	2	1	1	1	1	1
CO5	2	1	2	1	1	2	1	1
CO6								
Average	1.8	1.4	1.4	1.2	1.4	1.2	1	1

- Introduction: Meaning -Evolution –Nature and Characteristics of Rural Market –Understanding the Indian Rural Economy –Rural Marketing Models –Rural Marketing Vs Urban Marketing –Parameters differentiating Urban & RuralMarket-Differences in consumer behavior in Rural and Urban market.
(7hours)
- Rural Market Research: Sources of Information-Factors influencing rural consumers during purchase of products–RuralconsumerLifestyle–Approaches and Tools of Marketing Research-Rural Business Research-Evolution of Rural Marketing Research –Sources and methods of data collection, data collection approaches in rural areas, data collection tools for rural market. Limitation and challenges in rural marketing research, role of rural marketing consulting agencies. **Case Study 1:** Vina milk : from local cooperatives to international corporation.
(9hours)
- Rural Marketing Mix : Rural Marketing Mix– Additional Psin Rural Marketing–4 As of Rural Marketing Mix – New Product Development for Rural Market –Rural Market Product Life Cycle – Objectives behind new product launch – New Product development process.
(7hours)
- Rural Market Brand & Channel Management: Brand Loyalty in Rural Market –Regional Brands Vs National Brands – Channel Management – Indian Rural Retail Market – Rural Retail Channel Management – Strategies of Rural Retail Channel Management. **Case Study 2 :** Aavaran: creating niche through contemporary traditional textiles.
(9hours)
- Applications and Innovations : Marketing of Consumer products, services, social marketing, agricultural marketing, rural industry products- Innovation for Rural Market –Marketing Strategies – e-Rural Marketing – Agricultural Co-operative Marketing – Rural Market Mapping – Corporate Social Responsibility – Organized Rural Marketing – IT for Rural Development – e-Governance for Rural India.

(8hours)

SUGGESTED READINGS:

1. Aggarwal, M. (2011). *Consumer Behaviour and Rural Marketing in India*. New Delhi: New Century Publication.
2. Dogra, B. & Ghuman, K. (2009). *Rural Marketing*. New Delhi:TMH.
3. Kashyap, P. (2016). *Rural Marketing*. New Delhi: Pearson India.
4. Krishnamacharyulu,C.G.& Ramakrishnan, L. (2011). *Rural Marketing Text and Cases*. New Delhi: Pearson Education.
5. Minouti, Kamat & Krishnamoorthy, R. (2013). *Co-operatives & Rural Markets*. New Delhi: HPH.
6. Rahman, H. (2011). *Rural Marketing*. New Delhi: HPH.
7. Velayudhan, S.K.(2007).*RuralMarketing*.NewDelhi:SAGEPublication
8. BalramDogra&KarminderGhuman,(2009) *RuralMarketing*,TMH.
9. SanalKumarVelayudhan,(2012). *RuralMarketing* ,2eSage publication.
10. TP Gopaldaswamy,RuralMarketing,Environment,problems,andstrategies,3eVikasPublications,2016
11. **CaseStudy1**:<https://www.emeraldinsight.com/doi/full/10.1108/20450621211228400>
12. **CaseStudy2**:<https://www.emeraldinsight.com/doi/full/10.1108/EEMCS-Aug-2012-0143>

NOTE:The list of cases,specificreferencesandbooksincludingrecentarticleswillbeannouncedinthe class by concerned teachers from time to time.

MBAYear	MBA-E305/405		Semester-III/IV		
	International Marketing Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40
	Course Outcomes:			Mapped Program Outcomes	
CO.1	Understand major international marketing elements and their Impact on Marketing Decisions, concepts and methods with regard to enhance customer value.			PO.1, PO.2, PO.3	
CO.2	Apply contemporary marketing theories to the demands of business and management practice.			PO.1, PO.2, PO.3, PO.7, PO.8	
CO.3	Demonstrate how as a international marketer you can use your knowledge of consumer behavior concepts to develop better marketing programs and strategies to influence those behaviour.			PO.3, PO.4, PO.5, PO.6	
CO.4	Organise information and data to reveal patterns and themes, and manage teams and implementing international marketing programs.			PO.3, PO.5, PO.6	
CO.5	Understand the process of consumer protection, accounting for ethical, social and cultural (ESC) issues.			PO.5	

Course Code and Name: **MBA-E305/405 International Marketing Management**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	2	2	2	1	1	1	2	2
CO3	1	2	1	2	2	2	1	1
CO4	1	1	2	1	2	2	1	1
CO5	1	1	1	1	2	1	1	1
CO6								
Average	1.4	1.6	1.6	1.2	1.6	1.4	1.2	1.2

- Importance and Challenge of International Marketing-Definition of International Marketing; Domestic Marketing Vs. International Marketing; Categories of International marketing Involvements; International Marketing Task; Nature of International Marketing Management; Characteristics of International Marketing Executives .**Case Study1:** Cilantro Café goes global: reflectionson internationalization in Egypt 2.0.
(8hours)
- Analysis of International Marketing Environment and Identifying Foreign Markets Political Considerations and Governmental Influences; Cultural and Social Dynamics; Economic Developmentand Geographical Conditions; Competitive Conditions; Legal and Financial Influences, Trends inWTO, UNCTAD, IMF, WORLD BANK.
(8hours)
- International MarketingIntelligence and Research-Analysis of WorldMarket; Marketanalysis; Purposes and Methods; Marketing Intelligence; International Marketing Research. Ê Planning Entry and Operations Strategies-Export;Franchise,JointVentures;DirectInvestment;MultinationalOperations.
(8hours)
- International Product Policies and pricing decisions-Strategic Considerations in Making MultinationalProduct decisions; Alternative Strategies in Multi-national Product Planning; Methodology in Making Multinational product Decisions. International Pricing Decisions- Price Escalation; International Transfer Pricing; Pricing Strategy; Factors influencing theEstablishment of International Prices; Expor tPricing, Differential Pricing.
(8hours)
- Internationa lDistribution System and Logistics-International Marketing Channel Decisions; Importance and Scope of Channel Decisions; Channels between Nations; International Physical Distribution Decisions; Nature of Physical Distribution, Risk management in international marketing,Institutional set-up for promoters, export assistance. **Case Study2:** Piping hotdogs:acase of

(8hours)

SUGGESTED READINGS:

1. Brady, D.L. (2011). *Essentials of International Marketing*. New Delhi: Jaico.
2. Cateora, P.R., Graham, J.L., Gilly, M.C. (2014). *International Marketing*. New Delhi: McGraw Hill Education.
3. Cherunilam, F. (2012). *International Marketing*. New Delhi: HPH.
4. Ghauri, P. & Cateora, P. (2010). *International Marketing*. New Delhi: TMH.
5. Ilkka, A.R. & Czinkota, M.R. (2013). *International Marketing*. New Delhi: Cengage Learning.
6. Jain, S. & Moitra, R. (2013). *International Marketing*. New Delhi: HPH.
7. Jain, S.C. (2014). *International Marketing Management*. New Delhi: CBS Publishers.
8. **Case 1:** Menatallah Darrag, Noha El Bassiouny, (2011) "Cilantro Café goes global: reflections on internationalization in Egypt 2.0", Emerald Emerging Markets Case Studies, Vol. 1 Issue: 3, pp.1-5, <https://doi.org/10.1108/20450621111172403> Permanent link to this document: <https://doi.org/10.1108/20450621111172403>
9. **Case 2:** Sethela June, Asmat-Nizam Abdul-Talib, "Piping hot dogs: a case of a Malaysian franchise", Emerald Emerging Markets Case Studies, (2011), <https://doi.org/10.1108/20450621111127421>

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

Group:FINANCE

MBA II Year	MBA-E306/406		Semester-III/IV		
	Management of Financial Services				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes	Mapped Program Outcomes
CO1	Develop a comprehensive understanding of the origin, meaning, and need for merchant banking institutions in India, as well as their role in the global financial environment	PO1
CO2	Analyze the functions and growth of merchant banking institutions, including steps involved in establishing such outfits. Understand the nature and scope of financial services and how they are influenced by legal, cultural, social, and environmental factors.	PO2, PO3
CO3	Develop a comprehensive understanding of merchant banking activities, including project counseling, appraisal, and financing.	PO2, PO3
CO4	Evaluate risk management strategies in financial services, especially within merchant banking activities. Demonstrate the ability to design and implement risk mitigation techniques.	PO4, PO5
CO5	Examine various financial services provided by Non-Banking Finance Companies (NBFCs), including debt securitization, leasing, hire purchase. Understanding various financial services like factoring, forfeiting, and bill discounting.	PO6
CO6	Understand the regulations and control mechanisms in banking, insurance, credit cards, venture capital, and Forex markets.	PO7

Course Code and Name: **MBA-E306/406 Management of Financial Services**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	1	1	1	1	1
CO2	1	2	2	1	1	1	1	1
CO3	1	2	2	1	1	1	1	1
CO4	1	1	1	2	2	1	1	1
CO5	1	1	1	1	1	3	1	1
CO6	1	1	1	1	1	1	3	1
Average	1.33	1.33	1.33	1.16	1.16	1.33	1.33	1

- Origin, meaning, need, functions and growth of merchant banking institutions in India, steps involved in the establishment of merchant banking outfit, Nature and scope of financial services, management of risk in financial services.
(8hours)
- Merchant Banking Activities, Project counseling, appraisal and financing. **Case Study1:** Merchant's bank (in organization). (8 hours)
- Non Banking Finance companies (NBFCs), Meaning, Types and services rendered by NBFCs, Debt Securitization, Leasing and hire purchase. **Case Study2:** Apollo manufacturing corporation. (8hours)
- Factoring, forfeiting and Bill discounting, Housing Finance and credit rating, Types of credit and credit regulations.
(8hours)

- Banking and Insurance, Credit cards, Venture Capital, Forex markets regulation and control. (8 hours)

SUGGESTED READINGS:

1. Batra, G.S., & Bhatia, B.S. (2008). *Management of Financial Services*. Deep & Deep Publication Pvt. Ltd., New Delhi.
2. Crout, L. (2009). *Management & Organization in Financial Services*. Ane Book India, New Delhi.
3. Gurusamy, S. (2009). *Financial Services*. (N.D) Prentice Hall of India, New Delhi.
4. Mcgrill, Ross, (2008). *Technology Management in Financial Services*. Palgrave Macmillan, New York.
5. Padmalatha, S. & Justin, P. (2017). *Management of Banking and Financial Services*. Pearson Editing.
6. Suresh, P. & Paul, J. (2010). *Management of Banking and Financial Services*, Dorling Kindersley (India) Pvt. Ltd., New Delhi.
7. Sharma, M. (2008). *Management of Financial Institution with Emphasis on Bank & Risk Management*. Prentice Hall of India, New Delhi.
8. Rose, P.S. & Hudgins, S.C. (2005). *Bank Management and Financial Services*. Tata McGraw Hill, New Delhi.
9. Tripathy, N.P. (2004). *Financial Instruments and Services*. Prentice Hall of India, New Delhi.
10. **Case Study 1**: <https://www.aabri.com/manuscripts/11892.pdf>
11. **Case Study 2**: <https://nebula.wsimg.com/5e5475f0f07950ceabf8c66e12b9fefe?AccessKeyId=A83663472B839ECDD54B&disposition=0&alloworigin=1>

NOTE: The list of cases, specific reference and books including recent articles will be announced in the class by concerned teachers from time to time.

MBAIIYear	MBA-E307/407		Semester-III		
	TAXATION				
Time Allotted for EndSemesterExamination	Marks Allottedfor InternalAsses sment	Marks Allotted forEnd SemesterExaminat ion(ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Understand the legitimate ways of tax planning under different provisions of the income tax act, 1961.	PO1,PO3,PO8
CO.2	Apply critical thinking and problem-solving skills in Computing tax liability of a company	PO2,PO5
CO.3	Analyze and Consider various tax planning and tax implications while taking business decisions or management decisions.	PO4,PO5
CO.4	Demonstrate and apply consistently the ethical principles related to tax planning and management and also assess impact of taxation on trade off of financial decisions	PO1,PO2,PO3
CO.5	Evaluate the difference between tax planning and tax avoidance provisions and taking different financial and managerial decision after evaluating and reviewing the impact of direct and indirect tax laws.	PO1,PO3,PO6

Course Code and Name: **MBA-E307/407 TAXATION**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	2	1	1	1	1	2
CO2	1	2	1	1	2	1	1	1
CO3	1	1	1	2	2	1	1	1
CO4	2	2	2	1	1	1	1	1
CO5	2	1	2	1	1	2	1	1
CO6								
Average	1.6	1.4	1.6	1.2	1.4	1.2	1	1.2

- Basic concepts of Income tax act and New Direct Tax Code 2009, Tax Relief, Tax Refund Taxavoidance andTaxevasion, Significance and Problem of tax planning, Recognized methods of TaxPlanning , Tax Planning and Tax Management. **Case Study 1:** Investing in tax-free versus taxablebonds. . (8 Hours)
- ResidentialStatusanditsimplications forTaxPlanning, AssessmentProceduresunderSalaries. (8 Hours)
- House Property, Profits and Gains of Business or Profession, Capital Gains and income from other Sources.E-filing:Compulsory filing of return based on economic criterion, Forms of return, Procedure of e-filing. **CaseStudy 2:** House property underincome tax. (8Hours)
- Corporate Tax Planning, Tax Planning for new business, Choice of nature and types of business location, Tax Planning for financia lstructure, amalgamation and restructuring, Implication of avoidance of Double Taxation Agreement. . (8 Hours)
- Basic concepts of Direct and Indirect tax, GST-Pre GST

Indirect tax structure in India, Law regulating GST, Concept of supply-Taxable event, significance of consideration, activities which are treated as supply under schedule I and II, activities given in negative list, Significance of expression, relevant to attract GST, types of supply. Levy of GST, basic charges, inter and intra state supply, GST rates notified for supply of various goods and services.. (8 Hours)

SUGGESTED READINGS:

1. Agarwal, K.K. (2007), "Corporate Tax Planning" New Delhi: Atlantic Publishers & Distributors.
2. Ahuja, G., & Gupta, R., (2013). Simplified Approach to Corporate Tax Planning and Management. New Delhi: Bharat Book Depot.
3. Singhanian, V.K. & Singhanian, K., (2015). Direct Taxes: Law and Practice (54th edition). New Delhi: Taxmann Publications.
4. Dr. Pant, Kamal. (2015) Procedure to e-filing of tax. New Delhi: Luxmi Publications
5. Lakhotia, R.N., & Lakhotia, S., (2012). How to Save Income Tax through Tax Planning. New Delhi: Vision Books India Ltd.
6. Rajaratnam, S., & Venkataramaiah, B.V., (2012). Tax Planning: Issues, Ideas, Innovations New Delhi: Bharat Book Publishing House.
7. Singhanian, M., (2012). Corporate Tax and Dividend Policy New Delhi: Jain Book Depot.
8. Singhanian, V., & Singhanian, M., (2009). Corporate Tax Planning and Business Tax Procedures. New Delhi: Taxmann Publications.
9. **Case Study**
1: <https://nebula.wsimg.com/37382c20f0c8eb00669d0aefbb63f6c6?AccessKeyId=A83663472B839ECDD54B&disposition=0&alloworigin=1>
10. **Case Study 2:** <http://www.pkmadvisory.com/wp-content/uploads/2016/12/house-property-under-income-tax.pdf>

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

OnLine Reading/Supporting Material:

1. Finance Act of the relevant assessment year.
2. CBDT Circulars.
3. Latest Court judgements for the relevant assessment year.

