Syllabus
For
MBA Correspondence Course
(Two Year Programme)
(2020-21 & 2021-22)



PUNJABI UNIVERSITY PATIALA (Established under Punjab Act No.35 of 1961)

Milm com ?

Marjoth

Post 2_

SCHOOL OF MANAGEMENT STUDIES, PUNJABI UNIVERSITY, PATIALA



ORDINANCES

MASTER OF BUSINESS ADMINISTRATION (CORRESPONDENCE COURSE, TWO YEARS PROGRAMME) Session 2020-2021 & 2021-2022

- The duration of the MBA programme, designed with various streams of specialization in functional area of Management. The admissions to the programme shall be made in the month of June-July. Each year shall consist of two semesters i.e. Semester I and II in the first year and Semester III and IV in the second year.
- The last date for receipt of admission forms and fees shall be fixed by the Vice Chancellor from time to time.
- 3. CATEGORY -I: BUSINESS EMPLOYEES/OTHERS- 50 SEATS

Admission to the first semester of MBA Programme will be open to candidates who have passed Bachelor's Degree or Master's Degree in any discipline from any recognized University or an examination recognized there to or have passed the final examination conducted by the Institute of Chartered Accountants of India or equivalent or Institute of Company Secretaries of India or equivalent or Institute of Cost and Works Accountants of India or equivalent with preferably working experience of one year. The candidate should have at least 50% marks in Graduation/Post-graduation.

CATEGORY -II: DEFENCE OFFICERS- 50 SEATS

- All commissioned officers with a minimum of 5 years of commissioned service will be eligible to join the course.
- To be eligible for admission to MBA Programme, a Defence Officer must have passed either a Graduate or Post-graduate degree in any discipline with at least 50% marks or must have undergone successfully one of the following courses:
- (i) N.D.A. / I.M.A./Any other equivalent course viz. O.T.S./O.T.A./Indian Air Force Academy/Naval Academy; and
- (ii) At least one of the following courses:
 - a) Defence Service Staff College Course
 - b) Technical Staff Officers Course
 - c) Long Defence Management Course
 - d) Senior Defence Management Course
 - e) Higher Command Course
 - f) Advanced Air Armament Staff Officer Course
 - g) Specialized Advanced Course of various Arms and Services
- (iii) They should have a meritorious record of service.
- (iv) In case of Defence Officer, it is to be submitted through the Director General (Resettlement), Ministry of Defence, Govt. of India, West Block IV, Sector-I, R.K. Puran, New Delhi.

OR

Approval of Serving Formation Head.

 Each candidate shall be examined in the subject(s) as laid down in the Syllabus prescribed by the Academic Council from time to time.

5.

- The internal assessment marks shall be based on the three assignments (10 Marks of each) to be submitted by the students as per the given schedule by the Department.
- Initial time for submission of all the assignments will be indicated by Head of the Department- SMS.

I s mus fi

Lant

man 2

- One month extension period for submission of assignment is allowed with late fee of Rs. 100/- per assignment per subject (All assignments must be deposited before 10 days from final exams).
- In case a student is unable to submit the assignment(s) even after the lapse of late fee
 period, then accordingly his internal assessment will be forwarded to the Controller of
 Examinations.
- The students can submit the assignments in printed form or can be handwritten.
- The Head of the Department-SMS shall forward (to Controller of Examinations) the internal assessment marks obtained by the students in different papers on the basis of the three written assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The medium of instruction and the examination shall be English.
- 6. The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
 - A candidate shall have to pass all the four semester examinations within maximum period of four years of his/her admission to the first semester of 2-Year MBA (CC) failing which he/she will be deemed to be unfit for the programme. however, if any candidate has secured less than 40% marks in the internal assessment in any one or more papers and is placed under reappear in that papers, he may at his option, attend regular classes of the papers, after his fourth semester examination against a payment of Rs.2000/- per paper to improve, the candidate would be required to attend such classes in a semester in which that paper is offered by the department subsequently and thus improve his internal assessment score in the concerned papers. In case, such a candidate improves upon the earlier internal assessment, the external marks secured by the candidate will remain the same i.e. will carry the external pass marks secured by him/her, if he fails to improve upon his earlier internal assessment in that papers his original assessment marks would stand.
- The amount of examination fee shall be payable by a candidate for each semester as prescribed by the University from time to time.
- The internal assessment awards of candidate, who fails in any paper(s), shall be carried forward to the next examination.
- 9. (i) The practical examination(s) of the courses (relating to IT/Computer or wherever specified) shall be conducted jointly by the two external examiners and one internal examiner. Internal examiner shall be appointed by the Head of the Department-SMS and external examiners to be appointed by the Vice Chancellor on the recommendations of the Chairman, PG Board in Business Studies

The quorum would be of one internal and one external examiner.

- (ii) Viva-Voce shall be conducted by a Committee consisting of the following:-
- Two External Experts to be appointed by the Vice Chancellor on the recommendations of the Chairman, PG Board in Business Studies.
- One internal examiner shall be appointed by the Head of the Department -SMS.
- Head of the Department or his nominee.

The quorum of committee meeting would comprise one external and one internal examiner.

10. The list of successful candidates, after the fourth semester examination shall be arranged as under, in two divisions on the basis of the aggregate marks obtained in all the semester examinations taken together, and the division obtained by the candidate will be stated in his/her degree;

Ship

Tun (

& Llung

BR



 Those who obtain 50% or more marks but less than 60% marks

SECOND DIVISION

Those who obtain 60% or more marks

FIRST DIVISION

- Candidate who passes all the four semester exams, at the first attempt obtaining 75% or more marks of the total aggregate shall be declared to have passed with DISTINCTION.
- (i) The grace marks shall be allowed according to the General Ordinances relating to 'Award
 of Grace Marks' these Ordinances will apply to all the examinations.
 - (ii) To pass in one or more written papers or subjects, and/ or to make up the aggregate to pass the examination but not in practical, internal assessment, viva-voce and skill in teaching.
 - (iii) Up to 1% of the total marks of Part-I and Part II examination shall be added to the aggregate of both Part-I and Part II examinations to award a higher division / 55% marks, to a candidate.
- 12. MBA Part II shall be open to any person who has passed MBA I examination or has cleared at least 50% of total papers prescribed for the first and second semesters of MBA courses from Punjabi University, Patiala only within the last two academic years. These candidates have to qualify in all the papers of MBA course within a period of two years from the date of joining the course.
- 13. The candidate shall have to qualify in all the papers prescribed for MBA course within a period of four years from the date he joins the course. In case, he fails to do so within the prescribed period of four years as aforesaid, he shall be declared fail.
- 14. If the candidate drops out of a term due to service exigencies or any other reason acceptable to the Head of the Department, he would be allowed direct admission to the concerned semester in any following batch after payment of all dues, except library security, if pending with the Department. It is understood the such admission will be in addition to the normal admission.
- 15. A candidate who has passed MBA examination from this University shall have one chance within a period of two years after passing the examination to improve his/her division or to make minimum of 55% marks in MBA in a Maximum of 1/3 of total theory papers offered. Out of the papers taken up the candidate will be given the benefit of increase in marks, where the marks have increased in paper(s). Punjabi University Rules of Scheme for additional specialization will be applicable.
- 16. Successful candidates would be awarded the degree of Master of Business Administration. The student who tops the list of successful candidates will be awarded medal as per University rules.
- 17. Students can opt for one additional specilization consisting of 5 papers, of they so desire, against a payment of Rs. 2000/- per paper. The students can appear in 2 papers in 3rd and 3 papers in 4th semester, along with respective semester exams or after completing the MBA course.
- 18. Personal Contact Programme (PCP) of one week duration in each semester shall be held for the students admitted to the course. The students attending the PCP shall have the opportunity to interact with the teacher(s) concerned for resolving their doubts/queries relating to the subject. Attending the PCP is Compulsory for the students.
- 19. In no case and under no circumstances, the dispute arising out of the adherence or implementation or otherwise on the part of any one, in any clause(s), binds the University to change or amend the clause(s) under the Ordinance at any point of time.

3

Many



20. The Candidates who could not attend PCP due to any reason can be given another chance to attend special PCP with a fee of Rs.2000/- only per subject.

21. REFUND OF TUITION FEE AND OTHER CHARGES

Tuition fee and other charges remitted by the candidate shall not be refunded,

- the admission of a candidate is not finalized for non-payment of fee and other charges or a part thereof by the prescribed date;
- the candidate has not submitted the required certificate, degree, migration certificate, or the certificates submitted by him/her are found to be bogus or forged;
- (iii) after the submission of Admission Form for admission to a particular class/course, the candidate does not want to continue his/her studies;
- (iv) the particulars furnished in the Admission Form are found to be incorrect or wrong.

If a candidate is not admitted because of his/her being found ineligible to join any course, the tuition fee paid by him/her shall be refunded after a deduction of 25% of the tuition fee already paid. However, annual charges, if paid, will be refunded, in full. Late fee and Examination fee once deposited will not be refunded. In every semester late admission fee will be applicable as per the schedule of MBA Regular.

22. The Structure of Fee shall be as under:

Tuition Fee & Charges
 Registration Fee/ Continuation Fee
 Registration Fee Continuation Fee
 Verification Fee
 Node only (Not applicable for those who have passed Graduation/Post Graduation from Punjabi University, Patiala)
 Migration Fee
 Migration Fee
 Node only (Not applicable)

4. Migration Fee Rs. 100/-(if applicable)
5. NSS Fund Rs. 80/- per annum
6. Identity Card Fee Rs. 40/- per annum
7. Development of Punjabi Language Rs. 115/- per annum
8. Library Security (Refundable) Rs. 2500/- once only.
9. IMSJ Journal Rs. 500/- per annum

Department Services Charges
 Departmental Infrastructure
 Charges Fund

 Rs. 2625 per semester (A/c No.65193465734)
 Rs. 1000/- per annum (A/c No. 37838278891)

12. Alumni Fund Rs. 500/-per annum (A/c No.38774041944)

The fee from Sr. No. 1-9 has to be deposited in Registrar, Punjabi University Account No. 37712809736 (at any branch of SBI Bank) And Sr. No. 10 to be deposited in Account No. 65193465734 at any branch of SBI) and Sr. No. 11 to be deposited in Account No. 37838278891 at any branch of SBI and Sr. No.12 to be deposited in Account No. 38774041944 (at any branch of SBI). The counter foil of the pay-in slips have to be submitted to the office of School of Management Studies, Punjabi University, Patiala. The pay-in-slips for depositing the fee are available at website and the office of SMS.

S

Marje

BB2_

SCHOOL OF MANAGEMENT STUDIES, PUNJABI UNIVERSITY, PATIALA

PROGRAMME OF STUDY

MBA Two Year Programme

(Correspondence Course)

Session: 2020-2021 & 2021-2022

MBA Part-I

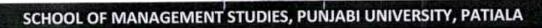
SEMESTER-I

101	Management Practices & Organizational Behavior	100		
102	Managerial Economics	100		
103*	Computer Fundamentals and Computer Aided Management	100		
104	Accounting for Management	100		
105	Business Environment	100		
	* Evaluation Internal 30 Marks is Lab/Assignment based			
	*Evaluation External: Evaluation of practical will be done jointly by two external &			
	Experts and will be from 70 Marks.			