MBAIIYear	MBA-E308/408		Semester-III/IV		
	Investment Management and Financial Derivatives				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	To explain the recent developments in the Indian financial system	PO.1,PO.2, PO.3,PO.4,PO.5, PO.7, PO.8
CO.2	To describe the trading mechanism in the stock market	PO.1,PO.2, PO.3,PO.4,PO.5, PO.7, PO.8
CO.3	To understand the basics of the derivatives instruments operating in the stock market along with their trading mechanism and regulations.	PO.1,PO.2, PO.3,PO.4,PO.5, PO.7, PO.8
CO.4	To develop various pricing models of stock prices, trading, hedging of options and management of derivative exposure.	PO.1,PO.2, PO.3,PO.4,PO.5, PO.7, PO.8

Course Code and Name: **MBA-E308/408 Investment Management and Financial Engineering**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	2	2	1	2	2
CO2	2	2	2	2	2	1	2	2
CO3	1	2	1	2	1	1	1	1
CO4	2	1	2	1	1	1	1	1
CO5								
CO6								
Average	1.75	1.75	1.75	1.75	1.5	1	1.5	1.5

- Introduction–Securities Market, Mobilization of Savings, Objectives of Investors, Investment Avenues, Investment Media, Features of an Investment Programme. Difference between Investment and Speculation
(8hours)
- Development of Financial System in India, Structure of Financial Markets, Financial Institutions, New Developments in the Financial System. (8 hours)
- Government Securities–Types, Life Insurance, Kinds of Policies, Procedure for taking a policy, Investment in Units, Different Unit Schemes, Tax Benefits, Provident Funds, National Saving Schemes —Post office Savings and other Alternative Forms of Investment .**Case Study1:** Impact of FDI on insurance sector of India.
(8hours)
- Stock Markets in India, Role of New Issues Market, Mechanics of Security Trading in Stock Exchanges, Kinds of Trading Activity, Listing of Securities, Legal Control of Stock Exchange in India.
(8hours)
- Derivatives and Latest trading practices, Forward contracts, future contracts, options and other derivatives, future market and use of futures for hedging, interest rate futures, SWAPS, Black Scholes Analysis. **Case Study2:** Forward premium and forward contracts.
(8hours)

SUGGESTED READINGS:

1. Avadhani, V.A. (1992). *Investment & Securities Market in India: Investment Management*. New Delhi.: Himalayan Publication,.
2. Beder, S.T., & Marshall, M.C. (2011). *Financial Engineering: The Evolution of Practice*

- ession*. New Jersey: John Wiley & Sons,.
3. Bhalla, V.K. (2008). *Investment Management*., New Delhi: S. Chand Publication.
 4. Kaptan, S.S. (2001). *Investment Management*. New Delhi: Sarup & Sons.
 5. Litterman, B. (2004). *Modern Investment Management: An Equilibrium Approach*. New Jersey: John Wiley & Sons.
 6. Maheshwari, Y. (2008). *Investment Management*. New Delhi: Prentice Hall of India.
 7. Neftci, N.S. (2008). *Principles of Financial Engineering*. United States: Academic Press.
 8. Ruppert, D. (2011). *Statistic & Data Analysis for financial Engineering*. New York: Springer.
 9. Vishwanathan, R. & Krishnamurthy, C. (2009), "*Investment Management: A Modern Guide to Security Analysis and Stock Selection*". New York: Springer.
 10. **Case Study 1**: <http://www.worldscientificnews.com/wp-content/uploads/2015/10/WSN-472-2016-190-201.pdf>
 11. **Case Study 2**: <https://nebula.wsimg.com/2463c30752c14c11e477df3199f855c8?AccessKeyId=A83663472B839ECDD54B&disposition=0&alloworigin=1>

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBAYear	MBA-E309/409		Semester-III/IV		
	WorkingCapital Management				
Time Allotted for EndSemesterExamination	Marks Allottedfor InternalAsses sment	Marks Allotted forEnd SemesterExamination(ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40
	Course Outcomes:		Mapped Program Outcomes		
CO.1	Evaluate comparative working capital management policies and their impact on the firm's pr of itability, liquidity, risk and operating flexibility.		PO1,PO3,PO8		
CO.2	Evaluate the importance of effective working capital management and its role in meeting the firm's strategic objectives and its impact in value creation.		PO2,PO5		
CO.3	Investigate funds flow cycles and their impact on working capital management objectives.		PO4,PO5		
CO.4	Formulate appropriate working capital management policies to achieve corporate objectives.		PO1,PO2,PO3		

Course Code and Name: **MBA-E309/409 WorkingCapitalManagement**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	2	1	1	1	1	2
CO2	1	2	1	1	2	1	1	1
CO3	1	1	1	2	2	1	1	1
CO4	2	2	2	1	1	1	1	1
CO5								
CO6								
Average	1.5	1.5	1.5	1.25	1.5	1	1	1.25

- Introduction to Working Capital: Nature, Scope and Definition of Working Capital, Working Capital Cycle, Assessment and Computation of Working Capital Requirement, Overview of Working CapitalManagement.
(8 hours)
- Management of Cash and Marketable Securities, Cash Budget, Flexible budget, Marketable Securities:Concept, types, reasons for holding marketable securities, Cash Management Practices in India.
(8hours)

Management of Receivables: Receivables: Nature & cost of maintaining receivables, objectives of receivables management,factors affecting size of receivables,policies for managing accounts receivables.

(8hours)

- Inventory:Need for monitoring & control of inventories,objectives of inventory management,Benefits of holding inventory, risks and costs associated with

inventories, Inventory Management: Minimizing cost in inventory, Techniques of Inventory Management. Classification, order quantity, order point etc. **Case Study 1:** Antioack Hardware.

(8 hours)

- Working Capital Financing: Need and objectives of financing of working capital, short term credit, mechanism and cost-benefit analysis of alternative strategies for financing working capital : Pattern and sources of Working Capital Financing in India. **Case Study 2 :** Working capital management of Bajaj Auto Ltd.

(8 hours)

SUGGESTED READINGS:

1. Prere, L. (2010). *Working Capital Management*. USA: Oxford University Press.
2. Bhattacharya, H. (2006). *Working Capital Management: Strategies & Techniques*. New Delhi: Prentice Hall of India.
3. Vijay kumar, A. (2006). *Working Capital Management*. New Delhi: Northern Book Centre.
4. Jain, N. K. (2004). *Working Capital Management*. New Delhi: Prentice Hall of India.
5. **Case Study 1:** <https://nebula.wsimg.com/31e7fe0eb2af33d8ae962b1d8edaa6d5?AccessKeyId=A83663472B839ECDD54B&disposition=0&alloworigin=1>
6. **Case Study 2:** <http://cbasmohali.org/img/Working%20Capital%20Management%20of%20Bajaj%20Auto%20Ltd..pdf>

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBAYear	MBA-E310/410		Semester-III/IV		
	Management of Banks				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Familiarity with concepts, functions, laws and its histories.	PO.1, PO.2, PO.4
CO.2	Familiarity with banking management skills and practical implications in future.	PO.1, PO.2, PO.3, PO.8
CO.3	To help students learn about banking management tools and technique and its benefits in daily life.	PO.1, PO.2, PO.3
CO.4	To make familiar with banking resource management, financial resource development its monitoring skills	PO.1, PO.2,

Course Code and Name: **MBA-E310/410 Management of Banks**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	2	1	1	1	1
CO2	2	2	2	1	1	1	1	2
CO3	2	2	2	1	1	1	1	1
CO4	1	2	1	1	1	1	1	1
CO5								
CO6								
Average	1.75	2	1.5	1.25	1	1	1	1.25

- Evolution of banking law, Main provisions of The Banking Regulation Act 1949, The RBI Act 1934, The Negotiable Instruments Act 1881, Capital Adequacy in Banks. RBI and its Functions. **Case Study 1:** The case of Taiwan's futures commission merchants.
(8 hours)
- Cheques- Requisite of cheque, crossing and endorsement, Refusal of cheque payment by Bank, Protection to a paying Banker, The collecting Banker- Duties and legal Protection.
(8 hours)
- Securities for Bank Advances: Forms of securities and precautions taken by Banks in accepting these Securities.
(8 hours)
- Guarantees- Contract of Guarantee and contract of indemnity, Guarantee as Banker's Security, Legal decisions relating to Guarantees, Law relating to Letter of credit, Parties to a Letter of credit, Types of Letter of credit, writing reports on Bank visits and prevailing practices in Banking- Casestudies.
(8 hours)
- Banker Customer Relationship- Special customers including lunatics, Un-discharged Bankrupts Agents, Executors and Administrators, Partnerships, Joint Stock companies and Trusts, Contemporary issues in Bank Management – An overview. **Case Study 2:** A case study of ICICI bank.
(8 hours)

SUGGESTED READINGS:

1. Ghosh, A. (2012). *Managing Risk in Commercial retail Banking*. New Delhi: Wiley.
2. Indian Institute of Banking & Finance (IIBF). (2010). *Bank Financial Management*. New Delhi: Macmillan.
3. Indian Institute of Banking & Finance (IIBF). (2010). *Principles & Practices of Banking*. New Delhi: Macmillan.
4. Koch, T. W. & Scott S. (2009). *Bank Management*. USA: Cengage Learning.
5. Padamalatha, S. And Justin, P. (2017). *Management of Banking And Financial Services*. Pearson Edition
6. Ruozi, R., & Ferrari, P. (2013). *Liquidity Risk Management in* *Bank Economic & Issues,*

- London.Heidelberg New York:Springer.
7. Rose,P.S.&Hudgins,P.S.(2005).*Banking Management & Financial Services*.New Delhi:Tata McGraw Hill.
 8. Suresh,P.,&Paul,J.(2011).*Management of Banking & Financial Services*.New Delhi:Dorling Kindersley (India) Pvt. Ltd.
 9. VarshneyP.N. (2001).*Banking Law & Practice*.New Delhi: Sultan Chand &Sons.
 10. **Case Study1**:<https://nebula.wsimg.com/c02440ba64f00ca8b9d2608d1c29d33b?AccessKeyId=A83663472B839ECDD54B&disposition=0&alloworigin=1>
 11. **Case Study2**:<https://www.mbaknol.com/management-case-studies/customer-relationship-management-crm-in-banking-a-case-study- of -icici-bank/>

NOTE:The list of cases ,specific references and books including recent articles will be announcedinthe classby concerned teachersfromtimetotime.

Group:HUMAN RESOURCES

MBAYear	MBA-E311/411		Semester-III/IV		
	Industrial Relations				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	To sensitize the students with the basics of Industrial Relations and Employee Relations	PO.1, PO.2, PO.4
CO.2	To study the laws related to industrial relations and Industrial Disputes in India.	PO.2, PO.4, PO.6, PO.7
CO.3	To illustrate the Role of Trade Union in the Industrial Setup.	PO.3, PO.4, PO.6, PO.7, PO.8
CO.4	To examine the principles of Collective Bargaining and Workers Participation Role toward it	PO.1, PO.2, PO.3, PO.4, PO.6, PO.7
CO.5	To understand the concept of labour turnover and Grievance management	PO.1, PO.2, PO.6, PO.7, PO.8

Course Code and Name: **MBA-E311/411 Industrial Relations**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	2	1	1	1	1
CO2	1	2	1	2	1	2	2	1
CO3	1	1	2	2	1	2	2	2
CO4	2	2	2	2	1	2	2	1
CO5	2	1	1	1	1	1	1	2
CO6								
Average	1.2	1.6	1.2	1.8	1	1.6	1.6	1.4

- Industrial Relations, Meaning, Objectives, Scope, Conditions for Good Industrial Relations, Causes of Poor Industrial Relations, Effects of Poor IR, Suggestions to Improve Industrial Relations, IR in India, IR in Public Sector. Evolution of Industrial System, Essentials of Modern Industrial System, Impact of Industrial System. **Case Study 1:** An hui Xuanjiu Group: creating happiness for employees. **(8hours)**
- Industrial Dispute: Forms of Dispute, Causes of Disputes, Methods of Prevention and settlement of Industrial Disputes. **(8 hours)**
- Trade Unionism, Nature, Objectives and Functions, Growth and Development of the Trade Union Movement in India, Problems of Trade Unions, Rights of the Recognized Trade Unions, Essentials for Success of a Trade Union. **(8hours)**
- Collective Bargaining, Structure of Collective Bargaining, Benefits of Collective Bargaining, Conditions for Successful Collective Bargaining, Collective Bargaining in India, Worker's participation in Management. **Case Study 2:** Quota for the employment of disabled people in Russia: strategies for compliance. **(8hours)**
- Absenteeism, Labor Turnover, Grievance Management. **(8hours)**

SUGGESTED READINGS:

1. Dwivedi, R.S. (2002). *Industrial Relations in Indian Enterprises*. Galgotia Publishing Company, New Delhi.
2. Lal Das, D.K. (2003). *Industrial Relations in India*. S.Chand & Co, New Delhi.

3. Monappa,A.(1990).*Industrial Relations*.McGraw Hill,New Delhi.
4. Mammoria,C.B.,&Mammoria,S.(1997).*Dynamics of I.R.in India*,New.Himalaya Publishing Co.Ltd,New Delhi.
5. Sinha,P.R.N.,Sinha,I.B.,&Shekhar,S.M.(2009).*Industrial Relations, Trade Unions,and Labour Legislation*, New Delhi: Pearson Education.
6. Sen,R.(2003).*Industrial Relations in India: Shifting Paradigms*,Macmillan Publishers Inida.
7. Sarma,A.M.(2005).*Industrial Relations: Conceptual and Legal Framework*,Himalaya Publishing House,Delhi.
8. Tripathi,P.C.(2010).*Personnel Management and Industrial Relations*,20th Ed.Jain Book Depot,New Delhi.
9. **Case Study1**:<https://www.emeraldinsight.com/doi/full/10.1108/EEMCS-12-2012-0209>.
10. **Case Study2**:<https://www.emeraldinsight.com/doi/full/10.1108/20450621111186165>.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBAYear	MBA-E312/412		Semester-III/IV		
	Human Resource Development				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40
Course Outcomes:			Mapped Program Outcomes		
CO.1	To recall the fundamentals of Human Resource Development		PO.1, PO.2, PO.3		
CO.2	To understand the basic framework for Human Resource Development		PO.1, PO.2, PO.3		
CO.3	To recall, explain, evaluate and analyze important models in Human Resource Development		PO.3, PO.4, PO.5, PO.6		
CO.4	To recall and apply different application of Human Resource Development for improving organization effectiveness and efficiency.		PO.3, PO.5, PO.6		
CO.5	To analyze HRD issues and trends specific to Indian context		PO.5, PO7		

Course Code and Name: **MBA-E312/412 Human Resource Development**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	2	2	2	1	1	1	1	1
CO3	1	1	2	2	2	2	1	1
CO4	1	1	1	1	2	2	1	1
CO5	1	1	1	1	2	1	2	1
CO6								
Average	1.4	1.4	1.6	1.2	1.6	1.4	1.2	1

- **Foundation of Human Resource Development:** Introduction to Human Resource Development, Influence on Employee Behavior, Learning and HRD, Performance and its Determinant, Competency Mapping, knowledge management. **(8hours)**
- **Frame work for Human Resource Development:** Assessing HRD needs, Designing effective HRD programs, Implementing HRD programs and Evaluating the HRD programs. Line Managers and HRD. **Case Study 1:** Talent management and succession planning in emerging Asia. **(8hours)**
- **Human Resource Development Applications:** Employees Socialization and Orientation, Skills and Technical Training, Coaching, Mentoring and Performance Management, Multi Source Feedback Systems (MAFs). **(8hours)**
- **Employees Counselling and Wellness Services, Career Management and Management Development, Organization and change, HRD and Diversity. Case Study 2:** Global outsourcing- USTC's entry into India: HR issues. **(8hours)**
- **HRD issues and experience:** HRD strategies and experiences of Indian Companies, HRD in Health Care, Government and Public system, Human Resource Audit. **(8hours)**

SUGGESTED READINGS:

1. Haldar, U., K. (2009). *Human Resource Development* (1st Ed.). USA: Oxford Univ. Press.
2. Mcgoldrick, J., Stewart, J. & Watson, S. (2012). *Understanding Human Resource Development: A Research based Approach*. New York: Routledge Tylor & Francis Group
3. Pareek, U. & Purohit (2009), *Training Instruments in HRD & OD*. New Delhi: Tata McGraw Hill.
4. Gupta, S. & Gupta, S. (2008), *Human Resource Development. Concepts and Practices*. New Delhi: DDP.
5. IGNOU (updated). Study Material of HRD (MS-22). New Delhi
6. Rao, T.V. (2008), *Readings in Human Resource Development*. New Delhi: Oxford & IBH Publishing Co. Pvt. Ltd.
7. Singh, S.K. (2008), *Human Resource Development*. New Delhi: Altantic Publisher: New Delhi.

8. Sahu,B.P.(2004).*Human Resource Development For Industrial Workers*.New Delhi:Mittal Publications.
9. Werner,J.M.& De Simone,R.L.(2012).*Human Resource Development (5Ed)*.New Delhi:Cengage learning.
10. Wilson,J.P.(2005).*Human Resource Development:Learning and Training for Individuals & Organizations (2Ed)*. London:Kogan PageL imited.
11. **Case Study1**:<https://www.emeraldinsight.com/doi/full/10.1108/EEMCS-06-2013-0106>.
12. **Case Study2**:<https://www.emeraldinsight.com/doi/full/10.1108/20450621111149805>.

NOTE: The list of cases, specific reference and books including recent articles will be announced in the class by concerned teachers from time to time.

MBAYear	MBA-E313/413		Semester-III/IV		
	Labour Laws				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	To recall and remember the fundamentals of labour laws	PO.1, PO.2, PO.3
CO.2	To understand the basic framework of labour laws in India.	PO.1, PO.2, PO.3, PO.7, PO.8
CO.3	To recall, explain, evaluate and analyze important labour laws	PO.3, PO.4, PO.5, PO.6
CO.4	To analyze international framework of labour laws	PO.3, PO.5, PO.6
CO.5	To compare and analyze labour issues and trends in India and overseas.	PO.5, PO.6, PO.7, PO.8

Course Code and Name: **MBA-E313/413 Labour Laws**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	2	2	2	1	1	1	2	2
CO3	1	1	2	2	2	2	1	1
CO4	1	1	1	1	2	2	1	1
CO5	1	1	1	1	2	2	2	2
CO6								
Average	1.4	1.4	1.6	1.2	1.6	1.6	1.4	1.4

- Introduction, A brief over view of Fundamental Rights and Directive Principles of State Policy, Factories Act: 1948; **Case Study1:** Automating attendance recording of contingent labours at a large construction site. **(8hours)**
- Payment of Wages Act 1936, Payment of Bonus Act. 1936. Payment of Gratuity Act 1972. **(8hours)**
- Trade Unions Act 1926. Industrial Dispute Act 1947, Employment (Standing Orders) Act 1947 and Arbitration Act; **Case Study2:** Maruti Manesar lockout: the flip side of people management. **(8hours)**
- Workmen's Compensation Act 1923, Employment State Insurance Act 1952, Maternity Benefit Act 1961. **(8hours)**
- Labour policy and laws: Labour Policy of Government of India, ILO and Indian Labour, Case Law. **(8hours)**

SUGGESTED READINGS:

1. Cihon, P.J., & Castagnera, J.O. (2011). *Employment and Labour Law*. South. Western Conage Learning, U.S.A
2. Servais, J.M. (2011). *International Labour Law*. Kluwer law International. Netherland
3. Blanpain, R., & Baker, J. (2010). *Comparative labour law & Industrial relation in Industrialised Market*. Kluwer law International. Netherland.
4. Hepple, B. (2005). *Labour Law & Global Trade*. Hart Publishing Company, Portland.
5. Davis, A.C.L. (2004). *Perspective on labour Law*. Cambridge Press, U.K.
6. Blanpain, R. (2001). *Labour law Human Rights & social Justice*. Kluwer law International, Netherland.

7. **CaseStudy1:**<https://www.emeraldinsight.com/doi/full/10.1108/20450621211294407>.

8. **CaseStudy2:**<https://www.emeraldinsight.com/doi/pdfplus/10.1108/EEMCS-02-2014-0042>

NOTE: The list of cases, specific reference and books including recent articles will be announced in the class by concerned teachers from time to time.

MBAYear	MBA-E314/414		Semester-III/IV		
	Competency Mapping and Development				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Understand the Concept Competency & its relationship with functional areas of business	PO1, PO6
CO.2	Understand the importance of HR's and their effective Management in Organizations	PO4, PO6
CO.3	State the significance of employee benefits to both employers and employees	PO2
CO.4	Analyze core issues, policies and surrounding employee relations	PO7

Course Code and Name: **MBA-E314/414 Competency Mapping and Development**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	1	1	1	2	1	1
CO2	1	1	1	2	1	2	1	1
CO3	1	3	1	1	1	1	1	1
CO4	1	1	1	1	1	1	3	1
CO5	1	1	1	1	1	1	1	1
CO6								
Average	1.2	1.4	1	1.2	1	1.4	1.4	1

- History & Origin of Competency, Reasons for Popularity of Competency, Views Against Competency, Definitions. **(8hours)**
- Skill, Knowledge & Motive, Trait & Self Concept, Ice berg Model of Competency, Traits of Competency. **Case Study1:** Talent management at Telekom Malaysia Berhad. **(8hours)**
- Threshold Competencies, Differentiating Competencies, Generic or Key Competencies, Functional or Technical Competencies, Leadership or Managerial Competencies. **(8hours)**
- Determining the objective & Scope, Clarifying Implementation Goals & Standards, Create an Action Plan, Define Performance, Effectiveness Criteria. Identify a Criterion Sample, Data Gathering & Interim Competency Model. **Case Study2:** The perception of employer value propositions and the contrast between Dutch and Chinese graduates: A case study of TNT. **(8hours)**
- Leadership and managerial competency models, Delphi Technique, Competencies & Generic Indicators, 360 Degree Feedback. HR Generic Competency Model, Supervisory Generic Competency Model. **(8hours)**

SUGGESTED READINGS:

1. Decenzo, D.A., & Robbins, S.P. (2005). Human resource management. John Wiley & Sons, USA.
2. Hall, Calvin S. et al. (1998).. Theories of Personality. Wiley Publication. USA.
3. Newstrom, J.W., & Keith, D. (2003). Organizational Behaviour–Human Behavior network. TataMcGrawHill. New Delhi.
4. Parek, U., & Khanna, S. (2011). Understanding Organizational Behaviour. Oxford University Press., USA.
5. Pareek, U., & Lynton, R.P. (1990). Training for development. Vistaar Publications. New Delhi.
6. Robert, N.L. (2009). Human Relations in Organizations: Applications and Skill Building (6th ed.). India: McGraw Hill Education, New Delhi
7. Stephen, R. Et al. (2006). Training in

- Interpersonal Skills – tips for managing People at work. Pearson, NewDelhi.
8. Whetten, & Cameron. (2002). Development Management Skills (7thEd.). Prentice Hall, New Delhi
 9. Whetten & Cameron. (2007). Development Management Skills; 7thEd. Pearson PHI, NewDelhi.
 10. **CaseStudy1**:<https://www.emeraldinsight.com/doi/full/10.1108/20450621111110645>.
 11. **CaseStudy2**:<https://www.emeraldinsight.com/doi/full/10.1108/20450621111117125>.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBAYear	MBA-E315/415		Semester-III/IV		
	Organizational Change and Development				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	To understand how to apply some of the key concepts and tools organizational development and change leadership and management.	PO.1, PO.2, PO.3, PO.7
CO.2	To discover some of the ethical issues associated with change and organizational development.	PO.1, PO.2, PO.3, PO.4, PO.5, PO.7, PO.8
CO.3	To develop a basic understanding and appreciation for the issues and conditions creating the need for change in modern organizations.	PO.1, PO.2, PO.3, PO.4, PO.5, PO.6, PO.7, PO.8
CO.4	To formulate a change management process in an organization.	PO.1, PO.2, PO.3, PO.4, PO.5, PO.6, PO.7, PO.8

Course Code and Name: **MBA-E315/415 Organizational Change and Development**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	2	1
CO2	2	2	2	2	2	1	2	2
CO3	1	2	1	2	1	2	1	2
CO4	2	1	2	2	2	2	2	1
CO5								
CO6								
Average	1.75	1.75	1.5	1.75	1.5	1.5	1.75	1.5

- Organizational Development: Concept; Foundations of Organizational Development; Planned Organizational Change. **(8 hours)**
- Organizational Diagnosis; Feedback and Organizational Development, Achieving organizational improvement with organizational development; **Case Study 1:** ABC Development Organization. **(8 hours)**
- OD Interventions: Team. Building Interventions; Personal, Interpersonal and Group Process Interventions; Conditions for successful OD interventions. **(8 hours)**
- Organizational Transformation; OD Consultant: Role and Skills, Value and Belief Systems of Change Agent; **Case Study 2:** Anglo Gold Ashanti: the dawning of a new age. **(8 hours)**
- Operational Component of OD: Diagnostic Component, Action. Taking Component and Process Maintenance Component. The Future of OD and New Perspectives. **(8 hours)**

SUGGESTED READINGS:

1. Burton, R.M. (2004). *Strategic Organizational Diagnosis and Design: The Dynamics of Fit*, Kluwer, Boston.
2. Clayton, A.P. (2011). *The Practice of Organizational Diagnosis: Theory & Methods*, New York: Oxford University Press, USA.
3. Lippitt, G. (2006). *Organization Renewal: Achieving Viability in a Changing World*, Appleton Century, Cr of ts.
4. Rao, M.G., & Rao, V.S.P. (1999). *Organization Design, Change & Development*, Discovery

Publishing House, New Delhi.

5. Singh, K. Books

(2009). *Change Management*, Excel India, New Delhi.

Management, Excel

6. Wendell, L.F., Cecil, H., & Bell, J. (2006). *Organizational Development: Behavioral Science Interventions for Organization Improvement*, Mishawaka: Better World Books, New Delhi.
7. **CaseStudy1:**<https://www.emeraldinsight.com/doi/full/10.1108/EEMCS-07-2013-0132>.
8. **CaseStudy2:**<https://www.emeraldinsight.com/doi/full/10.1108/20450621211289476>.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

Group:INFORMATIONTECHNOLOGY

MBAIYear	MBA-E316/416		Semester-III/IV		
	Information SystemAnalysis AndDesign				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	To enterprise the various data flow models required for analysis.	PO.5, PO.6, PO.7, PO.8
CO.2	To develop knowledge related to Information collection and quality.	PO.1, PO.2, PO.3
CO.3	To differentiate the methods and tools of system analysis of organization.	PO.4, PO.6, PO.7
CO.4	To understand the system approach for the design of s of tware and organizational aspects	PO.1, PO.2
CO.5	To develop subsequent design of organizational, functional, informational structure.	PO.6, PO.7, PO.8

Course Code and Name: MBA-E316/416 Information SystemAnalysisAndDesign

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	1	1	1	2	2	2	2
CO2	2	2	2	1	1	1	1	1
CO3	1	1	1	2	1	2	2	1
CO4	2	2	1	1	1	1	1	1
CO5	1	1	1	1	1	2	2	2
CO6								
Average	1.4	1.4	1.2	1.2	1.2	1.6	1.6	1.4

- Types of Information, Need for a Computer based Information System, Management Structure, Management and Information Requirements,Qualities of Information. **CaseStudy1:HotelStayCool. (8 hours)**
- Overview of Design of an information System,The Role and Tasks of a System Analyst, Attributes of a System Analyst, Tools used by System Analyst, Approaches to System Development (JAD& RAD). **(8hours)**
- Information Sources, Interview Techniques, Questionnaires, Other Methods, System Requirement Specification, Data Requirements, Modularizing Requirement Specifications, Cost benefit Analysis ,Payback Period, Feasibility Report. **Case Study2: System Requirement specificatio: An Illustrative case. (8 hours)**
- Symbols used in Data Flow Diagrams (DFDs), Describing a System with a DFD, Conventions inDeveloping DFDs, Levelling of DFDs, Logical and Physical DFDs, Process Specification Methods, Structured English. **(8 hours)**
- Control in Information Systems, Audit of Information Systems,Testing of Information Systems, Security of Information Systems. **(8 hours)**

SUGGESTEDREADINGS:

1. Arthur, M.L. (2008). *Analysis and Design of Information Systems (3rdEd.)*. Springer. Verlag LondonLtd, London.
2. Dixit, J.B., & Kumar,R. (2007). *Structured Systeman alysis and Design*. Laxmi Publications (P) Ltd, New Delhi.
3. Rajaraman, V. (1991). *Analysis and Design of Information System*.PHI, NewDelhi.

4. Shelly, G.B., Rosenblatt, & HarryJ. (2012). *System Analysis and Design (9thEd.)*. Cengage Learning, New Delhi.
5. Whitten, J. L., Bentley, L. D., & Dittman, K. C. (2004). *Systems Analysis and design Methods*. Tata McGraw Publishing Company Limited, New Delhi.
6. **Case Study1:** Goel, D. P., (2012). *Management Information System*. 2nd Ed (2), New Delhi: McMillan Publishers, 20-21
7. **Case Study2:** Goel, D. P., (2012). *Management Information System*. 2nd Ed (2), New Delhi: McMillan Publishers, 264-278.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBAYear	MBA-E317/417		Semester-III/IV		
	Technology Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Familiarity with basic concepts of technology management strategy formulation technique.	PO.1, PO.2, PO.3,
CO.2	To understand basic concepts about product designing and technology life cycles	PO.1, PO.2, PO.3, PO.4, PO.7
CO.3	To help to learn about technology development and innovation strategy formulation for business development.	PO.1, PO.2, PO.3
CO.4	Familiarity with factor affecting environment in technology development and its impact on technology.	PO.1, PO.2, PO.3, PO.4

Course Code and Name: **MBA-E317/417 Technology Management**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	2	2	2	2	1	1	2	1
CO3	2	1	2	1	1	1	1	1
CO4	1	2	1	2	1	1	1	1
CO5								
CO6								
Average	1.75	1.75	1.75	1.5	1	1	1.25	1

- Process and perspectives of technology management, scanning, acquisition, assimilation, absorption, business strategy and technology strategy adaptation, critical factors in managing technology, improvement and planning. **(8 hours)**
- Technology life cycle and forecasting, technology transfer, technology development: Management of R&D, product design and development, commercialisation of R&D, R&D manufacturing. Marketing interface, R&D project management. **CaseStudy1:** Enabling excellence in operations through technological innovation. **(8 hours)**
- Technology development and competitiveness, technology and business strategy. **(8hours)**
- Technology innovation and creative transformation in the knowledgeage; critical trajectories, Technology entrepreneurship, assessing the need, market dynamics. **(8hours)**
- IPR, technology and role of government; International protocols. treaties, standards; International comparisons of technology management. **CaseStudy2:** Vodafone Egypt (A): the investment decision. **(8hours)**

SUGGESTED READINGS:

1. Khalil, T. (2009). *Management of Technology: The Key to Competitiveness and Wealth Creation*. International Edition. Tata McGraw. Hill, New Delhi.
2. Langlois, S.L. (2008). *Technocrime: Technology, Crime and Social Control*. Willan Publishing.
3. Sherif, H. and Khalil, T. (2007). *New Direction in Technology Management*. Elsevier Publisher
4. Thamhain, H.J., (2005). *Management of Technology: Managing Effectively in Technology Intensive Organisations*. 2nd Ed. John Wiley and Sons, New Delhi.
5. Megantz, R.C. (2002). *Technology Management: Developing and Implementing Effective Licensing Programs*, John Wiley and Sons, New Delhi.
6. **CaseStudy1:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621111151767>

7. **CaseStudy2:**<https://www.emeraldinsight.com/doi/full/10.1108/20450621111110456>

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBAIYear	MBA-E318/418		Semester-III/IV		
	E-Business				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Familiarity with basic concepts, skills development in E-commerce	PO.1,
CO.2	Understand all kind of environmental factors in development of E-commerce business globally.	PO.1, PO.2, PO.3, PO.4, PO.5
CO.3	To apply E-business tools for payments system and its implication with society.	PO.1, PO.2
CO.4	Familiarity with e-commerce ethical issues and social and cultural issues in information systems	PO.1, PO.2, PO.5, PO.8

Course Code and Name: **MBA-E318/418 E-Business**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	1	1	1	1	1	1
CO2	2	2	2	2	2	1	1	1
CO3	2	2	1	1	1	1	1	1
CO4	2	2	1	1	2	1	1	2
CO5								
CO6								
Average	2	1.75	1.25	1.25	1.5	1	1	1.25

- Electronic Commerce. Technology and prospects, Introduction, Economic Potential, Incentive and Mechanics of E-commerce, Internet Commerce architecture. **(8hours)**
- Internet based E-commerce Issues problems and prospects. E-commerce and Internet, benefits of Internet for E-commerce, Impediments & issues, Development of Technology of EDI, Internet & the WWW. **Case Study 1: m-Junction. (8hours)**
- Overview of e.Government and e.Governance, National E-governance Plan (NeGP), e.Governance Project Management Practices, Models of e.Governance Projects. **(8hours)**
- Payment Systems & Security. Role of Payment, Real world Payment Systems, Smart Cards, On line Credit Card Payment, Electronic Cheques and Funds, Transfer Security Design, EDI Security Concept, Security Mechanisms, Internet Security, Achieving Application Security, Authentication. **Case Study 2: E-commerce capabilities of a Ghanaian used car retailer (8hours)**
- E-Commerce Issues & Opportunities in Implementation and Role of Government. Commercial Issues, Infrastructure Issues, Social and cultural issues, Role of Govt. and Policy Recommendations, Overview of TCP/IP Protocol, Information Technology Act 2000 and Emerging trends in E-Commerce. **(8hours)**

SUGGESTED READINGS:

1. Bagga, R.K. & Gupta P. (2009). *Transforming Government: e.Governance Initiatives in India*, ICFAI Press, Hyderabad
2. Diwan, Parag & Sharma, Sushil (2005). *E-commerce. A Manager's Guide to E-Business*, Excel Books, Delhi.
3. Forouzan, B.A. (2007). *Cryptography And Network Security*. Tata McGraw Hill, New Delhi.
4. Gupta, M.P., Kumar P., & Bhattacharya, J. (2004). *Government Online*, 2004, Tata McGraw Hill, New Delhi.
5. Kalakota, R. & Maricia. (1996). *Frontiers in Commerce*. Addison Wesley, NY, USA.
6. Kalakota, R. & Robinson, M. (1999). *E-Business. Road Map for Success*. Addison Wesley, NY, USA
7. Kalakota & Robinson (2004). *eBusiness 2.0: Road Map for Success*, Pearson Education, New Delhi
8. Richard, H. (2006). *Implementing and Managing Government*. Sage Publication, New Delhi.