SEMESTER-II

201	Business Charleties 9 Bases of Advanced by	* * * *
201	Business Statistics & Research Methodology	100
202	Financial Management	100
203	Marketing Management	100
204	Human Resource Management/ Operations Management	100
205	Viva-Voce	100

Join X





PROGRAMME OF STUDY

MBA Two Year Programme

(Correspondence Course)

Session: 2020-2021& 2021-2022

MBA Part -II

SEME	STER -III	
301	Project Management	100
302	Management Information System & Decision Support Systems	100
303	Business Ethics & Values	100
Any C	One Functional Area from the Following:	
Mark	eting Management	
304	Advertising & Sales Management	100
305	Marketing Research	100
Huma	n Resource Management	
306	Management of Industrial Relations	100
307	Human Resource Planning & Development	100
Finan	cial Management	
308	Management of Financial Institutions	100
309	Financial Services & Markets	100
Opera	ations Management	
310	Production Planning & Control	100
311	Inventory Management	100
Interi	national Business	
312	Multinational Financial Management	100
313	International Marketing	100
Retai	Management	
314	Management of Retail Organisation	100
315	Retail Consumer Behaviour	100
SEME	STER-IV	
401	Business Policy & Strategic Management	100
402	Organisational Development & Change	100
Three	Electives from any one of the following groups:	
	eting Management	
404	Consumer Behaviour	100
405	Export Marketing	100
406	Marketing of Services	100
407	Management of Logistics	100
408	Retail Marketing	100
Huma	n Resources Management	
409	Compensation Management	100
410	Labour Laws	100
411	Industrial Psychology	100
412	Cross Cultural & Global Management	100
413	Management of Training & Development	100
Finan	cial Management	
414	Security Analysis & Portfolio Management	100
415	Derivatives and Risk Management	100
1	SA	

Mis

Lungs Wager

BB 2

416	Management Control Systems	100
417	Management of Working Capital	100
418	Corporate Tax Planning	100
439	International Financial Management	100
Opera	ations Management/Material Management	
419	Purchasing Management	100
420	Management of Logistics	100
421	Plant Design & Layout	100
422	Statistical Quality Control	100
423	Service Operation Management	100
Inform	nation Technology	
424	Strategic Information Systems	100
425	System Analysis & Design	100
426	Software Engineering	100
427	Business Process & Re-engineering	100
428	Enterprise Resource Planning	100
Intern	national Business	
429	Regional Blocks	100
430	International Economic Organisations	100
431	Export-Import Procedures, Documentation & Logistics	100
432	Global Human Resources Management	100
433	Foreign Language for Business	100
Retai	Management	
434	Supply Chain Management	100
435	Merchandising Planning and Strategies	100
436	Retail Strategies	100
437	Store Management	100
438	Customer Relationship Essentials in Retailing	100

Note: Students can opt for one additional specialisation consisting of 5 papers, if they so desire, against a payment of Rs. 2000/-per paper. The students can appear in 2 papersin3rd semesterand 3 papers in 4th semester, along with respective semester exams or after completing the course.

Q Jost Tuns

MBA (CC) Part-I, Sem-I 101- Management Practices & Organizational Behavior

Course Overview

The overall objective of this course is to familiarize the students with management concepts and behavioral processes in the organization.

At the end of the course, the students should be able to - (1) develops the skills to identify the appropriate Organisational behavior; (2) analyse the organisations problems, and (3) learn about firm's practices and behavior, inter-linked organisations, weaknesses of the organisations.

Course Content

Group I:

Management practices: Definition, Importance and Functions of Management, Evolution of Management Thoughts, Theories of Management, Managerial Processes,

Organization: Functions, skills & roles in organization, Social Responsibility of Business, Definition, Nature and Features: Planning, Organization, Concept of Authority & Responsibility.

Group II:

Behavior: Understanding and Managing Individual Behavior,

Organizational Behavior: its Concepts, Features and Importance, Concepts & Theories of Personality,

Perception: Concept and Models, Role of Perception in Managerial Decision Making.

Attitude: Concepts of Attitudes, Values and Beliefs,

Learning: Theories of Learning, its Principles, Reinforcement.

Group III:

Motivation: Motivation and its theories.

Communication: Communication Process, network & types, Communication Barriers, Controlling: Controlling Functions, Steps and Essentials to make Effective Controlling,

Leadership: Leadership Theories and Leadership Styles in Management,

Power and Politic: Understanding the Concept of Power and Politics, Organizational Change and Development, Conflict Management, Organization Culture and Effectiveness, Concept of Group Dynamics, Stress Management.

Pedagogy:

The Instructor is expected to use leading pedagogical approaches in the class room situation, innovative instructional methods, extensive use of technology in the class room, online modules of MOOCS, and comprehensive assessment practices to strengthen teaching efforts and improve student learning outcomes.

The Instructor of class will engage in a combination of academic reading, analyzing case studies, preparing the weekly assigned readings and exercises, encouraging in class discussions, and live project based learning.

Case/Class Assignment:

Every student is required to undertake a case study or an assignment. The student should choose a topic from the course contents on which he/she will prepare a report which will be evaluated by the teacher.

Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

5

-

Nay-

#



- Koontz H. and Weihrich H., Essentials of Management, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 12th Edition.
- Luthans F. (2005) Organizational Behavior, McGraw-Hill, New York, 10th Edition.
- Robbins S.P. (2007). Organizational Behavior, Prentice-Hall of India Ltd., New Delhi, 12th Edition.
- Stoner J., Management, Prentice-Hall of India Ltd., New Delhi, 6th Edition.

Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper.
 There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two
 questions from each group.

Chi

Con Some S

MBA (CC) Part-I, Sem-I 102- Managerial Economics

Course Overview

The main objective of this course is to understand the use of the tools of economic analysis in classifying problems, in organizing and evaluating information and in comparing alternative course of action. At the end of the course, the students should be able to- (1)To Identify different economic factors and their Importance (2) To understand the role played by these economic factors in organization's decision making.(3) To understand the role of market structure.

Course Content

Group I:

Concepts of Managerial Economics'1: Nature and Scope of Managerial Economics. Managerial Economist's Role and Responsibilities. Demand Theory and Analysis including Determinants of Demand.

Demand Elasticities - Price, Income, Cross and Advertising; their use in Managerial Decision Making. Utility Analysis Marginal Utility Analysis, Indifference Curve Analysis and Revealed Preference Hypothesis.

Concepts of Demand forecasting: Demand Forecasting: Methods and their application. Market Mechanism: Interaction of Demand and Supply Forces.

Group II:

Introduction of Production Analysis: Production Analysis: Basic concepts and Production Function, Production Function with one or two variable inputs. Least cost combination: Cobb-Douglas Production function,

Concepts of cost analysis: Cost Analysis: Cost Concepts and Determinants of Cost. Cost and optimum size of the firm. Cost and multiple products. Cost and profit forecasting. Revenue Concepts.

Group III:

Introduction of Pricing Analysis: Pricing Analysis: Determinants of price, Objectives of Pricing Methods of Pricing: Product Line Pricing, Cost-Plus Pricing, Pioneer Pricing.

Pricing under different market structures: Perfect Competition, Monopoly, Monopolistic and Oligopolistic Market Structure Capital Budgeting including investment criteria and Cost of Capital.

Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

Case/Class Discussion Assignments:

Students will work in groups of up to four to prepare a brief write-up die before the start of each class covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem facing the decision-maker in the case.

Class Participation:

Attendance will be taken at each class. Class participation is scored for each student for each class.

0

882

Texts and Readings:

Students should focus on material presented in lectures. The text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

 Edwin M. W. Bruce Allen, Neil A. Doherty, Keith Weigelt. Managerial Economics: Application and Cases, W. W. Norton & Co. Inc, 5th Edition.

Theory,

- David B. Stanley Fisher, Rudigeer Dovrbusch, Economics. McGraw-Hill Book Company Limited (U.K.).
- W.W. H., V.L. Mote and S. Paul, Managerial Economics: Analysis and Cases. Feffers and Simons Pvt. Ltd., Bombay.
- Michael Bays; Mote, Paul and Gupta, Managerial Economics: Concepts and Cases.
 McGraw-Hill Publishing Company Limited, New Delhi, 34th Edition.

Tata

- Joel D. (1998). Managerial Economics. Prentice-Hall of India Pvt. Ltd., New Delhi.
- Ravindra H. D. (2007). Microeconomics for Management Students. Oxford University Press. Delhi.

Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP.

Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question
 paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine
 questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.

Jos Sol

MBA (CC) Part-I, Sem-I

103- Computer Fundamentals and Computer Aided Management

Course Overview

To introduce students to the use of computer based application packages for documentation preparation and making reports, preparation of questionnaires, slide presentation for business, tables and graphs.

At the end of the course, the students should be able to - (1) develop the skills to creating documents and paragraph formatting (2) learn the skills to manage workbooks as well as analyzing data using pivot tables.

Course Syllabus

Group I:

Creating a new document: with templates & Wizard, Word basics, Working with fonts;

Paragraph Formatting: Indents, line space, Character Space, Page Formatting, Footnotes, Endnotes, Page Numbering, Page Set-Up, Printing Documents Header and Footer, Bullets and Numbering, Tabs, Symbols, Finding and Replacing Text, Spell Check and Grammar Check, Consulting Thesaurus, Inserting images and objects, Using Words Drawing Features,

Inserting Tables – (Adding, deleting, modifying rows and columns - merging & splitting cells), Using formulas in tables, Converting text to table and vice-versa, Mail Merge tool.

Group II:

Managing Workbooks and Worksheets: Working with Worksheets, Cell Referencing (Absolute references, Mixed references), Ranges.

Using Formulas and Functions: Formulas that Make Decisions (How the if function works) Formatting Worksheets, Printing Worksheets, Creating and Editing Graphic Objects and Charts, Sorting Data, Filtering etc.

Analyzing Data Using Pivot Tables: Performing What-If Analysis, Issuing Scenario Manager.

Group III:

Creating new Presentations: Using Auto Content Wizard, Using Template, Adding, Editing, Deleting, Copying, Slides, Applying Slide Design, Adding graphics, graphs, organization charts, Creating custom animations, Special Effects To Create Transition Slides, Adding Sounds To Slides, Using Action Buttons, Creating Slide Shows, Rehearsing Slide Timings.

Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

han 5

Sa

12

May

8882_



Case/Class Assignment:

Every student is required to undertake a case study or an assignment. The student should choose a topic from the course contents on which he/she will prepare a report which will be evaluated by the teacher.

Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

Text and Readings:

Focus should be on class room teaching supported by material from various recommended books in addition to material provided by the instructor. Some of the recommended books for the course is:

- Saxena S. (2007). MS Office Xp for Everyone, Vikas Publishing House, New Delhi.
- Coleman P. (2005). Mbas Guide to Microsoft Office Xp, New Age International (P) Limited, New Delhi.
- Nelson Stephen L.(2001). Office Xp: The Complete Reference, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2001.
- Sagman S. (2006). Microsoft Office Xp for Windows, Pearson Education, New Delhi.

Scheme of Examination

- English will be the medium of instruction and examination.
- External Evaluation will be done at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for External Practical/examination to be held at the end of each semester..
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper.
 There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

Instructions to the External Paper Setter

- The Evaluation will be as follows:
- External Evaluation (Practical Based): 70 (External Exam will be made jointly by Internal & External Examiner)
- Internal Evaluation: 30 (will be based on Assignments)

Jel 13

Maria C

The s

MBA (CC) Part-I, Sem-I 104- Accounting for Management

Course Overview

The objective of this course is to acquaint the students of basic tools and techniques of accounting. The course will help students to develop basic understanding which would help them to understand various finance related concepts and will also help them in allied papers in subsequent semesters. This course also covers all major branches of accounting. The course is designed to provide professional managers, not involved in accounting and finance, with an introduction to the concepts and issues in accounting and finance, Managers practically need to acquire such knowledge for application in their day-to-day managerial decision making.