9. Winfield G., Treese, & Lawrence C. S. (1998). *Designing Systems for Internet Commerce*. Addison Wesley, US A.
10. **Case Study 1: m-Junction**. (2016). MIS in business environment and security, Mumbai: Wiley Publishers. 277-279.
11. **Case Study 2: E-commerce capabilities of a Ghanaian used car retailer**
<https://www.emeraldinsight.com/doi/full/10.1108/20450621211214496>

NOTE: The list of cases, specific reference and books including recent articles will be announced in the class by concerned teachers from time to time.

MBAIIYear	MBA-E319/419		Semester-III/IV		
	InformationSecurityand CyberLawsinBusiness				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	To understand the basic topology of the cyber laws and data security.	PO.1, PO.2, PO.3
CO.2	To gain knowledge about IT security laws and procedures.	PO.1, PO.2
CO.3	To recognize ways of information systems & technology.	PO.1, PO.2, PO.3
CO.4	To efficiently communicate the IT act and its legal procedures.	PO.2, PO.3, PO.5, PO.6
CO.5	To employ the various acts established by law in improving IT practices online.	PO.4 , PO.5, PO.6, PO.7, PO.8

Course Code and Name: **MBA-E319/419 InformationSecurityandCyberLawsinBusiness**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	2	2	1	1	1	1	1	1
CO3	2	1	2	1	1	1	1	1
CO4	1	2	2	1	2	2	1	1
CO5	1	1	1	2	2	2	2	2
CO6								
Average	1.6	1.6	1.6	1.2	1.4	1.4	1.2	1.2

- Basics of Information Technology, Basics of Indian Legal System, Overview of IT Law, Cyber Law in India, I.T Act, 2000. Introduction and its application, Relevant amendments in all other law, Constitutional protection under Cyberlaw, Freedom of speech and expression, Human Rights violations, Revisiting industrial and Labour Laws, E.Media and Print Media. **Case Study 1: The Stuxnet Worm. (8hours)**
- The Law of Contract, Construction of Electronic contracts, Issues of security, Employment Contracts, Consultant Agreements, and Digital Signature. **(8hours)**
- Crime : Meaning & Concept, Rights and liability. Civil, Criminal and tortuous, of fences. concept and Legal parameters, under I.T Law, offences. Detection and investigation, of fences and punishments. Global scenario, Rights & liabilities of Intermediaries, Overlapping between IPC & ITA. **(8hours)**
- Understanding Copy right in information, Technology, Legal issues in Internet and Software Copyright , Patents, Trade Marks & DataBase. **Case Study 2: Unique Identification Number In India. (8hours)**
- Concept of Jurisdiction, Indian context of Jurisdiction, Information Technology Amendment Bill, 2006, Information Technology Rules. **(8hours) SUGGESTED**

READINGS:

1. Baxi, P.N., & Suri, R.K. (1994). *Cyber and E.Commerce laws*. Bharat Pub House. New Delhi.
2. John R. Vacca. (2005). *Computer Forensic : Computer Crime Scene Investigation*, Charles River Media, USA.
3. Nandan, K. (2009). *Law relating to Computers, Internet and e-Commerce*. Universal Law Publishing, New Delhi.

4. Raheja,R., & Ahmed,S.(2001).: *A Guide to Information technology(Cyber law and E.Commerce)*.Capital Law House ,New Delhi.
5. Singh,R., & Singh,G. S.(2004). *Cyber Space & The Law Issues & Challenges*. Nalsar University, Hyderabad.
6. Rodney D Ryder(2007). *Business Process Outsourcing, Data Protection and Information Security*.Wadhwa & Co, New Delhi.
7. Jozgao,S.V.(2000). *Computer Contracts and Information Technology Law. India*: Wadhawa & Co , NewDelhi.
8. *Sharma,V.(2007). Information Technology: Law & Practice (2ndEd)*. Delhi, India: Universal Law Publisher.
9. Singh,Y.(2010).Cyber Laws Justice. India:*Universal Law Publishing Co.,NewDelhi*.
10. **Case Study 1:**De,Rahul,(2016).MIS in business environment and security, Mumbai: Wiley Publishers.215-217.
11. **Case Study 2:***Unique Identification Number in India*.(2016).MIS in business environment and security, Mumbai: Wiley Publishers. 277-279.

NOTE:The list of cases, specific references andbooks including recent articles will be announced in the class by concerned teachers from time to time.

MBAIIYear	MBA-E320/420		Semester-III/IV		
	E-Governance				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Understand basic concepts of e-governance and different model of e-Governance	PO.1, PO.2
CO.2	Familiarity with environmental factors for development of business globally.	PO.1, PO.2, PO.5
CO.3	Understand the e-governance issues and challenges for cyber security .	PO.1, PO.2, PO.8
CO.4	Understand state and central government plans for technology development and its impacts on local and regional levels.	PO.1, PO.2, PO.3, PO.4, PO.7

Course Code and Name: **MBA-E320/420 E-Governance**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	1	1
CO2	2	2	1	1	2	1	1	2
CO3	2	2	1	1	1	1	1	1
CO4	2	2	2	2	1	1	2	1
CO5								
CO6								
Average	2	2	1.25	1.25	1.25	1	1.25	1.25

- E-Governance Meaning, Nature, Definition and Scope of E-Governance- Domains- Taxonomy- Current Status Indian and Global Foundations- Citizen Centric Government-E-Government Services Differentiation of G2C, G2B, G2B, G2E -Four Stages of E-Governance **(8hours)**
- Models in E-Governance E-Governance Maturity Model - 6C Model - Concept of Public Private Partnership-Technology Framework for E-governance- E-governance and Good Governance-Benefits and Reasons for the Introduction of E-Governance– Current Status. **(8hours)**
- E-governance at Union and State level National E-Governance Plan - Central Mission Mode Projects-State Mission Mode Projects Integrated Mission Mode Projects- Implementation Strategy-Components–National E-Governance Plan Programme Management Unit-Major E-governance Projects: Gyandoot, Wana, E-choupal, E-Bhoomi, E-Governance in Nioda City, Raj Nidhi, Raksha Bhoomi. **Case Study 1:**Transparency and effective e-Governance: a case of tele-centres in the Indian State of Karnataka **(8hours)**
- E-Governance at Local Level E-Sewa (Electronic Citizen Services) - E-governance in Rural LocalBodies - Urban Local Bodies- E-Management of Development Projects at Rural and Urban local bodies (JNNURM)-Effective Service Delivery through E-Governance-Transparency and Accountability at Grassroot Level. **(8hours)**
- Issues and Challenges of E-governance Cyber Security–Surveillance-Cyber Crimes-Socio-Economic Issues - Digital Divide - Capacity Building - Socio-Political implications of E-Governance -Issues of integration – Networking with NGOs, CBOs - Government resource planning and process re-engineering- Government Process Re-engineering- Best Practices and Lessons from other E-governance re-engineering projects. **Case Study 2:** A“Big Bath”in China: accounting and corporate **(8hours)**

SUGGESTED READINGS:

1. Ashok Agarwal (Ed.), *Governance - Case Studies*, University Press India Pvt. Limited, Hyderabad, 2007.
2. BSrinivasRaj, *E-Governance Techniques—Indian and Global Experiences*, New Century Publications, New Delhi, 2008.
3. Subhash Bhatnagar, *Unlocking E-Government Potential—Concepts, Cases and Practical Insights*, Sage, New Delhi, 2009.
4. G Desai, *Information Growth and Economic Growth*, Rawat Publications, Jaipur, 2005.
5. RPSinha, *E-Governance in India, Initiatives and Issues in India*, Center for Public Policy, 2006.
6. Y.Parthasaradhi et.al., *E-governance and Indian Society*, Kanishka, New Delhi, 2009.
7. B.C.Smith and D.C.Pitt *Computer Revolution and Public Administration*, Palgrave, 2007
8. **Case Study 1** : <https://www.emeraldinsight.com/doi/full/10.1108/TG-12-2016-0092>
9. **Case Study 2**: <https://www.emeraldinsight.com/doi/full/10.1108/20450621111110663>

NOTE: The list of cases, specific reference and books including recent articles will be announced in the class by concerned teachers from time to time.

Group :PRODUCTIONANDOPERATIONSMANAGEMENT

MBAIIYear	MBA-E321/421		Semester-III/IV		
	LogisticsandSupply Chain Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	To develop an understanding about supply chains and logistics in general.	PO.1, PO.2, PO.3
CO.2	To gain knowledge about logistics, operations research and operations management in general.	PO.1, PO.2, PO.3
CO.3	To understand the application of Logistical systems in business management and supply chain process.	PO.1, PO.2, PO.3, PO.4 , PO.5, PO.6
CO.4	To integrate the application of concepts such as Inventory systems in supply chain management.	PO.3, PO.5, PO.6, PO.7,PO.8
CO.5	To understand the Green SCM and advance concepts of Logistics and supply chain.	PO.1, PO.2, PO.3, PO.4 , PO.5, PO.6

Course Code and Name: MBA-E321/421 LogisticsandSupply Chain Management

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	2	2	2	1	1	1	1	1
CO3	2	2	2	2	2	2	1	1
CO4	1	1	2	1	2	2	2	2
CO5	2	2	1	2	2	2	1	1
CO6								
Average	1.8	1.8	1.8	1.4	1.6	1.6	1.2	1.2

- IntroductiontoLogisticsandSupplyChain:Evolution,Natureandconcepts,functionandcontribution, Supply Chain Models, Integration with other functional areas of management. **CaseStudy1: Economi cZonesWorld (EZW)– supply chain strategy(8hours)**
- Demand Forecasting, Inventory Management, Functions of Warehousing and Distribution centers (8hours)
- Value Chain and Value delivery system, Transportation, docking strategy,protective packaging, order processing. **(8 hours)**
- Material handling, purchasing and sourcing **Case Study 2: Implementing strategic stock to improve humanitarian aid response. (8 hours)**
- Contemporary Issues in SCM: Measuring performance in supply chain, Role of IT in SCM, Green SCM; Reverse Logistics. **(8hours)**

SUGGESTEDREADINGS:

1. Agrawal,D.K.,(2003).*Textbook of Logistics and Supply Chain Management*. Macmillan, New Delhi.
2. Chopra Sunil & Meindell.P. (2010). *Supply Chain Management*. Pearson Pub.,New Delhi.
3. Chrisopher ,M & RichardIrwin.(2005).*Logistics and Supply Chain Management*. PHI, New Delhi.
4. Gattorna,J.(1994).*The gower hand book of logicstics and distribution management*. Gowerpress, USA.
5. Gattorna, J.&Walter,D.(1996). *Supply Chain Management: Managing The Supply Chain*. Macmillan,NewDelhi.
6. Harmon.R.,(1993). *Re-inventing the Warehouse; World Class Distribution Logistics*.Freepress,USA.
7. Lambert, R and Stock. R.(1994). *Strategic Physical Distribution Management*. Irwin, USA.
8. Madan P and Anand P(2012).*Supply Chain Management*. Global Academic Publisher, New Delhi.
9. Thomas.F.(1992).*Customer Driven Strategies*. Oliverwight Publication,New Delhi.

10. **Case Study 1:** Balan Sundarakani , (2011)," Economic Zones World (EZW) – supply chain strategy ",Emerald Emerging Markets Case Studies, Vol. 1 Iss 1 pp. 1 – 5. Permanent link to this document:<http://dx.doi.org/10.1108/20450621111097588>
11. **Case Study 2:** Joa kim Kembro,(2012),"Implementing strategic stock to improve humanitarian aid response", Emerald Emerging Markets Case Studies, Vol. 2 Iss 7 pp. 1 – 6. Permanent link to this document: <http://dx.doi.org/10.1108/20450621211284642>

NOTE:The list of cases,specific references and books including recent articles will be announced in the class by concerned teachers from time totime.

MBAYear	MBA-E322/422		Semester-III/IV		
	Total Quality Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Familiarity with basic concepts of total quality management skills and its total quality evolution tools and technique	PO.1, PO.2, PO.3
CO.2	Understand designing and implementations of Total quality management issue and its impacts.	PO.1, PO.2, PO.3
CO.3	To apply statistical quality control tools and technique for quality assurance.	PO.1, PO.3
CO.4	Apply of total quality model for quality control issues	PO.1, PO.2, PO.3

Course Code and Name: **MBA-E322/422 Total Quality Management**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	2	2	2	1	1	1	1	1
CO3	2	1	2	1	1	1	1	1
CO4	1	2	2	1	1	1	1	1
CO5								
CO6								
Average	1.75	1.75	2	1	1	1	1	1

- Total Quality and Organizational change, Basic Concept of Total Quality (TQ), Evolution of Total Quality Management, Components of TQM. **Case Study 1:** Customer Servicemen. **(8hours)**
- How to implement TQM, pit falls in operating TQM, Re-engineering to change, Employee Involvement, Teams and Groups. **(8hours)**
- Statistical Process control and Improvement, Statistical quality control, manufacturing to specification versus manufacturing to reduce variations. **Case Study 2:** The human factor in 5S implementation : perspectives from Poland. **(8 hours)**
- Total Productive Maintenance (TPM), Quality Audits, Lead Assessment and ISO. 9000 Standards, Six Sigma. **(8 hours)**
- Total Quality of Services, Total Quality and ERP, TQM and World Class Manufacturing. **(8hours)**

SUGGESTED READINGS:

1. Bank, J. (1992). *The Essence of Total Quality Management*. Prentice Hall, New Delhi.
2. Carruba, Eugene. R & Gordon, Ronald, D. (1991). *Product Assurance Principles. Integrating Design Assurance & Quality Assurance*. McGraw Hill, New York.
3. Dale, B. G. ed. (1999). *Managing Quality*. PHI, New Delhi.
4. Feigenbaum, A.V. (1991). *Total Quality Control*, McGraw Hill, New Delhi.
5. Grant, Eu. gene , L. & Leavenworth, Richards (1991). *Statistical Quality Control*. McGraw Hill, New York.
6. Ireson, W.G. & Coombas, C.P. (1988). *Handbook of Reliability Engineering & Management*. McGraw Hill, New York.
7. Juran, J.M. ed. (1988). *Quality Control Handbook*. McGraw Hill, New York.
8. Lochner, Robert. H., Matar, Joseph, E. (1990). *Designing for Quality*. Chapman & Hill, London.
9. Madan, P. (2006). *Total Quality Management*. Krishna Prakashan, Delhi.
10. Pike, John & Barnes, Richard. (1994). *TQM in Action*. Chapman & Hill, London.
11. **Case Study 1:** Wieslaw Urban Agnieszka Mazurek , (2011), " The human factor in 5S

implementation:perspectives from Poland ", Emerald EmergingMarkets Case Studies, Vol. 1 Iss 3 pp. 1 –

8. Permanentlinktothis document:<http://dx.doi.org/10.1108/20450621111163322>.

12. **Case Study 2:** Krzykowski, B.(2008). *Customer Servicemen*. Quality Progress.Vol41(6)pp.30–34.<http://asq.org/qic/display-item/index.html?item=24480>

NOTE:The list of cases, specific reference and books including recent articles will be announced in the class by concerned teachers from time to time.

MBAYear	MBA-E323/423		Semester-III/IV		
	WorldClass Manufacturing				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Familiarity with basic concepts of manufacturing practices and current manufacturing trends	PO.1, PO.3, PO.5
CO.2	Understand customization of products for manufacturing, implementation of new technology	PO.1, PO.2, PO.3, PO.5
CO.3	Getting comparative ability for the existing industries with WCM industries	PO.1
CO.4	Understanding and applying world class manufacturing model in manufacturing systems.	PO.1 PO.4, PO.5

Course Code and Name: **E323/423 WorldClass Manufacturing**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	2	1	2	1	1	1
CO2	2	2	2	1	2	1	1	1
CO3	2	1	1	1	1	1	1	1
CO4	1	1	2	1	2	1	1	1
CO5								
CO6								
Average	1.75	1.25	1.75	1	1.75	1	1	1

- Manufacturing's role in corporate strategy, New emerging paradigm in manufacturing, manufacturing flexibility, value creation, dependability, quality; cost and innovation; analysis and enhancement of the manufacturing advantage. **(8hours)**
- Gaining Competitive Edge through WCM: Meaning of WCM and its models, Philosophy and Practices of WCM, Quality in WCM. **(8hours)**
- Manufacturing technology strategies, its Systems and Tools for WCM: vertical integration, sourcing and outsourcing; organization focus and manuf. strategy, selecting, developing and exploiting manu. Overview of Systems and Tools, Information Management Tools, Material Processing and Material Handling Tools, Assessment of Manufacturing Systems and Tools. **Case Study1: Enabling excellence in operations through technological innovations (8hours)**
- Manufacturing infrastructure development. Monitoring World Class Performance. Implementation of WCM, Need for Performance Management, Monitoring and Controlling Performance Tools. **(8hours)**
- The Indian Scenario of WCM: Competitiveness and Performance of Indian Manufacturers, Objectives and Strategies, Use of IT in WCM. **Case Study2: Entrepreneurship and engineering: the triumph of All India Warehousing Private Ltd (8hours)**

SUGGESTED READINGS:

1. Hill and Hills (1993). *Manufacturing Strategy*, McGraw Hills, New Delhi.
2. Sahay, Saxena and Ashish Kumar (2000). *World Class Manufacturing. A Strategic Perspective*. Macmillian, New Delhi.
3. Todd, Jim. (1995). *World Class Manufacturing*. McGraw Hill, New Delhi.
4. Miltenmurg, John. (1995). *Manufacturing Strategy*, 1st Edition: How to formulate and Implement a Winning Plan (Manufacturing & Production). Productivity Press. Chennai.
5. Kim, Hua, Tan & Matthews, Rupert. (2009). *Operations Strategy in Action: A Guide to the Theory*

and Practice of Implementation. Edward Elgar Publishing,UK.

6. **Case Study 1:** Meeta Das Gupta, (2011), "Enabling excellence in operations through technological innovation", Emerald Emerging Markets Case Studies, Vol. 1 Iss 2 pp. 1 – 22. Permanent link to this document: <http://dx.doi.org/10.1108/20450621111151767>.
7. **Case Study 2:** Ankush Guha Saroj Koul , (2013)," Entrepreneurship and engineering: the triumph of All India Warehousing Private Ltd ", Emerald Emerging Markets Case Studies, Vol. 3 Iss 4 pp. 1 – 8. Permanent link to this document: <http://dx.doi.org/10.1108/EEMCS-06-2013-0073>

NOTE: The list of cases, specific reference and books including recent articles will be announced in the class by concerned teachers from time to time.

MBAYear	MBA-E324/424		Semester-III/IV		
	Managing Technology and Innovation				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Familiarity with basic concepts of technology management technique.	PO.1
CO.2	Understand basic concepts of product designing and innovation technique and its environmental impacts	PO.1, PO.2, PO.7, PO.7
CO.3	Aware technology development and innovation strategy formulation for business development.	PO.3, PO.4
CO.4	Familiarity with factor affecting environment in technology development and its impact on environments.	PO.4, PO.5, PO.8

Course Code and Name: **MBA-E324/424 Managing Technology and Innovation**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	1	1	1	1	1
CO2	2	2	1	1	1	1	2	1
CO3	1	1	2	2	1	1	1	1
CO4	1	1	1	2	2	1	1	2
CO5								
CO6								
Average	1.75	1.25	1.25	1.5	1.25	1	1.25	1.25

- Technology: Definition and Characteristics, Management of Technology, Two contemporary perspective sin Management, Key concepts. Technological Environment .Environment and Technological Environment, Actors in the Technological Environment, Changes in the Technological Environment, Major current developments in the Technological Environment. **Case Study 1: Emerging Technologies, UAE (8 hours)**
- Innovation. Overview of the Dynamics of Technological Change, Concept of Innovation, Innovation Dynamics at the firm level, Technology Evolution, Characteristics of Innovative Firms. Process of Technologies Change. Diffusion–Concept of Diffusion, Dynamics of Diffusion, A model of Innovation Adoption, Factors that Drive the Process of Diffusion, Influence of Environmental Trendson Diffusion.
(8hours)
- Competitive Domains, Competitive consequences of Technological Change, Technological Characteristics of Competitive Domains. Process Innovation, Value chains and Organization. Drivers of change in value chain, Modes of Value chain configuration, Value chain configuration and Organizational characteristics, Design of work and careers, Influence of Environmental Trends. **Case Study 2: Enabling excellence in operations through technological innovation (8hours)**
- Introduction, Mapping Technology Environment, Mechanism for Data Collection, Analytic tools, Managing Environmental Analysis in Organizations. Technology Strategy. Overview. Technology Business Connection, Technology Strategy: Definition, The key Principles Underlying Technology Strategy, Technology Strategy Types, A frame works for formulating Technology Strategy. **(8hours)**
- Evolution of Technology Appropriation Principles, 3G Approach for the Appropriation of Technology, Productivity of In. House R&D .Organizing for Innovation. Organizational Mechanism for Innovation, Principles & Process of organizing, Characteristics of continuously innovative organizations, Role of Leadership.
(8 hours)

SUGGESTED READINGS:

1. Burgelman R.A., Christensen C.M., & Wheelwright S.C. (2004). *Strategic Management of Technology*

- and Innovation*. Tata McGraw Hill Education Pvt.Ltd, NewDelhi.
2. Nord,W., & Tucker,S. (1987). *Implementing routine and Radical Innovations*. Lexington Books,USA.
 3. M.E.Porter.(1985).*Competitive Advantage*. Free Press, NY.
 4. Makridakis.S. (1989). *Forecasting Methods for Management*, Wiley.Inter Science,USA
 5. Maidique,eds M.A.(2008). *StrategicManagement of Technology&Innovation*.Homewood.
 6. SinghV.K. and Madan P.(2014). *Managing Innovations*, McGrawhill.
 7. Pritchett,Price. (1994).*New Habits for a Radically Changing World*. Pritchett & Associates, USA
 8. Rogers,E.M.(1995). *Diffusion of Innovation*. FreePress, NY.
 9. Rao,A.S.(1994). *Managing of Technology Change*.GlobalBusiness Press,USA.
 10. Edosomwan,J.A.(1989).*Integrating Innovation and Technology Management*.John Wiley & Sons, USA.
 11. Steele,L.W.(1989).*Managingtechnology.The Strategic View*.McGrawHill, New Delhi.
 12. **Case Study 1:** Jawahitha Sarabdeen Kamal Jaafar, (2011),"Emerging Technologies, UAE",Emerald Emerging Markets Case Studies, Vol.1Iss1pp.1–4.Permanentlinktothisdocument:<http://dx.doi.org/10.1108/20450621111110276>
 13. **Case Study 2:** Meeta Dasgupta, (2011), "Enabling excellence in operations through technological innovation", Emerald Emerging Markets Case Studies,Vol. 1 Iss 2 pp. 1 – 22. Permanent link to thisdocument:<http://dx.doi.org/10.1108/20450621111151767>.

NOTE:The list of cases,specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBAIIYear	MBA-E325/425		Semester-III/IV		
	Production Planning and Control				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Understand basic concepts of Production and control technique and its application.	PO.1
CO.2	Understand basic procedure of production planning and innovation technique for implementation of technology	PO.4, PO.5
CO.3	Understand different basic scheduling and production control systems for economic production.	PO.1, PO.2, PO.4
CO.4	Familiarity with inventory management technique and controlling technique for smooth production.	PO.2, PO.3

Course Code and Name: **MBA-E325/425 Production Planning and Control**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	1	1	1	1	1
CO2	1	1	1	2	2	1	1	1
CO3	2	2	1	2	1	1	1	1
CO4	1	2	2	1	1	1	1	1
CO5								
CO6								
Average	1.75	1.5	1.25	1.5	1.25	1	1	1

- Introduction Objectives and benefits of planning and control-Functions of production control-Types of production job- batch and continuous-Product development and design-Marketing aspect - Functional aspects- Operational aspect-Durability and dependability aspect-aesthetic aspect. Pr of it consideration-Standardization, Simplification & specialization-Break even analysis-Economics of a new design. **(8hours)**
- Work Study Method study, basic procedure-Selection-Recording of process-Critical analysis, Development-Implementation-Micromotion and memomotion study-work measurement-Techniques of work measurement - Time study - Production study - Work sampling - Synthesis from standard data-Predetermined motion time standards. **(8hours)**
- Product Planning And Process Planning Product planning-Extending the original product information-Value analysis-Problems in lack of product planning-Process planning and routing-Prerequisite information needed for process planning- Steps in process planning-Quantity determination in batch production-Machine capacity, balancing-Analysis of process capabilities in a multi product system **(8hours)**
- Production Scheduling Production Control Systems-Loading and scheduling-Master Scheduling-Scheduling rules-Gantt charts-Perpetual loading-Basic scheduling problems - Line of balance - Flow production scheduling- Batch production scheduling-Product sequencing - Production Control systems-Periodic batch control- Material requirement planning kanban – Dispatching-Progress reporting and expediting-Manufacturing lead time-Techniques for aligning completion times and due dates. **Case Study1:** Bharat Tobacco: vendor selection and vendor rating **(8hours)**
- Inventory Control And Recent Trends In PPC-Inventory control-Purpose of holding stock-Effect of demand on inventories-Ordering procedures. Two bin system -Ordering cycle system-Determination of Economic order quantity and economic lot size- ABC analysis-Recorder procedure-Introduction to computer integrated production planning systems-elements of JUST IN TIME SYSTEMS Fundamentals of MRP II and ERP. **Case Study2:** Health Pharma: managing supply chain: Need of ERP system **(8**

SUGGESTED READINGS:

1. Samson Eilon, "*Elements of Production Planning and Control*", Universal Book Corpn. 1984
2. Elwood S. Buffa, and Rakesh K. Sarin, "*Modern Production / b Operations Management*", 8th Ed. John Wiley and Sons, 2000.
3. Kanishka Bedi, "*Production and Operations management*", 2nd Edition, Oxford university press, 2007.
3. Melynk, Denzler, "*Operations Management – A value driven approach*" Irwin McGrawhill.
4. Norman Gaither, G. Frazier, "*Operations Management*" Thomson learning 9th edition IE, 2007
5. K.C. Jain & L.N. Aggarwal, "*Production Planning Control and Industrial Management*", Khanna Publishers, 1990.
6. S.N. Chary, "*Theory and Problems in Production & Operations Management*", Tata McGraw Hill, 1995.
7. Upendra Kachru, "*Production and Operations Management – Text and cases*" Excel books 1st edition 2007.
8. **Case Study 1:** Monica Singhanian Gagan Gandhi, (2013), "Bharat Tobacco: vendor selection and vendor rating", Emerald Emerging Markets Case Studies, Vol. 3 Iss 2 pp. 1–8. Permanent link to this document: <http://dx.doi.org/10.1108/EEMCS-02-2013-0019>
9. **Case Study 2:** Surajit Ghosh Dastidar Rahul Thakurta Anusha Sree ram, (2012), "Health Pharma: managing supply chain", Emerald Emerging Markets Case Studies, Vol. 2 Iss 6 pp. 1 – 5. Permanent link to this document: <http://dx.doi.org/10.1108/20450621211275156>

NOTE: The list of cases, specific reference and books including recent articles will be announced in the class by concerned teachers from time to time.

Group: SMALLBUSINESSANDENTREPRENEURSHIPMANAGEMENT

MBAYear	MBA-E326/426		Semester-III/IV		
	Start-upStudies				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	To understand how to assess business opportunities in Indian Start-up ecosystem.	PO.1, PO.2, PO.3,PO.7
CO.2	To develop advanced knowledge about key processes necessary to bring new products and services to market for early stage start-ups.	PO.1,PO.2, PO.3,PO.4,PO.5, PO.7, PO.8
CO.3	To apply an initial idea into a fully-fledged business opportunity and effectively communicate this opportunity through a business plan and pitch.	PO.1,PO.2, PO.3,PO.4,PO.5, PO.6,PO.7, PO.8
CO.4	To explain how to raise funds for start-up in India.	PO.1,PO.2, PO.3,PO.4,PO.5, PO.6,PO.7, PO.8
CO.5	To create market research for a start-up.	PO.1,PO.2, PO.3,PO.4,PO.5, PO.6,PO.7, PO.8

Course Code and Name: MBA-E326/426 Start-upStudies

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	2	1
CO2	2	2	2	2	2	1	2	2
CO3	1	2	1	2	1	2	2	2
CO4	1	1	2	1	1	1	1	2
CO5	2	1	1	2	2	1	1	1
CO6								
Average	1.6	1.6	1.6	1.6	1.4	1.2	1.6	1.6

- Understanding Business Activity, Classification of Start-ups businesses Enterprise, business growth and size, Types of business organisation, Business objectives and stakeholder objectives **(8 hours)**
- People in business, Motivating workers, Organisation and management, Recruitment, Selection and training of workers, Internal and external communication. **(8 hours)**
- Operations management, Production of goods and services, Costs, scale of production and break-even analysis, Achieving quality production, Location decisions **(8 hours)**
- Financial information and decisions, Business finance: needs and sources, Cash-flow forecasting and working capital, Income statements, Balance sheets, Analysis of accounts. **Case Study 1: Financing technology startups : an entrepreneur's dilemma (8 hours)**
- External influences on business activity. **Case Study 2: Ommune IT Solutions: make or break (8 hours)**

SUGGESTED READINGS:

1. Hall, Jones and others, *Business Studies*, AS(AQA)4th edition, (2008), Causeway Press. ISBN 978-1-4058-9220-9
2. Reiersen, V.(Ed.).(1995). *Start your business: A beginner's guide*. Oasis Press.
3. Stolze, W.J.(1997). *Start Up Financing: An Entrepreneur's Guidet of inancing a New Or Growing Business*. Career Press Inc.
4. Ries, E. (2011). *The lean startup: How today's entrepreneurs use continuous innovation to create radically successful businesses*. Random House LLC.
5. Singh V.K. and Madan P.(2014) *Managing Innovations*, McGrawhill.
6. **Case Study 1:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621211311560>
7. **Case Study 2:**

NOTE: The list of cases and specific references including recent articles will be announced in the class.