At the end of the course, the students should be able to - (1) provide professional managers, not involved in accounting and finance, with an introduction to the concepts and issues in accounting and finance (2) develop basic understanding which would help them to understand various finance related concepts.

Course Contents

Group I:

Foundations of Financial Accounting: Introduction to Financial Accounting. Accounting Mechanics, Process and System. Nature of Accounting Information: Scope of Accounting, Accounting concepts and Principles.

Accounting Cycle: Introducing Book Keeping and Record Maintenance. The concept of double entry and fundamental principles, Journal Entries, Ledger, Trial Balance.

Group II:

Financial Statements: Preparation of Final Accounts, Manufacturing Account; Trading Account, Profit and Loss Account; Balance Sheet (with adjustments), Cash Flow Statement.

Introduction to Management Accounting: Management Accounting and its Interrelationship with Financial Accounting, Ratio Analysis, Its meaning and Types of Ratios, Solvency Ratios, Liquidity Ratios, Leverage Ratios & Profitability Ratios(Simple problems)

Group-III:

Cost Behavior: Introduction to Cost Behavior, Cost Volume Relationships, Marginal Costing, Break-Even Analysis (Simple problems).

Cost Controlling Techniques: Budgetary Control System, Cash budget, Master Budget, Flexible Budget, Zero based review, Behavioral aspects of budgeting.

Introduction to New Developments in Management Accounting: Life-Cycle Costing, Target Costing, and Activity-Based Costing.

Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

Case/Class Assignment:

Every student is required to undertake a case study or an assignment. The student should choose a topic from the course contents on which he/she will prepare a report which will be evaluated by the teacher.

14

Maj

BBZ



Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

Text and Readings:

Students should focus on material presented in lectures. The mandatory text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

- Charles T. Horngren, and Srikant M. Datra (2012). Cost Accounting: A Managerial Emphasis, Pearson, Chennai, 14th Edition.
- Charles T. Horngren et al. (2014). Introduction to Management Accounting, Pearson India, Chennai, 16th Edition.
- M.Y. Khan & P.K. Jain (2017). Management Accounting: Text, Problems and Cases, McGraw Hill
- Robert Anthony, David F. Hawkins and Kenneth A. Merchant (2013). Accounting-Text and Cases,
 Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 13th Edition.

Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question
 paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine
 questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.

Me Jongs Day

MBA (CC) Part-I, Sem-I 105-Business Environment

Course Overview

The objective of this course is to have a good understanding of Business Environment and on the completion of this course, the students will be able to analyze (1) different types of legal, political, economical systems influencing business (2) to have introductory knowledge of Indian legal concepts (3) and see how these concepts apply in Business Environment.

Course Content

Group I:

Concept of business environment: techniques for environment analysis, Elements of environment: internal and external, Societal environment: business and society, social responsibility of business, Political and government environment, Demographic environment, Technological environment.

Economic Environment: types of economies, Economic policies-Industrial policy, Fiscal policy, Monetary policy, privatization and disinvestment, Demonetization and GST, Its impact of on Economy, liberalization and globalization.

Group II:

WTO and Intellectual Property Rights, Competition Act-2002, Information Technology Act-2000, FEMA-2000, Money and Capital Markets, Introduction to Financial Institutions, Foreign Trade: EPZs, EOUs, TPs and SEZs.

Security Exchange Board of India (SEBI): Objectives, Powers and Functions.

Consumer Protection Act, 1986-Rights and Remedies, NGOs: Types and Role In Promoting Consumer Awareness.

Group III:

Legal Environment: Nature of Company, Types of Companies, Formation of Company, Memorandum of Association, Article of Association, Doctrines of Ultra Vires, Meetings, Functioning of Board of Directors, Management Frauds, Winding up.

Contract Act: Introduction, Types of Contracts, Essentials of a Valid Contract.

Sale of Goods Act: Introduction, Essentials of a Contract of Sale, Principle of Caveat Emptor ISO 9000 and ISO 14000, Global Outsourcing, Public, Private and Co-Operative Sectors of Indian economy.

Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

Case/Class Assignment:

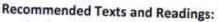
Every student is required to undertake a case study or an assignment. The student should choose a topic from the course contents on which he/she will prepare a report which will be evaluated by the teacher.

Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

May 16

882



Students should focus on material presented in lectures. The text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

- Paul, J. (2012). Business Environment, Tata McGraw-Hill Publishing Company Ltd., New Delhi,
 3rd Edition.
- Cherunilam, F. (2007). Business Environment, Himalaya Publishing House, Mumbai.
- Aswathappa, k. (2008). Essentials of Business Environment, Himalaya Publishing House, Delhi, 10th Edition.

Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper.
 There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question
 paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine
 questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.

Marjor

han s

Chil

1

MBA (CC) Part-I, Sem-II 201- Business Statistics & Research Methodology

Course Overview

The objective of this course is to have a good understanding of inferential Statistics and Research Methodology as applicable in real life business management. The main objective of the course to develop a set of skills among the students to use the statistical tools at the workplace to solve business related and general decision problems. At the end of the course, the students should be able to - (1) To develop the skills to identify the appropriate statistical techniques for the analysis of data; (2) To analyse the data using appropriate statistical tool, and (3) To learn how to collect, analyze, present and interpret research data.

Course Content

Group-I:

Introduction of Research Methodology: Research Methodology: Role of Research in Decision Making; Process of Research;

Concepts of Research Design: Research Designs: Exploratory, Descriptive & Experimental Research Designs and their Applications;

Sampling Design: Concepts, Probability and non-probability sampling techniques and their applicability;

Scaling Techniques: primary scaling techniques, measurement of attitudes and perception, development of a scale to measure the construct.

Group-II:

Introduction of Data: Data Collection: Questionnaire construction; Qualitative methods: Focus group, Projective techniques.

Introduction to Statistics: Measures of Central Tendency: Mean, Median and Mode;

Measures of Dispersion, Skewness and Kurtosis;

Correlation Analysis: Bi-variate, Partial Correlation, and Spearman correlation.

Regression Analysis: Concept & Measures, Linear Regression and Multiple Regression.

Group-III

Introduction of Probability: Elementry probability theory

Probability Distributions: Binomial, Poisson and Normal Distributions.

Testing of Hypothesis: Procedure of testing hypothesis.

Statistical Tests: t test: Independent and paired samples; One way analysis of variance, Two -way analysis of variance, Chi-Square test.

Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

Case/Class Discussion Assignments:

Students will work in groups of up to four to prepare a brief write-up die before the start of each class covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem facing the decision-maker in the case.

In.

Com

SQ18 Maje

1832



Class Participation:

Attendance will be taken at each class. Class participation is scored for each student for each class.

Texts and Readings:

Students should focus on material presented in lectures. The text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

- Amir D. Aczel & Jayavel S.(2006). Business Statistics. Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 6th Edition.
- Black, K. (2015). Applied Business Statistics. New Delhi: Wiley.
- Black, K. (2013). Business Statistics For Contemporary Decision Making. Fifth Edition, Wiley India,
- Keller, G.(2009) Statistics for Management, First India Reprint . Cengage Learning India Private Limited.
- Levine, D. M., Stephan, D. F., Krehbiel, T. C., & Berenson, M. L. (2014). Statistics for Managers. New Delhi: PHI Learning Private Limited.

Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question
 paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine
 questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.

Joys Soll



MBA (CC) Part-I, Sem-II 202- Financial Management

Course Overview

The overall objective of this course is to familiarize the students with Financial Management. At the end of the course, the students should be able to - (1) develops the skills to identify the appropriate financial decisions; (2) analyse the financial problems, and (3) learn about financial tools and management of finance, inter-linked business financial problems, weaknesses of the finance related decision.

Course Content

Group I:

Financial Management: An Overview, Goals and Functions of Finance, Financial System: Assets, Markets, Intermediaries and Regulatory Framework. Capital Market and Money Market, Concepts in Valuation: Time value of money, Present Values, IRR, Bond returns, Return from Stock Market Investments.

Group II:

Capital Investment Decision making: Principles of Cash Flows, Discounted and Non-Discounted Cash Flow Techniques for appraising capital investments, Risk Analysis in Capital Budgeting. Working Capital Management: An Overview, Determinants, Working Capital Cycle, Management of Cash, Receivables and Inventories. Financing Working Capital needs.

Group III:

Leverage: Operating Leverage and Financial Leverage. Cost of Capital. Capital Structure and firm's value: Theories, MM Hypothesis, Optimization of Capital Structure, Capital Structure Planning. Dividend Policy and firm's value, Dividend Policy in practice. Corporate Restructuring: Mergers and Acquisitions, motives, considerations and regulations.

Pedagogy:

The Instructor is expected to use leading pedagogical approaches in the class room situation, innovative instructional methods, extensive use of technology in the class room, online modules of MOOCS, and comprehensive assessment practices to strengthen teaching efforts and improve student learning outcomes.

The Instructor of class will engage in a combination of academic reading, analyzing case studies, preparing the weekly assigned readings and exercises, encouraging in class discussions, and live project based learning.

Case/Class Assignment:

Every student is required to undertake a case study or an assignment. The student should choose a topic from the course contents on which he/she will prepare a report which will be evaluated by the teacher.

Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

Chl

Menza

20

882



Text and Readings:

- Hamton, J.J. (2004). Financial Decision Making: Concepts, Problems and Cases, Prentice-Hall of India, New Delhi, 4th Edition.
- Khan and Jain (1998) Financial Management, Tata McGraw-Hill Publishing Co. Ltd., New Delhi,
 4th Edition.
- Stephan A. Ross, Randolph W. Waterfield and Jeffery Jaffe, Corporate Finance, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 7th Edition.
- Richard A. Brealey and Stewart C. Meyers, Principles of Corporate Finance, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 6th Edition.

Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper.
 There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.

And

Plains Noise

MBA (CC) Part-I, Sem-II 203- Marketing Management

Course Overview

The objective of this course is to develop the ability in the students to define and analyze the marketing problems through the formulation of marketing objectives, policies, programmes and strategies. At the end of the course, the students should be able to - (1) To develop the skills to identify the marketing concepts (2) To understand the pestle Environment. (3) To learn consumer buying behaviour.

Course Content

Group I:

Introduction to Marketing Concepts :Nature, Scope and Concepts and Orientations of Marketing, Marketing Tasks, Modern Concepts of Marketing,

Marketing Environment and Environment Scanning,

Marketing Information Systems and Marketing Research, Strategic Planning in Marketing Management.

Group II:

Concepts of Consumer Behaviour: Understanding Consumer and Industrial Markets, Consumer Behaviour: Factors Influencing Consumer Buying Behaviour, Impulsive and Compulsive buying behaviour, Buying Process,

Market Segmentation, Targeting and Positioning.

Product Decisions: Product Mix, Product Life Cycle, New Product Developments. Branding and Packaging Decisions. Pricing Methods and Strategies.

Group-III

Promotion Mix Decisions: Advertising, Sales Promotion, Public Relations, Personal Selling, Direct Marketing.

Managing the Sales Force. Marketing Organisation. Channel Management: Types & Functions, Selection, Cooperation,

Conflict Management, Vertical Marketing Implementations and Systems, Marketing Logistics,

Emerging Issues in Marketing: Green Marketing, Holistic Marketing, Network Marketing, Event Marketing, Nucleus Marketing, Viral Marketing.

Pedagogy:

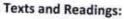
The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

Case/Class Discussion Assignments:

Students will work in groups of up to four to prepare a brief write-up die before the start of each class covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem facing the decision-maker in the case.

Class Participation:

Attendance will be taken at each class. Class participation is scored for each student for each class.



- Kotler Philip & Armstrong, G. (2007) Principles of Marketing. Prentice-Hall of India, New Delhi, 2007.
- Kotler P. (2007). Marketing Management. Prentice-Hall of India, New Delhi.
- Kotler Philip & K. (2006) Principles of Marketing. Prentice-Hall of India, New Delhi.
- Saxena R. (2005) Marketing Management. Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 3rd Edition.

Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper.
 There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question
 paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine
 questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.

Mis & Mis &

MBA (CC) Part-I, Sem-II 204(a)- Human Resource Management

Course Overview

The student should be able to critically analyze organizational situations, prescribe courses of action necessary for problem solving, and integrate the steps necessary for effective implementation. Upon completion, the student should be able to indicate and explain various human resource management interventions that may be required when dealing with the work environment, people, and problems. At the end of the course, the students should be able to - (1) develop the skills to identify the concepts of human resource management and human resource planning (2) understand the issues regarding grievance handling, how to handle grievances.

Course Content

Group I:

Human Resource Management (HRM): Concept, Scope, Functions, Importance of Personnel Management, Environment Scanning, Building up Skills for Effective HR manager. Global HRM. Organization of Personnel Department and its Relationships with Other Departments. HR In: Information Technology Firms, Mergers and Acquisitions. Integrating HR strategy with Business Strategy, Personnel Policies.

Human Resource Planning: Concept, Need and Importance of HRP, Factors Affecting HRP, Human Resource Planning Process.

Job Analysis: Meaning and Objectives, Analyzing Work and Designing Jobs.

Recruitment and Selection: Methods of Manpower Search and Selection of Human Resources. Induction, Placement, Socializing, Promotion and Succession. Managing Separations and Rightsizing.

HR Training and Development: Executive Development and Training Manpower.

Employee Retention: Meaning, Factors Responsible for High Turnover, Employee Retention

Performance Appraisal: Meaning, Purpose, Essentials of Effective Performance Appraisal System, Various Components of Performance Appraisal. Methods and Techniques of Performance Appraisal and Potential Evaluation.

Motivation in Action: Empowerment, Quality of Work Life, Problem Employees.

Incentives: Concept and Importance, Sharing Productivity Gains and Profits, Employee Stock Option Plans.

Group III:

Grievance: Concept of grievance handling, how to handle grievances. Disciplining and Counseling of employees.

Industrial Relations: Concept and Present State of Industrial Relations. A brief idea of Trade Unionism. Industrial Unrest and Remedial Measures.

Pedagogy

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

Case/Class Assignment:

Every student is required to undertake a case study or an assignment. The student should choose a topic from the course contents on which he/she will prepare a report which will be evaluated by the teacher.

Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.



Text and Readings:

Focus should be on class room teaching supported by material from various recommended books in addition to material provided by the instructor. Some of the recommended books for the course is:

- Edwin B. Flippo (6th Edition). Personnel Management, McGraw-Hill Book Company.
- Raymond Noe, Wright, Gerhart & Hollenbeck (2007). Human Resource Management Gaining A Competitive Advantage, Tata McGraw – Hill Publishing Company Ltd., New Delhi, 5th Edition.
- Garry Desseler (10th Edition). Human Resource Management, Prentice-Hall of India Pvt. Ltd., New Delhi.

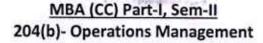
Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper.
 There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II. The question paper will consist of nine questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two
 questions from each group.

A Constant



Course Overview

The objective of this course is to have an understanding of Operational issues in Manufacturing & Service Sector Organizations that include making competitive decisions regarding operation systems, forecasting, location, layout and inventory. At the end of the course, the students should be able to – (1) develop the skills to understand the concept of operations management and manufacturing system (2) knowledge about project planning and statistical process control methods as well as statistical quality control.

Course Syllabus

Group I:

Operations Management: Various strategies and operations as a competitive tool.

Manufacturing systems: Types and their characteristics

Forecasting: Forecasting methods: Average and Trend method; Forecast Errors.

Plant Location: Factors & Quantitative Models.

Plant Layout: Models & Techniques, Assembly Line Balancing.

Group II:

Sequencing: Concepts, Solutions of processing 'n' jobs through - '1', '2', and 'm' machines, Processing '2' jobs through 'm' machines.

Project Planning: Project Evaluation and Review Technique (PERT), Critical Path Method (CPM)

Group III:

Statistical Process Control Methods: Control Charts for Variables and Attributes

Statistical Quality Control: Acceptance Sampling

Inventory Management: Inventory Costs, Types of Inventory. Inventory Models: Instantaneous

Replenishment, Non-Instantaneous Replenishment, Price-break Model

Inventory Control Systems: Continuous Review System, Periodic Review System

Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

Case/Class Assignment:

Every student is required to undertake a case study or an assignment. The student should choose a topic from the course contents on which he/she will prepare a report which will be evaluated by the teacher.

Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

Text and Readings:

Focus should be on class room teaching supported by material from various recommended books in addition to material provided by the instructor. Some of the recommended books for the course is:

50 26

828



Recommended Texts

- James R. Evans, David R. Anderson, Dennis J. (2nd Revised Edition) Sweeney and Thomas A. Williams, Applied Production and Operations Management, West Publishing Company, International Edition, Minnesota.
- Lee J. Krajewski (8th Edition). Operations Management, Prentice-Hall of India, New Delhi, Chase, B.R., Shankar, R. (12th Edition) Jacobs, F.R. and Aquilano, N.J., Operations & Supply Chain Management, , McGraw Hill.
- Stevenson, W.J. (9th Edition). Operations Management, Tata McGraw Hill.

Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper.
 There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question
 paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine
 questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.

Min of the state o

MBA (CC) Part-II, Sem-III 301- Project Management

Course Overview

The subject emphasizes on imparting the knowledge, skills, tools and techniques involved in carrying out project activities so as to ensure that projects are delivered within budget and schedule. At the end of the course, the students should be able to - (1) understand the concept of project management and life cycle of a project (2) to familiar the students with cost planning tolls affect the project (3) acquaint with practical examples of PERT and CPM (4) importance of Social Cost Benefit Analysis.

Course Content

Group I:

Concepts of Project Management: Meaning and Definition of Project, Characteristics of a project,

Project Life Cycle Phases, Role of a Project Manager

The Planning Process: Work Breakdown Structure

Cost Planning - tools & techniques, cost estimation, Time Planning - tools & techniques.

Group II:

Project Appraisal: Technical Feasibility, Economic Feasibility, Financial Evaluation,

Appraisal Under Risk and Uncertainty, Sensitivity Analysis,

Social Cost Benefit Analysis: Rationale, Fundamentals of Shadow Pricing, Basic approaches to Social Cost Benefit Analysis.

Group III:

Scheduling: Graphic representation of project activities, Network Analysis, Network Techniques: PERT and CPM.

Resource Allocation, Overview of MS-Project 2000.

Control of Projects: control systems, control of constraints - cost and time.

Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

Case/Class discussion in the class:

Every student is required to undertake a case study or an assignment. The student should choose a topic from the course contents on which he/she will prepare a report which will be evaluated by the teacher.

Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

~~~ S

300

de



### Texts and Readings:

Students should focus on material presented in lectures. The text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

- Harvey Maylor, Project Management (2005). Pearson Education, New Delhi, 2<sup>nd</sup> Edition.
- Prasanna Chandra (2001). Projects: Planning, Analysis, Selection, Implementation & Review, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 6<sup>th</sup> Edition.
- United Nations Industrial Development Organisation, Guide to Practical Project Appraisal Social Benefit Cost Analysis in Developing Countries, Oxford & IBH.
- Jack R. Meredith (1998). Project Management: A Managerial Approach, Wiley Publications, 1<sup>st</sup> Edition.

### Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper.
   There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

### Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.

Come of the contract of the co

## MBA (CC) Part-II, Sem-III 302- Information Systems and Decision Support Systems

#### Course Overview

The objective of this course is to introduce the students to the managerial issues relating to the information systems, its role in an organization, support for decision making and how information systems can be leveraged to provide business value.

At the end of the course the students should be able to – (1) understand the Management Information System and its various Concepts used in organization (2) familiar with decision support system and its importance (3) tools and techniques of database system.

### **Course Content**

### Group I:

MIS Introduction: MIS need and concepts, characteristics, Typology of MIS, Structure of MIS. Advance Concepts: Planning for MIS, System Development Methodologies, Conceptual and detailed designs of MIS, System Implementation strategies and process, System Evaluation and Maintenance.

### Group II:

Introduction to Decision Support Systems: Characteristics and Objectives, Role of Decision Support Systems and its applications Components of Decision support Systems: Data Subsystem, Model Subsystem, and User-interface, Group decision support systems (GDSS), Expert systems, Executive Information, Systems and its integration with DSS

### Group III:

Decision-making: Concept, Process, Simon's model, Information System support for Decision Making Phases, Decision making under assumed certainty, risk and uncertainty. Application of Information Systems: Enterprise Resource Planning, Supply Chain Management, Customer Relationship Management, Data, Warehousing and Data Mining.

### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

#### Case/Class Discussion Assignments:

Every student is required to undertake a case study or an assignment. The student should choose a topic from the course contents on which he/she will prepare a report which will be evaluated by the teacher.

### Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

### Texts and Readings:

Students should focus on material presented in lectures. The text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

- · Sahil Raj (2018). Management Information System, Pearson Publication.
- James, A. O'Brien (2005). Introduction to Information Systems, Tata McGraw-Hill Publishing Co. Ltd. New Delhi.
- Efraim, Turban, Jay E. Aronson and Ting-Peng Liang (2004). Decision Support Systems and Intelligent Systems, Prentice-Hall of India, New Delhi, 7th Edition

S mund

May

A 30 BBS



- George M. Marakas (2009). Decision Support Systems, Prentice-Hall of India, New Delhi.
- Kenneth C. Laudon and Jane P. Laudon (2017). Management Information Systems: Managing The Digital Firm, Pearson Publication.
- Joseph S.Valacich, Joey F. George and Jeffrey A. Hoffer. (2012). "Essentials of Systems Analysis and Design", New Delhi: PHI Learning Private Limited.

### Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper.
   There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

### Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.

A Lingue Chil

## MBA (CC) Part-II, Sem-III 303- Business Ethics and Values

### Course Overview

The objective of this course is to develop the ability in the students to define and analyze the business ethics problems and make the students aware and sensitized towards these issues. At the end of the course the students should be able to - (1) understand thoroughly the concept of ethics and its importance in business (2) analyze the relationship between ethics and human resource management (3) familiar the students with ethicial issues prevailing in society.

#### Course Content

### Group I:

Introduction to Ethics and Values and their importance in Business: Ethical issues in capitalism and market system; Ethical and Social systems. The social responsibility of Business, Ethical conflicts, Whistle blowing.

### Group II:

Ethics and organizations, Ethics in human resource management and organizational culture; Ethics in marketing, Ethics in finance, Ethical codes and incentives in corporate sector.

### Group-III:

Broader ethical issues in society-- corruption, ecological concerns, discrimination on the basis of gender, caste or race; ethics and information technology, impact of Govt. policies and laws on ethics, resolving ethical dilemmas.

### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

### Case/Class Discussion Assignments:

Every student is required to undertake a case study or an assignment. The student should choose a topic from the course contents on which he/she will prepare a report which will be evaluated by the teacher.

### Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

### Texts and Readings:

Students should focus on material presented in lectures. The text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

- Sekhar, R.C. (1997). Ethical Choices in Business, Response Books, New Delhi.
- S.K.Chakraborty (1993). Managerial Transformation by Values, Sage Publications, New Delhi.
- Ananta K. Giri, Values, Ethics and Business: Challenges for Education and Management, Rawat Publication, Jaipur.

32

Boss home 5



### Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper.
   There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

### Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.

Juist pool of

## MBA (CC) Part-II, Sem-III 304- Advertising and Sales Management

#### Course Overview

The primary objective is to make students familiar with basics of Sales Management and the duties & roles played by salesmen. The growing significance of process of advertising deserves the same focus and attention. At the end of the course, the students should be able – (1) to understand the concepts of sales management and requisites of sales planning (2) to familiar the students with the advertisement process (3) knowledge about the ethical and unethical practices in advertising.

#### Course Content

### Group 1:

Sales management: Nature and Scope, Organizing, Recruitment and Selection of Sales Personnel, their Training and Development, Supervision & Appraisal, Motivating Sales Personnel.

### Group II:

Sales Planning: Carving Territories, Routing, Quota Sales Call Planning, Sales Forecasting, Sales Organization – Structure and Control.

Advertising Research: Nature & Scope, Consumer Behavior and Advertising

### Group III:

Media Planning: Merits and Demerits of various media types, emerging media

Advertising: Process, - Copy testing, Advertising Budget Measuring Advertising Effectiveness, Deceptive advertising, Advertising Ethics and Unethical Practices, Role of Advertising Agencies, Legal framework of Advertising.

### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

### Case/Class Assignment:

Every student is required to undertake a case study or an assignment. The student should choose a topic from the course contents on which he/she will prepare a report which will be evaluated by the teacher.

### Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

### **Text and Readings:**

Focus should be on class room teaching supported by material from various recommended books in addition to material provided by the instructor. Some of the recommended books for the course is:

- Condiff, Still & Govanib (1998). Sales Management (5th Edition), Prentice-Hall of India, New Delhi.
- Wright, Winter and Zeigler (1990). Advertising (Tata McGraw-Hill Publishing Company Ltd., New Delhi.

132 L

Tun-

5

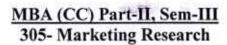


### Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper.
   There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

### Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question
  paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine
  questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.



#### Course Overview

The basic objective of the subject is to find out the solutions of number of questions, that need to be answered and the number of decisions, that need to be made with respect to the choice of techniques to be used to solve a research problem. At the end of the course, the students should be able – (1) to understand the concepts of marketing research and how to collect data and their applications in research (2) knowledge about report writing and using of different kinds of statistical tools in marketing research.

#### Course Content

#### Group I:

Nature, Scope and Concept of Marketing Research, Marketing Research Process, Marketing Research and MIS, Marketing Decision Support Systems,

Problem Analysis and Identification of MR Objectives,

Sources of Information: Primary and Secondary Data, Research Designs and their applications

Research Design: Exploratory, Descriptive and Causal Research.

Sampling Decisions: Basics, Methods/Techniques and Determination of Sample Size.

#### Group II:

Measurement Process: Measurement in Marketing, Difficulties in Measurement,

Concepts of Validity and Reliability,

Attitude Measurement: Importance of Attitude in Marketing, Nature of Attitudes and their Measurement.

Attitude Scaling Procedures, Thurston Scale, Likert Scale, Paired Comparison Scale, Semantic Differential Scale and Multi-Dimensional Scale (MDS) and Their Applications,

Multivariate Analysis: Factor Analysis, Discriminant Analysis, Cluster Analysis and Conjoint Analysis.

#### Group III:

Report Writing and Presentations,

Use of Statistical Package for Social Sciences (SPSS) in Marketing Research,

Applications of Marketing Research: Demand Measurement and Forecasting, Product Research, Advertising Research, Distribution Research, Sales Control Research, Pricing Research, Motivation Research.

#### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

## Case/Class Assignment:

Every student is required to undertake a case study or an assignment. The student should choose a topic from the course contents on which he/she will prepare a report which will be evaluated by the teacher.

#### Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

36

\$

Alie



## **Text and Readings:**

Focus should be on class room teaching supported by material from various recommended books in addition to material provided by the instructor. Some of the recommended books for the course is:

- lacabucci (2006). Marketing Research, Thomson Publications, Mumbai.
- Kinner, T.C. and Taylor, J.R. (1995). Marketing Research: An Applied Approach, McGraw-Hill, New York, 5th Edition.
- Green, Tull and Album (7<sup>th</sup> Edition). Research for Marketing Decision, Prentice-Hall of India, New Delhi.

## Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper.
   There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

## Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.

Min ching

# MBA (CC) Part-II, Sem-III 306 Management of Industrial Relations

#### Course Overview

Industrial relation has become one of the most delicate and complex problems of modern industrial society. Industrial progress is impossible without cooperation of labor. The course has been designed to make the students aware of the sensitivity of employer-employee relationships, understand the importance of cordial relations between labor and management.

At the end of the course, the students should be able – (1) to understand the concepts of economic and labor forces in India and trade unions in India (2) to familiar the students with industrial relations and technological change (3) knowledge about the collective bargaining and worker's participation in India.

#### Course content

#### Group I:

Economy and Labor Force in India. Industrial relations: Importance, Present Status, Concepts and Models.

Industrial Relations and Technological Change, Human Resource Management and Industrial Relations. Changes in IR Post-Liberalization.

Trade Unions – Objectives, Functions, New Role of Trade Union in the Context of Globalization. Cross-Cultural Aspects to Union-Management Relations.

#### Group II:

Industrial Dispute – Nature & Causes of Industrial Disputes. Machinery for Solving Industrial Disputes under Industrial Disputes Act, 1947 at National and State Level.

The role of government in Industrial Relations. Employment Security and Management of Redundancies.

Comparative Study of Industrial Relations in Developed and Developing Economies . Role of ILO.

#### Group-III:

Collective Bargaining – Meaning, Characteristics, Need, Importance, Process, Causes for Failure of Collective Bargaining. Collective Bargaining in India, UK, USA (developed and developing nations). Concept, Forms and Models of Workers' Participation in Management, Schemes of Workers' Participation in Management in India and Their Evaluation.

#### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

#### Case/Class Assignment:

Every student is required to undertake a case study or an assignment. The student should choose a topic from the course contents on which he/she will prepare a report which will be evaluated by the teacher.

#### Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

)

38



Focus should be on class room teaching supported by material from various recommended books in addition to material provided by the instructor. Some of the recommended books for the course is:

- Venkataratnam (2007). C.S., Industrial Relations, Oxford University Press, 2007.
- Mamoria, Mamoria, Gankar (2007). Dynamics of Industrial Relations, Himalaya Publishing House, Mumbai.
- Singh, B.D. (2007). Industrial Relations: Emerging Paradigms, Excel Books, New Delhi.

## Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

## Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.

My Bay

# MBA (CC) Part-II, Sem-III 307- Human Resource Planning & Development

#### **Course Overview**

This course is designed to create in students the awareness regarding the theory and role of human resource planning and development in organizations, and link it to policies and practices required in organizations for effective people management. The paper aims (1) to develop knowledge and skill in a range of HRD activities in organizations and to relate these to the professional standards and (2) to covers the practical application of the theory for planning for and developing competent human resources.

#### **Course Content**

#### Group I:

Macro and micro level manpower planning; human resource planning and the government.

Organizational Human Resource Planning: factors affecting, process, and barriers.