MBAIIYear	MBA-E327/427		Semester-III/IV		
	SmallBusinessEnvironment AndManagement				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Explain the business lifecycle and how it pertains to small business	PO.1
CO.2	Explain the crucial levers in small business financial management, including the crucial role of cash flow.	PO.4, PO.5
CO.3	Describe how small business owners can effectively manage their operations through delegation and oversight.	PO.1, PO.2, PO.4
CO.4	Identify frameworks for handling ethical issues confronted by small businesses	PO.2, PO.3, PO8

Course Code and Name: **MBA-E327/427 SmallBusinessEnvironmentAndManagement**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	1	1	1	1	1
CO2	1	1	1	2	2	1	1	1
CO3	2	2	1	2	1	1	1	1
CO4	1	2	2	1	1	1	1	2
CO5								
CO6								
Average	1.75	1.25	1.25	1.5	1.25	1	1	1.25

- Definition of Small Business, Steps for Starting Small Business, Small Business in Indian Environment. Economic, Social, Political, Cultural and Legal, Policies Governing small Scale units, Industrial Policies and Strategies Relating to Small Scale Sector. **(8hours)**
- Technological Know how and Appropriate Technology, Quality Circles and Productivity, Linkage between Small and Big Business. **Case Study1:** Twiga Hosting Ltd– providing affordable information and communication technologic services to small and medium enterprises. **(8hours)**
- Special Problems in Management of Small Business. Finance, Marketing, Production and Personnel, Sickness in the Small Sector, Reasons and Remedies. **(8hours)**
- Modernization of Small and Village Industries, Training Programs and Consultancy Services, Incentives and Subsidies. **Case Study2:** VNFPP Ltd: using holistic marketing in a small enterprise context. **(8hours)**
- Exploring Export Possibilities, Institutions Assisting Export Promotion of Small Business in India, Export Promotion Councils, Global Prospective of Small Business in Selected Countries. **(8hours)**

SUGGESTED READINGS:

1. Abrahamjon & Royce. L & Pickle (1990), *Small Business Management*. John Wiley, New York.
2. Batra, G.S. (2002). *Development of Entrepreneurship*. Deep & Deep Publications, New Delhi.
3. Desai Vasant (2004). *Dynamics of Entrepreneurial Development and Management*. Himalayan Publishing House, New Delhi.
4. Desai Vasant (1995). *Small Scale Industries and Entrepreneurship*. Himalayan Publishing House, New Delhi.
5. Gupta, C.B., Sri Nivasan, N.P. (2000). *Entrepreneurial Development*. Sultanchand & Sons., New Delhi.
6. Papola, T.S. (1982). *Rural Industrialization Approaches and Potentials*. Himalayan Publishing House, New Delhi.
7. Vepa, Ram, N. (1983). *How to Success in Small Industries*. Vikas

Publication, NewDelhi.

8. **Case Study 1:**<https://www.emeraldinsight.com/doi/full/10.1108/20450621111197163>
9. **Case Study 2:**<https://www.emeraldinsight.com/doi/full/10.1108/20450621211294399>

NOTE: The list of cases and specific references including recent articles will be announced in the class.

MBAYear	MBA-E328/428		Semester-III/IV		
	New EnterpriseManagement				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Appraise how entrepreneurs operate and consider the entrepreneurial mind-set needed to create and develop a new enterprise	PO.1
CO.2	Demonstrate how the characteristics of entrepreneurial management can affect the strategy for managing the new or growing enterprise	PO.4, PO.5
CO.3	Analyse complex and advanced entrepreneurship and enterprise theories in the development of an appropriate business plan	PO.1, PO.2, PO.4
CO.4	Develop an integrated perspective of the process involved in the successful creation of a new enterprise	PO.2, PO.3, PO8

Course Code and Name: **MBA-E328/428 New EnterpriseManagement**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	1	1	1	1	1
CO2	1	1	1	2	2	1	1	1
CO3	2	2	1	2	1	1	1	1
CO4	1	2	2	1	1	1	1	2
CO5								
CO6								
Average	1.75	1.5	1.25	1.5	1.25	1	1	1.25

- Entrepreneurship and its role in economic development, Problems of industrialization in Under developed countries with special reference to India. **(8hours)**
- Industrial policy, Regulation and control of Industries in India, Mechanics of setting of new enterprises– size and location, optimum units–its meaning and determinants, size of industrial units of India. **Case Study 1:** Field Turf Tarkett India: challenges and opportunities in new markets **(8hours)**
- Theory of industrial allocation factors determining the industrial allocation, Regional distribution of industrial activity in India. **(8hours)**
- Recent trends in the localisation of industrial activity in India: Regional planning of industrial activity in India, Feasibility studies : Technical, Marketing and financial, Managerial problems of New Enterprise, Production Purchasing. **Case Study 2:** “Eldorado” family: the survival and succession plan **(8hours)**
- Financing labour and marketing problems, Facilities provided by different Institutions and Agencies in India, financing facilities for new enterprises, marketing and other facilities. **(8hours)**

SUGGESTED READINGS:

1. Drucker, Peter (2012). *Innovation and Entrepreneurship*. East– Elsevier, USA.
2. Gupta, C.B. and Sri Nivasan (1997). *Entrepreneurial Development in India*. Sultan Chand. New Delhi.
3. Hisrich, Robert, D., Peters, Micheal, P. (2010). *Entrepreneurship*. TMH, New Delhi.
4. Holt, David. H., Englewood Cliffs (1992.). *Entrepreneurship – New Venture Creation*. Prentice Hall Inc. New Jersey.
5. McClelland, D. C. and Winter, D. G. (1969). *Motivating Economic Achievement*. Free Press, New York.
6. **Case Study 1:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621111195660>
7. **Case Study 2:**

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBAYear	MBA-E329/429		Semester-III/IV		
	Ethics and Business Governance				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Explore the relationship between ethics and business and the subsequent theories of justice and economics across different cultural traditions.	PO.1, PO4, PO8
CO.2	Comprehend the relationship between ethics, morals and values in the workplace.	PO.1, PO.2, PO.3
CO.3	Analyze and understand various ethical philosophies to explain how they contribute to current management practices.	PO.2, PO.3
CO.4	Critically apply understanding of ethics of real-world contexts and gather and analyse information by way of undertaking a research project on a topic relevant to business ethics.	PO.3, PO.5

Course Code and Name: **MBA-E329/429 Ethics and Business Governance**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	1	2	1	1	1	2
CO2	2	2	2	1	1	1	1	1
CO3	1	2	2	1	1	1	1	1
CO4	1	1	2	1	2	1	1	1
CO5								
CO6								
Average	1.5	1.5	1.75	1.25	1.25	1	1	1.25

- What is Ethics, Nature and scope of Ethics, Facts and value, Ethical subjectivism and Relativism, Moral Development (Kohlberg's 6 stages of Moral Development), Ethics and Business, Myth of amoral business. Decisionmaking (Normal Dilemmas and Problems): Application of Ethical theories in Business (i) Utilitarianism (J. Bentham and J.S. Mill), (ii) Deontology (I. Kant) Virtue Ethics (Aristotle). Economic Justice: Distributive Justice, John Rawls Libertarian Justice (Robert Nozick). **Case Study 1:** A "Big Bath" in China: accounting and corporate governance **(8 hours)**
- Characteristics of Free and Perfect competitive market, Monopoly oligopoly, Ethics in Advertising (Truth in Advertising). Finance: Fairness and Efficiency in Financial Market, Insider Trading, Green Mail, Golden parachute. HR: Workers Right and Duties: Work place safety, sexual harassment, whistleblowing. **(8 hours)**
- Origin and Development of Corporate governance, Theories underlying Corporate Governance (Stakeholder's theory and Stewardship theory, Agency theory, Separation of ownership and control, corporate Governance Mechanism: Anglo-American Model, German Model, Japanese Model, Indian Model, OECD, emphasis on Corporate governance, Ethics and Governance, Process and Corporate Governance (Transparency Accountability and Empowerment. **Case Study 2:** "Doing" the act: Lenovo and corporate reputation **(8 hours)**
- Role of Board of Directors and Board Structure, Role of Board of Directors, Role of the Non-executive Director, Role of Auditor. Role of Government, Corporate governance in India. **(8 hours)**
- Introduction to Patents, Designs, Trademarks & Geographical Indications. **(8 hours)**

SUGGESTED READINGS:

1. Francis & Mishra.(2009). *Business Ethics*. TMH, New Delhi.
2. Fernando.(2009).*Corporate governance*. PHI, NewDelhi. Murthy C.S.V(2004). *Business Ethics and Corporate Governance*. HPH, New Delhi.
3. Mishra,J.P.(2009).*An Introduction to Intellectual Property Rights*. Paper back, New Delhi.
4. Mallin.(2007).*Corporate Governance*,Oxford,USA.
5. Mathur,U.C.(2005). *Corporate Governance & Business Ethics*.MacMillan, NewDelhi.
6. Prbakaran.S.(2010).*Business Ethics & Corporate Governance*. EB, NewDelhi.
7. Paliwal,Manisha.(2007).*Business Ethics*. Newage International press. NewDelhi.
8. Patyrick,J. A. &Quinn,J.F. (1997).*Management Ethics*, Response Publishing,NewDelhi.
9. Sherlekar,.(1998).*Ethics in Management*.Himalaya Publishing,NewDelhi.
10. **Case Study 1:**<https://www.emeraldinsight.com/doi/full/10.1108/20450621111110663>
11. **Case Study 2:**<https://www.emeraldinsight.com/doi/full/10.1108/20450621211299547>

NOTE: Thelist of cases,specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBAYear	MBA-E330/430		Semester-III/IV		
	LegalAspects of Business				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Appraise law in general and real-life situation to apply the acquired knowledge and skills in their functional areas	PO.1
CO.2	To explain the concept and prevailing laws 'sales of goods act' in the country. Propose ways to interconnect the different functional areas of management	PO.4, PO.5,PO.7
CO.3	To develop and equip the students with proper knowledge of Negotiable Instruments Act to suggest the organization relevant changes for ethical practices with the help of acquired knowledge	PO.1, PO.2, PO.4, PO.7
CO.4	Able to recognize the need for independent and life-long learning to apply company laws in developing successful entrepreneurs and develop their minds to think out of box.	PO.2, PO.3, PO7,PO.8

Course Code and Name: **MBA-E330/430 LegalAspects of Business**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	1	1	1	1	1
CO2	1	1	1	2	2	1	2	1
CO3	2	2	1	2	1	1	2	1
CO4	1	2	2	1	1	1	2	2
CO5								
CO6								
Average	1.75	1.5	1.25	1.5	1.25	1	1.75	1.25

- The Contract Act, 1871 Nature and classification of contracts- Essential elements of a valid contract of offer and Acceptance - Consideration - Capacities of Parties Provisions relating to free consent, void agreements Provisions relating to performance and discharge of contract Breach of contract - Meaning and remedies
(8 hours)
- Contract Act, 1872 Contracts of Indemnity-Meaning, nature-Right of Indemnity Holder and Indemnifier Contracts of Guarantee - Meaning, Nature and Features - Types of Guarantee - Provisions relating to various types of Guarantee 15 Surety and Co-surety - Rights and Liabilities - Discharge of surety from his liability Agency - Agent and Principal - Creation of Agency - Classification of Agents - Relationship between Principal and Agent - Agent's authority - Revocation and Renunciation - Rights, Duties and Liabilities of Agent and Principal - Termination of Agency. **Case Study 1:** The changing landscape for Chinese small business: the case of "Bags of Luck".
(8 hours)
- Sales of Goods Act, 1930 Contract for Sale of Goods - Meaning - Essentials of a Contract of Sale - Formalities of a Contract of Sale Provisions relating to conditions and Warranties Provisions relating to transfer of property or ownership Provisions relating to performance of Contract of Sale - Rights of Unpaid Seller - Rules as to delivery of goods.
(8 hours)
- The Negotiable Instruments Act, 1881 Negotiable Instruments-Meaning, Characteristics, Types, Parties - Holder and holder in Due Course Negotiation and Types of Endorsements 4.3 Dishonour of Negotiable Instrument - Noting and Protest Liability of parties on Negotiable Instrument.
(8 hours)

- The Companies Act, 1956 Company-Definition, Meaning, Features and Types of companies Incorporation of a company - Memorandum of Association, Articles of Association and Prospectus Share Capital.
Case Study 2: Tax me not: Vodafone's plea to India (8hours)

SUGGESTED READINGS:

1. P.P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, 11th Edition, 2010.
2. Dr. Vinod, K. Singhanian, Direct Taxes Planning and Management, 2008.
3. Pathak, A. (2010). Legal Aspects of Business, 4th Edition, Tata McGrawHill, 2007.
4. Richard Stim, Intellectual Property-Copy Rights, Trade Marks, and Patents, Cengage Learning, 2012.
5. V.S. Datey, Taxman Publication, 21st Edition, 2009. Business Laws-Balchandani
6. **Case Study 1:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621111126783>
7. **Case Study 2:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621211298089>

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

Group:INTERNATIONALBUSINESS

MBA IIYear	MBA-E331/431		Semester-III/IV		
	International TradePractices, Procedures and Documentation				
Time Allotted for End SemesterExamination	Marks Allotted for Internal Assessment	Marks Allotted forEnd Semester Examination (ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Explain the significance of procedures and documentation in international trade	PO.3
CO.2	Elaborate the of ficial machinery for trade procedures and documentation	PO.1, PO.2, PO.3
CO.3	Define the export order processing & export price quotations	PO.5, PO.6
CO.4	Elaborate the UCPDC guidelines; realization of export proceeds – provisions of RBI's	PO.3, PO.5, PO.6
CO.5	Explain the regulations for International Trade	PO.7

Course Code and Name: **MBA-E331/431 International TradePractices, Procedures andDocumentation**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	1	3	1	1	1	1	1
CO2	2	2	2	1	1	1	1	1
CO3	1	1	1	1	2	2	1	1
CO4	1	2	1	1	2	2	1	1
CO5	1	1	1	1	1	1	2	1
CO6								
Average	1.2	1.4	1.6	1	1.4	1.4	1.2	1

- EXIM Operations and Documentation: Trade operations and documentation; Documentation areas and dimensions; Nature and characteristic features of Exim documents; EDI and documentation. EXIM Policy Framework:Legal framework,Policy over view–Facilities and restrictions;Getting started in export business.

(8hours)

- Foreign Exchange Facilities and Regulations: Legal framework in India FEMA. Origin and objectives, Main provision of FEMA; Other relevant acts. International Trade Terms: Trade contract and trade terms; Trade terms and need for standardization;INCO terms. Export Payment Terms: Credit risk management and payment terms; Main features of payment terms.Advance payment, open account, documentary collection, documentary credit– Documentary collection – DP and DA process and operation; Letter of credit and parties involved; Process of opening and advising LC,Types of LC;Process and operation;UCPDC. Major clauses; Consignment sale.**CaseStudy1**:Cross rate in foreign exchange.

(8hours)

- Trade Finance: Sources and schemes of trade finance; Pre and post.shipment export credit schemes and methods of financing; Packing credit advance details; Post.shipment advance; Import financing. Transit Risk Management: Nature of transit risk; Contract of cargo insurance Parties involved–Insurer/assured, Insurance policy and certificate ;Cargoloss claims–Procedure and documentation. CreditRisk Management: Export credit insurance – Concept and importance; Role of Export Credit Guarantee Corporation (ECGC); Covers issued by ECGC;Financial guarantees; Coverage of commercial and political risks–proceduresanddocumentaryrequirements.