Stock taking; Work Force Flow Mapping, Age and Grade Distribution Mapping. Models and Techniques of Manpower Demand and Supply Forecasting.

Behavioural factors in Human Resource Planning; Wastage Analysis, Retention, Redeployment and Exit Strategies.

Career Management and Career Planning; Career Development, Managing Change. Performance Planning, Coaching, Potential Appraisals, Multi-skilling, Training Retraining, (studying these trends in Indian and international context)

#### Group II:

HRD evolution: concepts, goals and challenges, HRD climate and processes. Organizing for HRD, HRD strategies and experiences in India. HRD in culturally diverse environment, International HRD experiences. Human Resource Valuation and Accounting.

#### Group-III:

Role of an HRD Professional: Task Analysis, Motivational aspects of HRD. Developmental Supervision and Leadership (identifying corporate leaders and analyzing their role in building up their organizations). Counseling and Monitoring.

#### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

#### Case/Class Assignment:

Every student is required to undertake a case study or an assignment. The student should choose a topic from the course contents on which he/she will prepare a report which will be evaluated by the teacher.

#### Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

9 40 5

Agin



## Recommended Texts and Readings:

Extensive use of academic inputs made by the teacher must be made by students. The following books can be used to further the knowledge gained in the class.

- Diane, P. (2004). Human Development, Tata McGraw-Hill Publishing Company Ltd., New Delhi.
- Desimone, L. R., Werner, M. J., and Harris, M. D. Human Resource Development, Thomson South-Western Press, 3<sup>rd</sup> Edition.
- Kleiman, S. L. (2003). Human Resource Management: A Managerial Tool for Competitive Advantage, Wiley.
- Mankin, D. (2013). Human Resource Development, Oxford University Press.
- Bhattacharyya, K. D. (2012). Human Resource Planning, Excel Books.

## Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

## Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.

May Come S

# MBA (CC) Part-II, Sem-III 308-Management of Financial Institutions

#### Course Overview

The objective of this course is to have a good understanding of Financial Institutions and on the completion of this course, the students will be able to understand (1) the working, performance and regulations of commercial banking (2) the concept, working, performance and regulations of development finance (3) and about the various risks faced by financial institutions.

#### Course Content

#### Group I:

Financial Institutions in India: An overview, types and their role in economic development.

Banking system in India: An overview, structure of Indian banks: public, private and foreign banks, their role and performance.

Reserve Bank of India: Its functions and role as a central bank.

#### Group II:

Development Banking in India: concept evolution, structure and promotional role.

Micro-Financing: concept, models, and its role in poverty alleviation, Banking sector reforms in India.

#### Group III:

Non-Banking Finance Companies (NBFCs): Introduction, evolution, progress and growth, regulatory framework, problems and prospects.

Insurance Industry in India: evolution, growth, insurance sector reforms.

An overview of risks faced by FIs, types of risks: credit risk, liquidity risk, interest rate risk, market risk, foreign exchange risk, technology and operational risk.

#### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

#### Case/Class Assignment:

Every student is required to undertake a case study or an assignment. The student should choose a topic from the course contents on which he/she will prepare a report which will be evaluated by the teacher.

#### Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

#### Recommended Texts and Readings:

- Saunders, A., and Cornett, M. (2009). Financial Markets and Institutions, Tata McGraw-Hill Education Private Limited, 3<sup>rd</sup> Edition.
- Bhole, M. L. (2009). Financial Institutions and Markets, Tata McGraw-Hill Publishing Company Limited, 5<sup>th</sup> Edition.
- Srivastava, M. R. (2008). Management of Indian Financial Institutions, Himalaya Publishing House, Mumbai,

\_ {

5 June 5

Mir



 Khan, M.Y., (2007). Indian Financial System, Tata McGraw-Hill Publishing Company Limited, New Delhi, 5<sup>th</sup> Edition.

## Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper.
   There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

# Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.

My Conty

# MBA (CC) Part-II, Sem-III 309-Financial Services & Markets

#### Course Overview

The objective of this course is to have a good understanding of financial services and markets as applicable in real life Business Management. The main objective of the course to develop a set of skills among the students to use the financial planning at the workplace to solve business finance related and general decision for financial problems. At the end of the course, the students should be able to - (1) develop the skills to identify the appropriate financial planning; (2) analyse the financial problems, and (3) learn about markets are inter-linked, structured and regulated.

#### Course Content

#### Group I:

An overview of Indian Financial system: An overview structure and growth, major problems and deficiencies.

Financial markets in India: Structure and significance; Financial Market Environment; Money Market in India: Constituents, Regulations and Recent Development,

Capital Market in India: Constituents, Regulations and Recent Development, New Issue Market, Mode of Raising Capital from Primary Market, SEBI Guidelines relating to primary market.

#### Group II:

Financial Services in India: Nature types, Regulatory Framework, Major problems faced by Indian Financial Services Sector.

Leasing: Meaning, types, financial legal and tax aspects, hire purchase.

Factoring: types, legal and financial Aspects, Forfeiting: meaning and mechanics,

Mutual Funds: Meaning, types, structure and significance, SEBI guidelines relating to MFs.

#### Group III:

Merchant Banking in India: Role and functions, SEBI guidelines relating to merchant banking, Venture capital: meaning, characteristics, and SEBI guidelines relating to venture capital funds. Credit rating: Meaning, types and functions of credit rating agency, process and methodology of credit rating.

#### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

#### Case/Class Assignment:

Every student is required to undertake a case study or an assignment. The student should choose a topic from the course contents on which he/she will prepare a report which will be evaluated by the teacher.

#### Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

44

Phis



#### Recommended Texts and Readings:

Students should focus on material presented in lectures. The text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

- Khan, M.Y. (2006). Financial Services. Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 4th Edition.
- Bhole, L.M. (2007). Financial Institutions and Markets, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 4th Edition.

#### Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

## Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question
  paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine
  questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.

May Cal



# MBA (CC) Part-II, Sem-III 310- Production Planning and Control

#### **Course Overview**

As the subject has derived greater attention in Business Management thus the students would be made conversant with the tools of PPC which would be useful in coordinating the activities of production system by proper planning and control systems. At the end of the course, the students should be able to - (1) To develop the skills to identify production management; (2) To understand the demand management and (3) To learn how to collect, analyze, present and interpret research data. The capacity planning and operational planning.

#### **Course Content**

#### Group I:

Production Management: A strategic fit; An inter-functional imperative.

Project Planning: Project structure, Work Breakdown Structures, Network Models: estimated time

known with certainty (CPM) and uncertainty (PERT), Time-Cost Models. Product and Service Design: Product design process, Designing services.

#### Group II:

Demand Management: Components of demand, Forecasting methods: Average, Trend and Seasonal. Qualitative techniques.

Capacity Planning: Concept, Measurement and Models

Aggregate Sales and Operations Planning: Overview, Aggregate operations plan, Aggregate planning techniques.

#### Group III:

Material Requirements Planning: Master production scheduling, MRP system structure.

Process Capability: Process control charts, Statistical Quality Control Methods: Operating Characteristic curve, Acceptance Sampling, Sampling Plans.

Inventory Control: Inventory systems, Fixed-order quantity models: with and without safety stock, Fixed-time period models: with and without safety stock, Price-break models.

#### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

#### Case/Class Discussion Assignments:

Students will work in groups of up to four to prepare a brief write-up die before the start of each class covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem facing the decision-maker in the case.

#### Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

Win

Llay 46

SA



## **Texts and Readings:**

Students should focus on material presented in lectures. The text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

- Chase, B.R. Shankar, R., Jacobs, F.R. and Aquilano, N.J., Operations & Supply Chain Management, 12th Edition, McGraw Hill.
- Stevenson, W.J., Operations Management, 9th Edition, Tata McGraw Hill.
- Lee J. Krajewski, Operations Management, Prentice-Hall of India, New Delhi, 8th Edition.

## Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper.
   There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

## Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.

May Come ( )

# MBA (CC) Part-II, Sem-III 311- Inventory Management

#### Course Overview

The objective of this course is to provide the student an appreciation of the crucial role of Inventory and Materials Management in the efficiency, competitiveness, and profitability of a business organization and to introduce the student to the formulation and application of methods and models for Inventory Management. At the end of the course students should be able to: (1) monitor inventory levels and projected item availability; (2) perform basic warehousing operations including receiving, putting away, picking and shipping; and (3) analyze and develop inventory management policies under deterministic and stochastic environments.

#### Course Content

#### Group I:

Fundamental concepts of Inventory: Introduction, Functions of inventories, Importance of Inventories in a manufacturing organisation; Types of Inventories, Factors Affecting Inventory Control, Classification of inventories; Codification of inventories; Simplification & Standardization of Inventories; Selective Inventory Control Techniques: ABC, HML, FSN, VED analysis etc., Material Requirement Planning.

#### Group II:

Inventory Management and Control: Inventory costs concepts, Inventory Control Concepts: Lead Time, Re-order point, Requirement of Materials; Safety Stock, Standard Order Quantity, Service Levels; Inventory Control Models: Static & Dynamic Inventory Control Models; Economic Order Quantity with & without shortages, EOQ under Fluctuating Demand, EOQ with Quantity & Price discounts, Economic Production Quantity, FOQ & FOC Systems, Probabilistic Inventory Control Models.

#### Group III:

Inventory Checking & Accounting: Evaluation of Inventory Performance; Materials Handling & Warehouse Management; JIT and Inventory Management, ERP and Inventory Management; Supply Chain Management & Inventory Management; Operations Research in Inventory Control: Application of Linear Programming, Queuing Theory in Inventory Control; Inventory Information Systems, Applications of Computers to Inventory Management & Control.

#### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

#### Case/Class Discussion Assignments:

Students will work in groups of up to four to prepare a brief write-up die before the start of each class covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem facing the decision-maker in the case.

Sg 48 Lun 5

phyir



75% attendance is compulsory in PCP. Attendance will be taken at each class.

#### **Texts and Readings:**

Students should focus on material presented in lectures. The text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

- Elwood S. B. (2005). Modern Production/Operations Management. Wiley Series, 8<sup>th</sup> Edition.
- Kanishka B. (2006). Production and Operations Management. Oxford University Press, 9<sup>th</sup> Impression.
- Lee J. Krajewski, Operations Management: Processes and Value Chains. Prentice-Hall of India, New Delhi, 8<sup>th</sup> Edition.

#### Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper.
   There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

#### Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.

Son Contraction of the contracti

# MBA (CC) Part-II, Sem-III 312- Multinational Financial Management

#### Course Overview

The course has been developed to acquaint the students with the basic terminology linked with Foreign Exchange markets, measurement of foreign exchange exposure and hedging against such risk. It starts with the major developments in global financial markets to familiarize them with the current status of these markets. The students will be able to learn how to measure and manage the foreign exchange exposure and also how to deal with investment and financing decisions in an MNC. At the end of the course students should be able to: (1) international finance. (2) to understand basic foreign exchange markets and (3) to familiar with the concept of MNC.

#### Course Content

#### Group I:

International Finance: Major dimensions and recent trends in the globalised financial markets. Foreign Exchange Market: Organization, Spot market and Forward market, Currency Quotes, Spread, Spot rates, Forward rates, Cross rates. Forward Contracts and their significant features, Premium and Discounts.

International Parity Relationships and Forecasting Foreign Exchange Rates: Exchange Rate Theories (PPP, IRP, IFE).

### Group II:

Currency Derivatives: Currency Futures, Currency Options and Swaps.

Foreign Exchange Exposure and Management: Types of Exposure, Transaction Exposure, Translation Exposure and Economic Exposure. Measurement of Exposure, Strategies for Exposure Management. Exposure Management Techniques. Parameters and Constraints on Exposure Management

#### Group-III:

MNCs Cost of Capital and Capital Budgeting: Foreign Investments, Capital Budgeting for MNCs. Financing Foreign Trade: Financing Techniques in International Trade, Government Programmes for Export Financing.

Managing Multinational Fund Flows: Multinational Cash Management, International Taxation Environment

#### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

## Case/Class Discussion Assignments:

Students will work in groups of up to four to prepare a brief write-up die before the start of each class covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem facing the decision-maker in the case.

#### Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

50

John .

## Texts and Readings:

Students should focus on material presented in lectures. The text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

- Alan C. S. (2012). Multinational Financial Management. Wiley India Private Limited, New Delhi, Ninth Edition.
- Julian W. (2000). The Foreign Exchange and Money Markets Guide. John Wiley & Sons, New York, 2<sup>nd</sup> Edition.
- Michael S. Eun and Bruce G. R. (2004). International Financial Management. Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 3<sup>rd</sup> Edition.

## Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper.
   There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

# Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.

Nont This

## MBA (CC) Part-II, Sem-III 313- International Marketing



## Course Overview

The course has been developed so as to acquaint the students with environment, procedural, institutional and decisional aspects of International Marketing. At the end of the course, the students should be able to - (1) To develop the skills to identify the appropriate international marketing; (2) To analyses the appropriate marketing tools for international, and (3) To learn how to collect, analyze, present and interpret marketing data.

#### Course Content

#### Group I:

International Marketing: Nature & Scope of International Marketing, its differentiation from domestic marketing. Economic environment in International Marketing. Emergence of trading blocks like E. U. and steps/stages involved in their formation (Customs union to common currency). Constraints in International marketing, i.e. Tariff and Non-Tariff Barriers, Fiscal and Non-Fiscal Barriers.

#### Group II:

Role of International Institutions like IMF, WTO, IBRD. Bilateral agreements. India and World trade, Export & Import policy. Direction and Quantum of India's Exports. Institutional infrastructural framework for export promotion in India, i.e. EPCs, ECGC, Commodity Boards etc. Registration, Production and clearance of goods for exports. Shipping and Transportation.

#### Group III:

Documentation for Exports. International Marketing mix-identification of markets, International Product life-Cycle, Promotion and Pricing in International marketing. Various forms of International business- Joint-ventures, Turnkey projects.

#### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

## Case/Class Discussion Assignments:

Students will work in groups of up to four to prepare a brief write-up die before the start of each class covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem facing the decision-maker in the case.

#### Class Participation:

Attendance will be taken at each class. Class participation is scored for each student for each class.

### Texts and Readings:

Students should focus on material presented in lectures. The text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

Onkvisit, S. (2004). International Marketing-Analysis and Strategy, Prentice-Hall of India, New Delhi, 4th Edition.

Subash C. Jain, International Marketing, Thomson Learning, Mumbai, 6th Edition. Philip R. Cateora and John L. Graham (2004). International Marketing, McGraw Hill

Company, 12th Edition.

#### Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance,
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper.
   There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

## Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question
  paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine
  questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.

Bor Wi

# 8

## MBA (CC) Part-II, Sem-III

## 314- Management of Retail Organisation

## **Course Overview**

The objective of this course is to introduce students to the basic scope, benefits and types of retailers; and understand the steps involved in designing an appropriate retail organization structure.

#### **Course Content**

#### Group I:

Retailing-Definition and Scope. Retailer's Role in Distribution Channels - Benefits of Retailing, Benefits to Customers, Benefits to manufacturers and wholesalers, Benefits to the economy. Evolution of Retailing-Factors behind the change of Indian retailing industry.

#### Group II:

Theories of Institutional Change - Wheels of Retailing, Dialectic Process, Retail Accordion, Natural Selection. Classification of Retailers — Store-based retailers, Non-store Retailer. Retailing Environment - Economic environment, Legal environment, Technological environment, Competitive environment.

#### Group III:

Designing a Retail Organization Structure - Defining Organisational objectives, Identifying Organisational tasks. Forms of Retail organization - levels of organization. Retail Organization Structures - Independent store organizational structure, Department store organizational structure, Chain store organisational structure.

#### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

#### Case/Class Discussion Assignments:

Students will work in groups of up to four to prepare a brief write-up die before the start of each class covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem facing the decision-maker in the case.

#### Class Participation:

Attendance will be taken at each class. Class participation is scored for each student for each class.

#### **Texts and Readings:**

Students should focus on material presented in lectures. The text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

- Berman B. and Evans J. R., Retail Management, Pearson Education, New Delhi, 2002.
- Michael Levy M. and Barton A. Weitz, Retailing Management, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2006.

Hanjur BBS 54 tun 5

fryu



- Lamba A. J., The Art of Retailing, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2003.
- David Gilbert, Retail Marketing Management, Pearson Education, New Delhi, 2003.

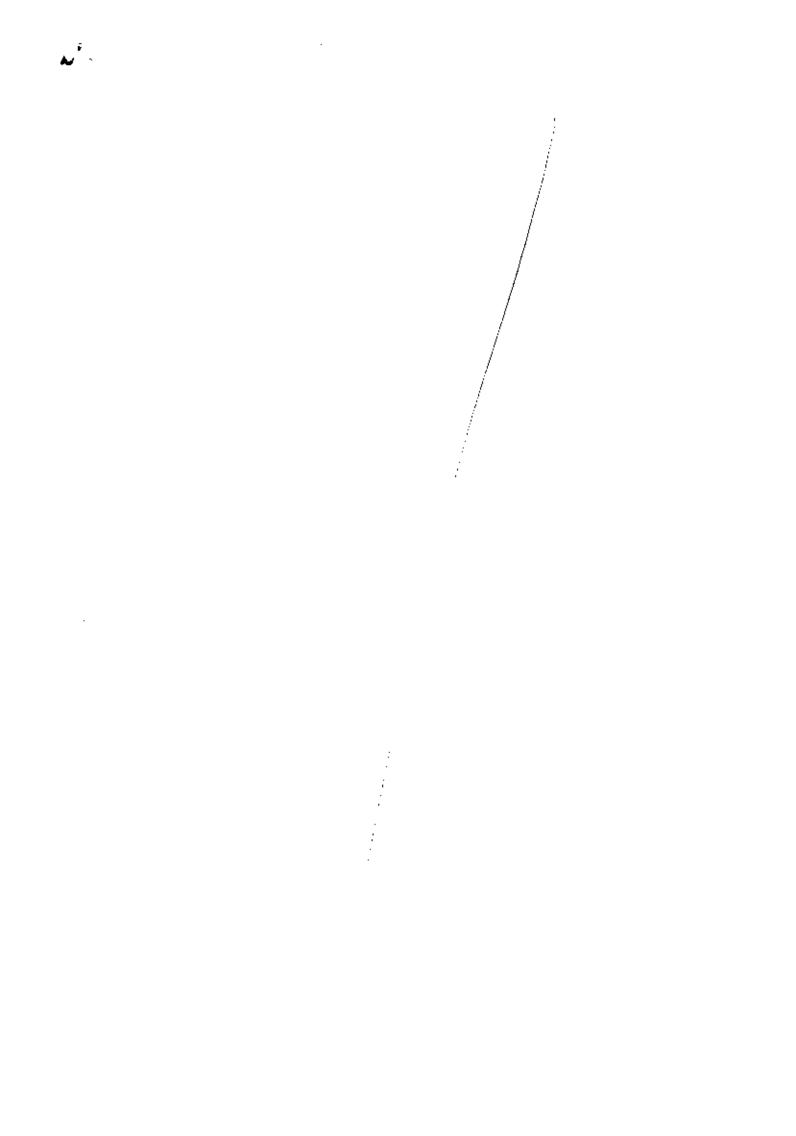
### Scheme of Examination

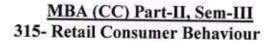
- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper.
   There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

## Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question
  paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine
  questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.

88/2 Chi





## **Course Overview**

The objective of this course is to understand the role of retail customer in the success of a retail store; and understand the service quality in retail stores.

#### Course Content

#### Group I:

Demographic Analysis - Age distribution population, Income Urbanization, shrinking household, working women, diversified minorities. Consumer Buying Behavior - Buying considerations, Buying situations, Buying centers, Buying influences, Consumer Buying Process, Types of consumer decision - making, buying scenes.

#### Group II:

Geographic Analysis – regional market, metro geography, non-metro geography. Gaining Strategic advantage through customer service – nature of customer service, customer service strategies.

#### Group III:

Customer Evaluation of Service Quality - Gaps Model for improving the Quality of Service - knowledge gap, standards gap, delivery gap, communications gap. Service Recovery-listening to the customer, providing a fair solution, resolving problems quickly.

#### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

## Case/Class Discussion Assignments:

Students will work in groups of up to four to prepare a brief write-up die before the start of each class covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem facing the decision-maker in the case.

#### Class Participation:

Attendance will be taken at each class. Class participation is scored for each student for each class.

#### **Texts and Readings:**

Students should focus on material presented in lectures. The text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

- Schiffman and Kanuk, Consumer Behaviour, Prentice Hall of India, New Delhi, 8<sup>th</sup> Edition, 2003.
- Hall Louden, D. & Della Bitta, Consumer Behaviour, McGraw-Hill Publishing Company, New York, 3<sup>rd</sup> Edition.
- Berman B. and Evans J. R., Retail Management, Pearson Education, New Delhip 2002.

5

Lay Boll

Tole

## Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper.
   There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

## Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question
  paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine
  questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.

5

Son

# MBA (CC) Part-II, Sem-IV 401- Business Policy and Strategic Management

#### Course Overview

The objective of the subject is to make students conversant with a set of management guidelines which specify the firm's product-market position, the directions in which the firm seeks to grow and change the competitive tools it will employ, the strengths it will seek to exploit and the weaknesses it will seek to avoid. Strategy is a concept of the firm's business which provides a unifying theme for all its activities.

At the end of the course, the students should be able to - (1) develops the skills to identify the appropriate business strategic; (2) analyse the business problems (3) learn about firm's product-market position, inter-linked business, weaknesses of the business.

#### Course Content

#### Group I:

Defining Strategic Management: Characteristics of strategic management, types and hierarchy, formulation of strategy.

Various Stages and Components of Strategic Management: Determination of various objectives like corporate, divisions and departmental objectives.

Vision, Mission and Purpose: Importance of Mission, Vision and Purpose statements, writing a mission statement.

Environmental Scanning: Internal and External environment, Types of Strategies, Guidelines for crafting strategies, Tailoring strategies to fit specific Industry.

#### Group II:

Strategy Analysis and Choice: Environmental Threat and Opportunity Profile (ETOP), Organizational Capability Profile – Strategic Advantage Profile, Corporate Portfolio Analysis – SWOT Analysis, Synergy and Dysergy – GAP Analysis, Porter's Five Forces Model of Competition, Mc Kinsey's 7s Framework, GE 9 Cell Model, Distinctive competitiveness – Selection of matrix while considering all models discussed above.

Implementing Strategies: Analysis and development of organizational policies-marketing, production, financial, personnel and management information system, Strategy implementation: Issues in implementation – Project implementation – Procedural implementation.

#### Group III:

Resource Allocation (Technological and demand forecasting): Budgets, Organization Structure, Matching structure and strategy.

Behavioural issues: Leadership style, Corporate culture, Values, Power , Social responsibilities, Ethics, Building a capable organization.

Functional issues: Functional plans and policies, Financial, Marketing, Operations and Personnel plans and policies.

Strategy Evaluation: Importance, Symptoms of malfunctioning of strategy, Organization anarchies, Operations Control and Strategic Control, Measurement of performance, Analyzing variances, Role of organizational systems in evaluation.

Rescheduling of resources: Techniques for improving organization effectiveness.

## Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

Marjet

Bartim



Every student is required to undertake a case study or an assignment. The student should choose a topic from the course contents on which he/she will prepare a report which will be evaluated by the teacher.

### Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

#### **Text and Readings:**

Focus should be on class room teaching supported by material from various recommended books in addition to material provided by the instructor. Some of the recommended books for the course is:

- Lawrence R.J. and William F. G. (5<sup>th</sup> Edition). Business Policy and Strategic Management. McGraw-Hill.
- John A.P. and Robinson(3<sup>rd</sup> Edition). R.B. Strategic Management, A.I.T.B.S. Publications, Delhi.
- Fred R.D. (2005), Strategic Management Concepts and Cases, Pearson Education, 10th Edition.
- Pearce III, John A, Robinson, Jr., Richard B and Mittal (2005). A "Strategic Management: Formulation, Implementation and Control. Tata McGraw Hill.
- Wheelen, Thomas L., Hungerdavid J. and Rangarajan Krish (2006). "Concepts in Strategic Management and Business Policy", Pearson Education, India.
- David, R Fred (2009). "Strategic Management- Concepts and Cases", Pearson Education, India.
- Hill, Charles W L and Jones Gareth R (10<sup>th</sup> Edition). "An Integarated Approach to Strategic Management" Cengage Learning
- Thompson, Arthur A Jr. (2008). Strickland A J III; Gamble, John E and Jain, Arun K. "Crafting and Executing Strategy. The Quest for Competitive Advantage.- Concepts and Cases", TMH, New Delhi.
- Pitts, Robert A and Lei, David (2003). "Strategic Management Building and Sustaining Competitive Advantage", Thomson, India.

#### Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

#### Instructions to the External Paper Setter

The external paper will carry 70 marks and would be of three hours duration. The question
paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine
questions three from each in group.

Candidates will be required to attempt five questions in all, selecting not more than two
questions from each group.

50



## MBA (CC) Part-II Sem-IV 402-Organisational Development & Change

#### Course Overview

The objective of this course is to have a good understanding of Organisational Development as applicable in real life organisations Management. The main objective of the course is to develop a set of skills among the students with management guidelines to solve organisations related and general decision for problems. At the end of the course, the students should be able to - (1) develops the skills to identify the appropriate Organisational Development and Change; (2) analyse the organisations problems, and (3) learn about firm's product-market position, inter-linked organisations, weaknesses of the organisations.

#### **Course Content**

#### Group I:

Organisational Change: why, how, for whom, forces of change, significance and importance of change, nature of change, process of organisational change, coping strategies for change, resistance to change, managerial options for implementing change, guidelines facilitating change.

#### Group II:

Introduction to Organisational Development: Definition, need, assumptions, historical development, and issues. Models and theories and planned change. Process of organisational development, issues in consultant-client relationship.

#### Group III:

Organisational Development Interventions: Planning interventions; Human resource management intervention, Team interventions; Human process interventions, Techno-structural interventions. Inter group and Third party peacemaking interventions, Comprehensive interventions, Structural interventions, personal interventions,

Development of Organisational Development: Future of organisational development, Research on organisational development.