(8hours)

- Central

Excise

Clearance:

Excise duty – Definition, rationale, stages of levying and collection; Meaning of manufacturing; Type of duties; Legal framework – Central Excise Act and Rules, Central Excise Tariff Act; Valuation; Options of refund and movement in bond–Rules 12, 13 and 14 Procedures and documentary requirements. **Case Study 2:** documentary credit: M/S AutoIndia. (8 hours)

- Customs Clearance of Export and Import Cargo: Legal framework – Introduction to Customs Act 1962; Introduction to Customs Tariff Act 1975; Introduction to Foreign Trade (Development and Regulations) Act 1992; Valuation and types of duties and Harmonized System of Nomenclature; Documentation requirements and document processing; Physical examination of goods; EDI and customs operations. Duty Drawback: Concept and rationale; Procedure and documentation. Import Policy and Export Promotion: Duty exemption schemes; Import of capital goods; Export, trading star trading, superstar trading house policy and procedures; EoU's/EPZs/SEZs schemes and procedures. (8 hours)

SUGGESTED READINGS:

1. Bhalla, V.K. and Ramu, S. (2001). International Business Environment and Management, 5th ed. Anmol, Delhi.
2. Desai, H.B. (1988). Indian Shipping Perspectives. Anupam Publications, Delhi.
3. Government of India. (2012).
4. Hand book of Import. Export Procedures. Government of India, New Delhi.
5. Paras, Ram, (1995). Export What, Where and How. Anupam Pub, New Delhi.
6. **Case Study 1:** <https://nebula.wsimg.com/c4e596dc12fc8b554ce2435a30ae7995?AccessKeyId=A83663472B839ECDD54B&disposition=0&alloworigin=1>
7. **Case Study 2:** <http://www.scdl.net/downloads/samplecsib.pdf>

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBAYear	MBA-E332/432		Semester-III/IV		
	InternationalFinancialManagement				
Time Allotted for EndSemesterExamination	Marks Allottedfor InternalAssesment	Marks Allotted forEnd SemesterExamination(ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Develop In-depth knowledge and the practical implication of Finance theory in International Financial Management with the emergence of globalized financial market	PO.1,PO.2,PO.3
CO.2	Develop innovative/entrepreneurial skills by evaluate the need of globalization of the world economy by understanding the roles and practices of foreign exchange markets and exchange rate determination and their use in international businesses	PO.4, PO.5,PO.7
CO.3	Develop managerial skills by analyzing the International Monetary System and the European Monetary system affecting International business to exhibit ethical practices in International Business.	PO.1, PO.2, PO.4, PO.7
CO.4	Critically analyze the role of bonds as financial instruments in bringing financial acumen while studying different Foreign and Euro bonds for making cost effective decisions.	PO.2, PO.3, PO7,PO.8

Course Code and Name: **MBA-E332/432 InternationalFinancialManagement**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	1	1	1	2	2	1	2	1
CO3	2	2	2	1	1	1	1	1
CO4	1	2	2	1	1	1	2	2
CO5								
CO6								
Average	1.5	1.75	1.75	1.25	1.25	1	1.5	1.25

- Introduction: Complexities and issues in financial decisions of a multinational firm: Foreign investment decisions: Exchange rate movement and decision to invest: Foreign direct investment theories and strategies: Green field investment vs. Acquisitions and mergers. International Capital Budgeting: Multinational considerations and calculation of cash flows; Adjusted present value approach: Cost capital: Assessment and management of political risks. **Case Study1:** High rise in Ho Chi Minh City.
(8hours)
- International Portfolio Management: Decision to invest in portfolio: International CAPM; Identification of optimum portfolio. International Project Financing: Concepts, types technique sand key elements; Capital structure decision.
(8hours)
- International Working Capital Management: Cash management; Receivables and inventory management. (8 hours)
- Currency and Interest Rate Risk Management: Exposure and risk; Transaction, translation and real operating exposure; interest rate risk assessment and management. **Case Study2:** foreign exchange exposure and management: case study of two large multinational.
(8hours)
- International Accounting Foreign currency translation; Multinational transfer pricing and performance measurement; International Taxation: Key elements and issues; International tax environment; Bilateral treaties and tax heavens. (8hours)

SUGGESTED READINGS:

1. Apte P.G. (1998) *Multinational Financial Management*, Tata. McGraw Hill, New Delhi.
2. Baker J.C. (2000). *International Finance: Management, Markets and Institutions*, Prentice Hall, Englewood Cliffs, Company, New Delhi.
3. Eiteman, David K., Arthur Stonehill and Michael H. (1998). *M of fect, Multinational Business Finance*, Addison. Wesley Publishing Company, New Delhi.
4. Eun, Cheol and Bruce Resnick. (1998) *International Financial Management*, McGraw Hill, New York.
5. Kevin, S. (2009), *Fundamentals of International Financial Management*. PHI Learning.
6. Levi, Maurice. (1996) *International Finance*, McGraw Hill Inc., New York.
7. Madura, Jeff, *International Financial Management*. (2000.) South Western Publishing Company, Cincinnati.
8. Rathore & Shirin. (1994) *International Accounting*, Prentice Hall of India Pvt. Ltd., New Delhi.
9. Seth, A.K. (2000) *International Financial management*, Galgotia Publishing, New Delhi.
10. Shapiro, Allen C. (2009) *Multinational Financial Management*, John Wiley & Sons, New Delhi.
11. Sharan, V. (2000.) *International Financial Management*, Prentice Hall of India Pvt. Ltd., New Delhi.
12. **Case Study 1**: <https://www.emeraldinsight.com/doi/abs/10.1108/20450621211312947>
13. **Case Study 2**: https://www.researchgate.net/publication/279647700_Foreign_Exchange_Exposure_and_Management_Case_study_of_two_large_Multinationals

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBAIIYear	MBA-E333/433		Semester-III/IV		
	InternationalFinancialSystem andMarkets				
Time Allotted for EndSemesterExamination	Marks Allottedfor InternalAsses sment	Marks Allotted forEnd SemesterExamination(ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Explain the fundamental theories and concepts of international trade and finance and apply for the management decisions.	PO.1,PO.2,PO.3
CO.2	Apply functions, provisions of international trade system and functions to facilitate the global trade. Students will be able analyse impact of WTO on current global trade in detail.	PO.4, PO.5,PO.7
CO.3	Analyse the organizations allocate portfolio assets and take investment decisions. Students will be able to apply the different methods to mitigate the foreign trade and exchange rate risks in their respective organizations after they are recruited.	PO.1, PO.2, PO.4, PO.7
CO.4	.Integrate concept and apply the knowledge of capital budgeting decisions to mitigate the financial risks of organizations.	PO.2, PO.3, PO7,PO.8

Course Code and Name: **MBA-E333/433 InternationalFinancialSystem andMarkets**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	1	1	1	2	2	1	2	1
CO3	2	2	1	2	1	1	2	1
CO4	1	2	2	1	1	1	2	2
CO5								
CO6								
Average	1.5	1.75	1.5	1.5	1.25	1	1.75	1.25

- Introduction to International Financial System: International Monetary System: Features and requirements; System of exchanging currencies – From Bretton Woods system of reef loat and convertibility; Pegging of currencies–target zone arrangement; European monetary system; International liquidity. **(8hours)**
- Foreign Exchange Markets and its Activities:Exchange rate quotations and practices; Foreign exchange market activities; Arbitraging, hedging and speculation. **Case Study1:Currency Arbitrage (8hours)**
- Exchange Rate Determination: Exchange rate determination in spot and forward market–Interest rate parity (IRP), purchasing power parity, Fisher open equation Monetary and portfolio balance approaches; Short run demand and supply theory, BOP theory, and growth theory; Forecasting exchange rate. **CaseStudy2: Analyzing the balance of payment position of India. (8hours)**
- International Financial Markets and Instruments: Changing scenario; International capital and money market instruments; International development banking; Euro–currency markets; International securities markets and instruments. Bond and notes market; equity market, GDR, ADR, EDR and IDR; Integration of financial markets and approach; Role of financial in terme diaries; Financial swaps. **(8hours)**
- International Debt Problem: Problem of debt servicing and developing countries (with special reference to India). **(8hours)**

SUGGESTED READINGS:

1. Apte, P.G. (1998). *Multinational Financial Management*, Tata. McGraw Hill, NewDelhi.
2. Baker, J.C. (1998). *International Finance: Management, Markets and Institutions*. Prentice Hall, NewDelhi.
3. Eiteman, David K., Arthur Stone. Hill and Michael H.M of fett, (1998). *Multinational Business Finance*. Addison.WesleyPublishingCompany, USA.
4. Levi & Maurice (1996). *International Finance*,McGrawHill Inc., NewYork.
5. Kevin, S. (2009), *Fundamentals of International Financial Management*. PHILearning.
6. Seth, A.K. (2000). *International FinancialManagement*, Galgotia Publishing Company, NewDelhi.
7. Shapiro, AllenC. (1995). *Multinational Financial Management*, Prentice Hall India Pvt Ltd., NewDelhi.
8. Sharan, V. (2000) *International Financial Management*, Prentice Hall of India Private Ltd.New Delhi.
9. **Case Study1:**
<https://nebula.wsimg.com/86614b44134ed2231231d1ac8a7f2b5a?AccessKeyId=A83663472B839ECDD54B&disposition=0&alloworigin=1>
10. **Case Study2:** https://www.researchgate.net/publication/318529330_Analyzing_the_Balance_of_payment_position_of_India

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers fromtime to time.

MBAIIYear	MBA-E334/434		Semester-III/IV		
	India's Foreign Trade Policy				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Understand major marketing elements and their Impact on Marketing Decisions, concepts and methods with regard to enhance customer value.	PO.1, PO.2, PO.3
CO.2	Apply contemporary marketing theories to the demands of business and management practice.	PO.1, PO.2, PO.3, PO.7, PO.8
CO.3	Demonstrate how as a marketer you can use your knowledge of consumer behavior concepts to develop better marketing programs and strategies to influence those behaviour.	PO.3, PO.4 , PO.5, PO.6
CO.4	Organise information and data to reveal patterns and themes, and manage teams and implementing marketing programs.	PO.3, PO.5, PO.6
CO.5	Understand the process of consumer protection, accounting for ethical, social and cultural (ESC) issues.	PO.5

Course Code and Name: **MBA-E334/434 India's Foreign Trade Policy**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	2	2	2	1	1	1	2	2
CO3	1	1	2	2	2	2	1	1
CO4	1	1	2	1	2	2	1	1
CO5	1	1	1	1	2	1	1	1
CO6								
Average	1.4	1.4	1.8	1.2	1.6	1.4	1.2	1.2

- India's Foreign Trade: India's Foreign Trade in the Global Context, Structure and Equilibrium of India's Balance of Payments, Recent Trends in India's foreign trade, Directional Pattern. **(8hours)**
- Major export commodities: Thrust area commodities their trends problem sand prospects, Major competitors, Major Import Commodity Groups, Trade Control in India. **Case Study1:** Analysis of trade before and after the WTO: a case study of India. **(8hours)**
- Foreign Trade Regulations: Foreign Trade (Development and Regulation) Act, Import and Export Control Orders, Import and Export Licensing System, Exchange Control in India, Blanket Permit System, Import Substitution and Export Promotion Policies, Export Incentives: Financial and Fiscal, Deferred Payment System and the Role of EXIM Bank of India. **Case Study2:** Financing the foreign trade: the case of an Indian textile exporter. **(8 hours)**
- Export Credit & Promotion: Export Credit Insurance, Infrastructure support for Export Promotion, Export promotion Councils, Commodity Boards/Product Export Development Authorities, Specific Service Institutions. **(8 hours)**
- Role of State Trading Organizations: Role of State Trading Organizations in Foreign Trade, Export Processing Zones, Export Oriented Units and Export and Trading House Schemes, Multilateralism and Bilateralism in India's International Business. **(8hours)**

SUGGESTED READINGS:

1. Bhalla, V.K. (2010)., International Business Environment and Management 12thed. Anmol publication,NewDelhi.
2. Bhashyam, S., (1998). Export Promotion in India: The Institutional Infrastructure. Common wealth Pub.,NewDelhi.
3. Government of India.(2012).ForeignTradePolicy&Handbook of Procedures.Government of India.
4. Khanna, Sri, Ram (1986). Export Marketing in India's New Manufactures. University of Delhi, New Delhi.
5. Jain, S.K., (1988). Export Performance and Export Marketing Strategies. Common wealth Pub., New Delhi.
6. Nayyar Deepak (1960). India's Export and Export Policies in the 1960s.,Cambridge University press, USA.
7. **CaseStudy1:**<https://www.emeraldinsight.com/doi/abs/10.1108/EEMCS-08-2014-0201>
8. **CaseStudy2:**https://www.ripublication.com/gjfm-spl/gjfmv6n8_17.pdf

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBAII Year	MBA-E335/435		Semester-III/IV		
	International Brand Management				
Time Allotted forEnd SemesterExamin ation	Marks Allotted forInternalAssessm ent	Marks Allotted forEnd SemesterExaminat ion(ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	30(20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Explain brand, Branding challenges and opportunities , Brand equity concept	PO.1, PO.2, PO.3
CO.2	Define different Brand Equity Models	PO.1, PO.2, PO.3, PO.7, PO.8
CO.3	Define Planning and Implementing Brand Marketing Programs	PO.3, PO.4 , PO.5, PO.6
CO.4	Explain Integrating marketing communication to build brand equity and Conceptualizing the leveraging process	PO.3, PO.5, PO.6
CO.5	Analyze Brand architecture, Brand hierarchy, Designing brand strategy, New products, Brand extensions	PO.5

Course Code and Name: **MBA-E335/435 International Brand Management**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	2	2	2	1	1	1	2	2
CO3	1	1	2	2	2	2	1	1
CO4	1	1	2	2	2	2	1	1
CO5	1	1	1	1	2	1	1	1
CO6								
Average	1.4	1.4	1.8	1.4	1.6	1.4	1.2	1.2

- Concept of a brand, classification of brands, Brand Vs product, Brand Vs Trademarks, evolution of brand, brand perspectives, branding challenges and opportunities, concept of brand equity.
Programme. **Case Study1:** ABIL's dilemma: to brand or not to brand in India(8hours)
- Brand development–Extension, rejuvenation,re-launch product Vs Brands, The brand equity concept , establishing a brand equity concept, identity and image, brand leveraging & brand performance-establishing a brand equity management system, measuring sources of brand equity and consumer mind set, co-branding, celebrity endorsement.
(8hours)
- Designing and implementing brand strategies:brand product matrix,brand hierarchy,brand extensions, advantage and disadvantages of brand extension, evaluation of brand extension, managing brands overtime, rein forcing brands, revitalizing brands, and adjustment to the brand portfolio.
(8hours)
- Rationale for going international, making brands to go global, need of geographical extensions of brands, opportunities of global branding, consumers & globalization, conditions favoring global brands, organizing for a global brands, advantages and disadvantages of global marketing.
(8hours)
- Global consumer based brand equity, global brand positioning, building global customer based brand equity, similarities and differences in the global branding landscape, steps in global brand building, marketing infrastructure for global branding, brand partnership, global & local control,balanced standardization Vs customization, implantation of global brand equity measurement system, leverage brand elements.

brand building at SRF: challenge of selecting the brand consultant (8 hours)

SUGGESTED READINGS:

1. Jean Noel, Kapferer. (2011). *Strategic Brand Management*, Kogan Page, London.
2. Kevin Lane Keller. (2010). *Building, Measuring and Managing brand equity* Prentice Hall. London
3. Y.L. R. Murthy. (2008). *Brand Management*, Vikas Publishing House, Meerut.
4. SubratoSen Gupta. (2012). *Brand Positioning*, Tata McGrawHill, Mumbai.
5. Chunawala. (2008). *Compendium of Brand Management*, Himalayan Publishing House, New Delhi.
6. Harsh. V.Verma. (2010). *Brand Management*, Excel books .Meerut.
7. Dr. S.L. Gupta. (2012). *Brand Management Text & cases (an Indian perspective)* Himalayan Publishing House, New Delhi.
8. **Case Study1:** Sonal Sisodia, Nimit Chowdhary, (2011) "ABIL's dilemma: to brand or not to brand in India", Emerald Emerging Markets Case Studies, Vol.1 Issue:1, pp.1-11, <https://doi.org/10.1108/2045062111128583> Permanent link to this document: <https://doi.org/10.1108/2045062111128583>
9. **Case Study2:** Jaydeep Mukherjee, Mukund Trivedy, (2011)" Corporate brand building at SRF: challenge of selecting the brand consultant", Emerald Emerging Markets Case Studies, Vol.1 Issue:4,

pp.1-18, <https://doi.org/10.1108/20450621111201257> Permanent link to this document: <https://doi.org/10.1108/20450621111201257>

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

Group: ORGANIZATIONAL BEHAVIOR

MBA II Year	MBA-E336/436		Semester-III/IV		
	Organizational Structure, Design And Change				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	To understand, recall the fundamentals of Organisational Structure;	PO.1, PO.2, PO.3
CO.2	To understand and recall the fundamentals of Organisational change	PO.1, PO.2, PO.3, PO.7, PO.8
CO.3	To understand and recall the fundamentals of Organisational design	PO.3, PO.4, PO.5, PO.6
CO.4	To analyse different organization designs and their impact on organization performance.	PO.3, PO.5, PO.6
CO.5	To apply the change transformation process and to analyze the impact post change acceptance.	PO.5, PO.6, PO.7, PO.8

Course Code and Name: MBA-E336/436 Organizational Structure, Design and Change

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	2	2	2	1	1	1	2	2
CO3	1	1	2	2	2	2	1	1
CO4	1	1	2	2	1	2	1	1
CO5	1	1	1	1	2	2	2	2
CO6								
Average	1.4	1.4	1.8	1.4	1.4	1.6	1.4	1.4

- Concept of Organisational Structure; Determinants of Organisational Structure, Why do Structures Differ? Types of Organisational Structure, Work Systems and People. **Case Study 1:** Organisational Design: A Structural Straitjacket at Wild Wear. **(8hours)**
- Determinants of Organisational Design; Parameters of Organisational Design; Emerging Organisational Design. **(8hours)**
- Organisation and Environment; Organisational Strategy; Power and Conflicts in Organisation. **(8hours)**
- Organisational Decision. Making and Strategy formulation; Organisational Culture; Organisational Failure. **Case Study 2:** Managing Global and Workforce Diversity: Culture shock. **(8hours)**
- Organisational Change; Organisational Learning and Transformation, Process of Organisational Change. **(8hours)**

SUGGESTED READINGS:

1. Basil, D.C. & Cook, C.W. (1997). The Management of Change, McGrawHill, Michigan.
2. Miles, R.E. (1978). Organizational Strategy, Structure and Process. New York: McGraw Hill, New Delhi
3. Nilakant, V., & Ramnarayan, S. (1998) Managing Organizational Change, Response Books, New Delhi.
4. Paton, R.A., & McCalman, J. (2008). Change Management: A Guide to Effective Implementation, Sage Publication Lt, New Delhi.
5. Rao, M.G., & Rao, V.S.P. (1999). Organization Design, Change & Development, Discovery Publishing House, New Delhi.

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6. Singh, K. (2009). Change Management, Excel Books India. Thornhill, A., Lewis, P., Millmore, M., & Saunders, M. (2000). Managing Change: A Human Resources Strategy Approach, Harlow. Pearson Education, NewDelhi.
 7. Sinha, J.B.P. (2009). Culture & Organizational Behaviour. Sage Publications Pvt. Ltd, New Delhi.
 8. Srivastava, S.K., & Kumari, P. (2011). Organizational Behaviour: A Comprehensive Study. NewDelhi: Global Vision Publishing House, NewDelhi.
 9. Harigopal, K. (2006). Management of Organizational Change: Leveraging Transformation, Response Books, NewDelhi.
 10. Hersey, P.H., Blanchard, K.H., & Johnson, D.E. (2012). Management of Organizational Behaviour, Prentice Hall, New Delhi.
 11. **Case Study1:** <http://college.cengage.com/business/moorhead/organizational/6e/students/cases/index.html>.
 12. **Case Study2:** <http://college.cengage.com/business/moorhead/organizational/6e/students/cases>**NOTE:**The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBAIIYear	MBA-E337/437		Semester-III/IV		
	CorporateLeadership				
Time Allotted for EndSemesterExamination	Marks Allottedfor InternalAssesment	Marks Allotted forEnd SemesterExamination(ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	To understand the fundamentals of corporate leadership	PO.1, PO.2, PO.3
CO.2	To explain, recall and analyze different leadership theories and their impact on business performance	PO.1, PO.2, PO.3, PO.7, PO.8
CO.3	To explain and analyze power and politics role in leadership	PO.3, PO.4, PO.5, PO.6
CO.4	To analyze the importance of team leadership in the organization and business performance.	PO.3, PO.5, PO.6
CO.5	To recognize and evaluate the ethical part of leadership	PO.5, PO6, PO7, PO8

Course Code and Name: **MBA-E337/437 CorporateLeadership**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	2	2	2	1	1	1	2	2
CO3	1	1	2	2	2	2	1	1
CO4	1	1	2	1	2	2	1	1
CO5	1	1	1	1	2	2	2	2
CO6								
Average	1.4	1.4	1.8	1.25	1.6	1.6	1.4	1.4

- Corporate Leadership: Concept and Styles of Leadership; Leadership Traits; Theories of Leadership: Trait, Behavioral and Contingency Theories; Leadership Effectiveness. **Case Study1:** Leadership Models and Concepts, Right Boss, Wrong Company **(8Hours)**
- Managerial Communication: Types, Objectives, Models, Process, Importance; Understanding Barriersto Communication and Ways to Handle and Improve Barriers. Presentation Skills – Its Purpose in Business World. Non. Verbal Communication **(8Hours)**
- Power and Politics: Meaning of Power and Politics; Bases of Power; Managing with Power; Where does power come from? Types of Power.**Case Study2:** Leadership and Influence Process, The Struggle for Powerat Ramsey Electronics. **(8Hours)**
- Team Leadership: Leader/Follower Relations Team Leadership and Self. Managed Teams, Enhancing Morale and Motivation. Time management. (8Hours)
- Ethics in Leadership, Strategic Leadership, Emerging Trendsin Corporate Leadership, Developing Leadership for Tomorrow, Mechanisms for Leadership Development. **(8Hours)**

SUGGESTEDREADINGS:

1. Hughes, R. (2005). *Leadership: Enhancing the Lessons of Experience*, McGrawHill., New Delhi.
2. James, M.G. (2010). *Leadership*. Harper. Perennial, NewYork.
3. Northouse, P.G. (2007). *Leadership: Theory & Practice*, Sage Publications, California.
4. Northouse, P.G. (2013). *Leadership: Theory & Practice*. Sage Publication, USA.
5. Sadler,P. (2003). *Leadership*. Kogan Page Publishers, UK.
6. Topping, P. (2005). *Managerial Leadership*, McGraw. Hill, New Delhi.
7. Weiss,T., & Kolberg, S. (2003). *Coaching Competencies and Corporate Leadership*, CRC Press, NewYork.
8. Western, S. (2008). *Leadership: Acritical*

Text. Sage Publications, London.

9. Yukl,G.A.(2007). *Leadership in Organizations*. Pearson Education Limited, NewDelhi.

10. **Case Study1:**<http://college.cengage.com/business/moorhead/organizational/6e/students/cases/index.html>

11. **Case Study2:**<http://college.cengage.com/business/moorhead/organizational/6e/students/cases/index.html>

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBAYear	MBA-E338/438		Semester-III/IV		
	StressManagement				
Time Allotted for EndSemesterExamination	Marks Allottedfor InternalAsses sment	Marks Allotted forEnd SemesterExamination(ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Describe and explain the nature of stress, the stress response, causes of stress, the relationship between stress and disease and a holistic approach to stress managements.	PO1
CO.2	Assess and describe the impact of stress on one's own body, mind, spirit and emotions.	PO2, PO7
CO.3	Identify, describe and practice research-based coping strategies and relaxation techniques that contribute to managing life's stress.	PO2, PO4, PO7
CO.4	Develop a personal lifestyle plan incorporating coping strategies and relaxation techniques to decrease the impact of stress on one's body, mind, spirit and emotions.	PO1, PO2, PO7

Course Code and Name: **MBA-E338/438 StressManagement**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	1	1	1	1	1	1
CO2	1	2	1	1	1	1	2	1
CO3	1	2	1	2	1	1	2	1
CO4	2	2	1	1	1	1	2	1
CO5								
CO6								
Average	1.5	1.75	1	1.25	1	1	1.75	1

- Meaning; Nature of Stress; Occupational Stressors: Role Stress, Managerial Stress; Sources and Causes . **Case Study 1:** Managin Stress and Worklife Balance, Stress Takes itsToll.
(8hours)
- Stress and Personality: Behavioral and Situational Modifiers; Stress Motivation and Performance.
(8hours)
- Managerial Implications of Stress: Leadership Styles in Stressful Situations and non-stressful situations; Decision making and Stress. **Case Study2:** Morethan Paychecks.
(8hours)
- Source of Stress: Individual Stressors, Group Stressors, Organisational Stressors; Physical, psychological and Behavioral indicators of stress.
(8hours)
- Stress Management Techniques: Coping with Stress; Individual Coping Strategies, Organisational Coping Strategies, Relaxation Techniques.
(8hours)

SUGGESTED READINGS:

1. Cranwell, J., & Abbey, A. (2005). *Organizational Stress*, Palgrave Macmillan, USA.
2. Clayton, M. (2011). *Brilliant Stress Management: How to Manage Stress in Any Situation*. Prentice Hall, NewYork
3. Greenberg, J.S. (2008). *Comprehensive Stress Management*, McGrawHill, New Delhi.
4. Herbert, B. (2006). *Stress Management: Techniques for Easing and Preventing Stress*, Harvard Health Publications, USA.
5. Lehrer, P.M., Woolfolk, R.L., & Sime, W.E.(2007). *Principles and Practice of Stress Management*, Guild ford Press, New York
6. Quick, J.C. (2013). *Preventive*

- Stress Management in Organizations*, Washington DC: American Psychological Association, USA
7. Sutherland. V.J. & Cooper, C.L. (2000) *Strategic Stress Management: An Organizational Approach*, London: Macmillan Business, New Delhi.
 8. Short, E. (2001). *Strategic Stress Management: An Organizational Approach*, Emerald Group Publishing Limited, UK
 9. Turkington, C. (1997). *Stress Management for Busy People*, McGrawHill, New Delhi.
 10. **Case Study 1:** Aithal, P.S. (2016-2017). Organization Behaviour. Chapter-8, Case 9, Managing Stress And Work life Balance : Stress Takes Its Toll. Organizational Change And Development :Spooked by Computres. *Institute of Management Studies, Manglore-575001*.pp.21-22
 11. **Case Study 2:** Aithal, P.S. (2016-2017). Organization Behaviour. Chapter-8, Case 5, More than Paycheck. *Institute of Management Studies, Manglore-575001*.pp. 16-17

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	MBA-E339/439		Semester-III/IV		
	Groups and Teams in Organizations				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Describe and explain the concept of Group Dynamics	PO1
CO.2	Assess the concept of Team effectiveness	PO2
CO.3	Practice the art of Managing Conflict	PO5, PO8
CO.4	Understand the importance of Organizational culture	PO4, PO6
CO.5	Realise the importance of Power and Politics	PO2, PO7

Course Code and Name: **MBA-E339/439 Groups and Teams in Organizations**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	1	1	1	1	1	1
CO2	1	2	1	1	2	1	1	2
CO3	1	1	1	2	1	2	1	1
CO4	1	1	1	2	1	2	1	1
CO5	1	2	1	1	1	1	2	1
CO6								
Average	1.2	1.4	1	1.4	1.2	1.4	1.2	1.2

- Group Dynamics: Dynamics of formal groups, Dynamics of Informal groups; Group performance factors: Composition, size, norms, conformity, group cohesiveness; Helping and hindering roles in groups; Group process: Group roles, group communication, group leadership, group conflict; Managing groups in organisation.
(8hours)
- Teams: Types of teams; Stages of team development; Team roles; Team effectiveness; Team building: Approaches; Analysis of interpersonal relationship: Transactional analysis. **Case Study 1:** Using Teams In Organization: Teams At Evans RV Wholesale Supply And Distribution Company
(8hours)
- Conflict: Conflict process; Transition in conflict thoughts; Types and sources of conflict; Management of conflict: Approaches (modes and Tactics); Negotiation: Towards conflict resolution, conflict prevention.
(8hours)
- Organisational culture: Concepts of organizational culture; Characteristics of culture; Types of culture; Functions of culture; Formation of organisational culture: The working group, the style of leadership of the manager, the organisational characteristics; Learning culture; Measuring culture; Communicating culture; Managing diversity in the global work culture.
- **Case Study 2:** Managing Global And Workforce Diversity: Culture Shock. (8hours)
- Power and Politics: Bases of power (coercive and persuasive); Dependency: The key to power; power tactics; Power in groups: Coalitions; Multiplying power in organisations; Strategies of acquiring power; Nature of organizational politics; Political frame of decision making; Factors contributing to political behavior: Individual factors and organizational factors.
(8hours)

SUGGESTED READINGS:

1. Harris, P.R. (2004). Managing cultural difference; 6thEd. Elsevier, New Delhi.
 2. Hersey, P.H., Blanchard, K.H., & Johnson, D.E. (2012). Management of organizational behavior. Prentice-Hall, New Delhi.
 3. Luthans, F. (2010). Organizational Behavior; 12thEd. McGraw-Hill, New York.
 4. Robbins, S.P. (2007). Organizational behavior; 12thEd. Prentice Hall, New York.
 5. Srivastava, S.K., & Kumari, P. (2010). Organizational Behavior: A comprehensive study; 1stEd. Global Vision Publishers, New Delhi.
- Case Study 1:**

<http://college.cengage.com/business/moorhead/organizational/6e/students/cases/index.html> Case

Study2: Managing Global And Workforce Diversity: Culture Shock.

Note: The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time

MBAYear	MBA-E340/440		Semester-III/IV		
	ChangeManagement				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Understand the change concepts and change challenges.	PO1, PO3
CO.2	Administer the strategic Renewal.	PO4
CO.3	Discuss the Kurt lewin model of Organizational Change and Development	PO1, PO2
CO.4	Illustrate the importance of Communicating Change to stakeholders.	PO6
CO.5	Explain the Change Transition Model.	PO7

Course Code and Name: **MBA-E340/440 ChangeManagement**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	2	1	1	1	1	1
CO2	1	1	1	2	1	1	1	1
CO3	2	2	1	1	1	2	1	1
CO4	1	1	1	1	1	1	2	1
CO5								
CO6								
Average	1.5	1.25	1.25	1.25	1	1.25	1.25	1

- Introduction to change concepts Understanding behavior change challenges Ego defences and creating change Deutchman's 3R change Model. **Casestudy1:** Organization Change And Development: Spooked by Computers.
(8hours)
- Strategic renewal: incremental and transformational Effecting change at Grand Union Employee behavior Triggers for change.
(8hours)
- Kurt Lewin and organisational change Organisational development and effectiveness Resistance tochange Organisational diagnosis . **Case Study 2:** Dimensions of Organization Structure: Changing The Rules At Cosmo Plastics
(8hours)
- Organisational dialogue and organizational silence Communicating change to stakeholders Communications strategy and measures of justice Communicating bad news to stake holders
(8hours)
- Managing personal transitions The Social Readjustment Ratings Scale Change Transition Model Stages of psychological reaction to change. Facilitating employee change transitions change intervention styles Effective helping behaviors Orbit Newspapers case review. **Case Study 3:** Humanized Robots.
(8hours)

SUGGESTED READINGS:

1. Spector, B. (2007), Implementing Organizational Change, Pearson Prentice Hall, Upper Saddle River, New Jersey.
2. Herold, D.M. and Fedor, D.B. (2009), Leading Change Management, Kogan Page, London.
3. Deutchman, A. (2007), Changeor Die, Harper, NewYork.
4. Hayes, J. (2010), The Theory and Practice of Change Management, Palgrave Macmillan, London.
4. **CaseStudy1:** Aithal, P.S. (2016-2017). Organization Behaviour. Chapter-8, Case17, Organizational Change And Development: Spooked by Computres. *Institute of management studies,Manglore-575001*.pp. 32-33
5. **Case Study 2 :** Aithal, P.S. (2016-2017). Organization Behaviour. Chapter-8, Case 2,

Humanized Robots. *Institute of Management Studies, Manglore-575001*.pp. 12-13

6. **Case Study3:** (2016) Case Studies & Term Papers. *Institute of Distance & Open Learning*, University of Mumbai

NOTE:The list of cases and specific references including recent articles will be announced in the class.