#### Pedagogy:

The Instructor is expected to use leading pedagogical approaches in the class room situation, innovative instructional methods, extensive use of technology in the class room, online modules of MOOCS, and comprehensive assessment practices to strengthen teaching efforts and improve student learning outcomes.

The Instructor of class will engage in a combination of academic reading, analyzing case studies, preparing the weekly assigned readings and exercises, encouraging in class discussions, and live project based learning.

## Case/Class Discussion Assignments:

Students will work in groups of up to four to prepare a brief write-up due before the start of each class covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem facing the decision-maker in the case.

Class Participation:

Attendance will be taken at each class. Class participation is scored for each studentfor each class.

# Text and Readings:

Students should focus on material presented in lectures. The text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

Thomas, G.C. and Christopher, G.W. (2004). Organization Development and Change. Thomson South-Western, 8th Edition.

Nilakant, V. (2004). Managing Organisational Change. Sage Publications Chennai.

Ahmed, A. (2008). Developing Effective Organization, Sri Ram Centre for Industrial Relations, New Delhi.

#### Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- · The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

## Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question
  paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine
  questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two
  questions from each group.

Hayot Francis

A



## MBA (CC) Part-II, Sem-IV 404- Consumer Behaviour

#### Course Overview

At the end of this course the students will be able to: (1) to understand the theory of consumer and industrial buyer behavior.(2) to be able to recognize and apply appropriate theory in order to solve practical marketing and product management problems.(3) To understand how information and communication flows, and external influences can affect purchasing decisions;(4) be able to analyze personal influence and opinion leadership.

#### Course Content

#### Group I:

Macro and micro aspects of consumer Behaviour and their relevance to Indian economy. Consumer Behaviour and Marketing Strategy, External Influences: cross- cultural variations in Consumer Behaviour, Social class and its influence on Consumer Behaviour, group dynamics and consumer reference groups, the household life cycle, Family decision making.

#### Group II:

Internal Influences: consumer needs and motives, personality and Consumer Behaviour, consumer perception and marketing strategy, learning, memory and product positioning. Consumer Attitude: Attitude formation and change, communication, self-concept and its applications, psychographics and life style.

#### Group III:

Personal influence and opinion leadership—diffusion of innovations: the diffusion process, the adoption process – consumer decision making process—levels, models, information search, evaluation criteria, post-purchase Behaviour—Consumer expectation and satisfaction—managing dissonance.

#### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

## Case/Class Discussion Assignments:

Students will work in groups of up to four to prepare a brief write-up die before the start of each class covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem facing the decision-maker in the case.

## Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

## Texts and Readings:

Students should focus on material presented in lectures. The text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

- Schiffman, L. G., and Kanuk, L. L. (2006) Consumer Behaviour. Prentice-Hall of India.
- Hawkins, D. I. (2007). Consumer Behaviour: Building Marketing Strategy. Tata McGraw-Hill Publishing Company Ltd., New Delhi.
- Blackwell, R. D., Miniard, P. W., and Engel, James F., (2001). Consumer Behaviour.
   South-Western, 9th Edition.

62 May



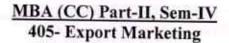
## Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

## Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions three from each in group.
- · Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.

63



#### Course Overview

The objective of the course is to acquaint the students with the export-import procedures, documentation and logistics. At the end of this course the students will be able to: (1) to understand the theory of Export marketing.(2) to be able to global trade.(3) To Export financing

#### Course Content

#### Group I:

Nature & Scope of Export Marketing, its differentiation from domestic marketing, Conceptual framework of International Trade, Balance of Trade, Balance of Payment, Regional Economic Integrations and their role in global trade, Tariffs and Non-Tariff barriers in International trade, International Institutions for trade promotion – IMF, WTO, IBRD.

#### Group II:

India's Share in global trade: Composition of India's trade and its direction, India's Trade-policy framework, Institutional infrastructural framework for export promotion in India, Foreign market entry, Product mix, Pricing, Distribution and Promotion.

#### Group III:

Export Financing and Documentation: Role of Exim Bank and other institutions, Processing of an Export Order, Quality Control and pre-shipment inspection, Legal framework of International trade.

#### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

## Case/Class Discussion Assignments:

Students will work in groups of up to four to prepare a brief write-up die before the start of each class covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem facing the decision-maker in the case.

#### Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

#### Texts and Readings:

Students should focus on material presented in lectures. The text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

- Czinkota.M.R, Ronkainen.I.A, Ortiz.Marta.(2004). The Export Marketing Imperative. South-Western Publishers.
- Albaum.G, Duerr.E. (2008). International Marketing and Export Management. Prentice Hall
- Julian.C.C.(2014). Reseach Handbook on Export Marketing. Edward Elgar Publishing.

#### Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

#### Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions three from each in group.
- · Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.

65

## MBA (CC) Part-II, Sem-IV 406- Marketing of Services

#### Course Overview

The objective of this course is to introduce the learner to the service sector management in an organization and to the process providing the service. To this end, we will understand the strategic role of services marketing and develop the ability to define and analyze the problems dealt with by managers.

At the end of the course, the students should be able to - (1) develop the skills to identify the concepts of marketing framework for service businesses and relationship marketing (2) understand the customer perception of services and application of service marketing.

### Course Syllabus

#### Group I:

The Emergence of Service Economy, Nature, Scope and Concept of Services Marketing, Difference in Goods and Services Marketing, Marketing Challenges in Service Businesses, Marketing Framework for Services Businesses, Relationship Marketing: Concept, Benefits and Strategies, Services Market Segmentation, Targeting and Positioning.

#### Group II:

The Service Classification, Service Product Development, Consumer Behaviour in Services, Customer Expectation of Services, Customer Perception of Services, Formulating Marketing Mix for Services Marketing, Internal Marketing, Employee Empowerment, Customer Involvement in Services.

#### Group III:

Quality Issues and Quality Models; Managing Productivity and Differentiation in Services Organizations; Demand-Supply Management; Advertising, Branding and Packaging of Services, Service Recovery Management; Applications of Services Marketing (Case Studies).

#### Pedagogy

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

## Case/Class Assignment:

Every student is required to undertake a case study or an assignment. The student should choose a topic from the course contents on which he/she will prepare a report which will be evaluated by the teacher.

### Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

66

## Text and Readings:

Focus should be on class room teaching supported by material from various recommended books in addition to material provided by the instructor. Some of the recommended books for the course is:

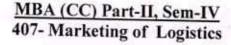
- Zeithmal, V. A. and Bitner, M. J. (2005). Services Marketing, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 4<sup>th</sup> Edition.
- Lovelock, Christopher H. (2006). Services Marketing: People, Technology, Strategy, Pearson Education, New Delhi, 5<sup>th</sup> Edition.
- Shankar Ravi (2002). Service Marketing, Excel Books, New Delhi.

#### Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

## Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two
  questions from each group.



## **Course Overview**

To make students understand about the growing recognition that the twin goals of cost reduction and service enhancement can be achieved through logistics and supply chain management.

## **Course Content**

#### Group I:

Nature and scope of logistics, defining physical distribution and understanding its activity centers. Physical Distribution and its relationship with marketing and material management. Interdependence of transaction and exchange actions. Importance of channels and concept of logistical support. Geo-market dynamic logistical operation, its elements and network. Integrated Physical distribution and competitive actions of a company. Physical distribution and elements of Inventory: Inventory costs; concept of EOQ, Safety Stock.

#### Group II:

Transportation & Physical distribution: Different transportation modes and their pros and cons. Evaluation of transport decision. Freight rate structure and road transportation. Sea & Air cargotariff structure. Practices and procedures of their operation and services provided by them. Intermodal transportation. Containerisation's concept and its operation. Inland container depot & terminals in India Liner Shipping conferences -its norms and practices. Chartering principles and practices. Insurance and claim procedures in different modes of transportation. Reviewing transportation infrastructure in India. Interstate tariffs and documentation. Carrier consignee liabilities. Pricing and related services.

#### Group III:

Elements of storage and material handling, including warehousing and packing alternatives. Receipt and dispatch and loading and unloading. Handling machinery. Dispatch of vehicles. System design and administration. Total costs planning, minimum total costs policy, maximum customer service policy, maximum profit policy, Organisation and Control for physical distant Information system for P.D. Information system in Logistics.

#### Pedagogy

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

## Case/Class Assignment:

Every student is required to undertake a case study or an assignment. The student should choose a topic from the course contents on which he/she will prepare a report which will be evaluated by the teacher.

#### Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

Tun ( BA

Copy

### Text and Readings:

Focus should be on class room teaching supported by material from various recommended books in addition to material provided by the instructor. Some of the recommended books for the course is:

- Bowersox Donald J., Logistical Management, Macmillan Publishing Co., Inc., New York.
- Martin Christopher, Logistics and Supply Chain Management, Pearson Education, New Delhi, Sixth Edition, 2005.

## Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

## Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question
  paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine
  questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two
  questions from each group.

BOS

Sh

## MBA (CC) Part-II, Sem-IV 408- Retail Marketing

### Course Overview

The overall objective of this course is to introduce the learner to the concepts and issues in the retail marketing decisions in an organization. To this end, we will also try to understand and analyze the marketing problems dealt with by managers in retailing.

#### Course Content

## Group I:

An Introduction to Retailing System, Retailing Mix: Social Forces, Economic Forces, Technological Forces, Competitive Forces; Retailing: Definition, Nature & Scope; Retailing Structures and Formats; Marketing Concepts and Issues in Retailing, Consumer Purchase Behaviour in Retailing: Cultural and Social Group Influence.

#### Group II:

Retail Store Location: Traffic Flow and Analysis, Population and its Mobility, Exteriors and Layout, Customer Traffic Flow and Pattern, Creative Display, Merchandising Planning: Stock Turns, Credit Management, Retail Pricing, Return on Space, Retail Promotions: Creating Competitive Advantage.

#### Group III:

Supply Chain Management, Warehousing, Role of it in Supply Chain Management, Franchising, Direct Marketing/Direct Selling, Exclusive Shops, Destination Stores, Chain Stores, Discount Stores and other emerging formats of retail stores: Issues and Options, Retail Equity, Technology in Retailing; Retailing Through Internet.

## Pedagogy

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

#### Case/Class Assignment:

Every student is required to undertake a case study or an assignment. The student should choose a topic from the course contents on which he/she will prepare a report which will be evaluated by the teacher.

#### Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

#### Text and Readings:

 Berman, Berry and Evans, Joel R., Retail Management: A Strategic Approach, Prentice-Hall of India, New Delhi, 10<sup>th</sup> Edition.

 Levy Michael & Weitz Barten W., Retailing Management, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 5<sup>th</sup> Edition.

Newman, Andrew J. & Cullen, Peter, Retailing: Environment & Operations, Vikas Publishing House, New Delhi, 2002

My

70

### Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

### Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.

888

# MBA (CC) Part-II, Sem-IV 409- Compensation Management

### **Course Overview**

Compensation plays an important role in the life of an employee. And the same can be a bone of contention between employer and employee. The course designed will appraise the students regarding the new trends in compensation, the benefits available to employees and the law governing the payment of wages and bonus.

### **Course Content**

### Group I:

Wage concepts, Theories of Wages, Importance, Wage Policy, Criteria for Wage Fixation, Techniques of Wage Determination. Wage Fixation Machinery, Wage Differentials, and Challenges of Remuneration. Impact of compensation and employees benefit on organizational effectiveness; Economic and Behavioural issues in compensation, internal and external equity of wage system. Law relating to payment of wages and bonus in India. Remunerating the Top Brass.

### Group II:

Conventional reward methods and their inadequacies. Developing reward strategy – skill based pay, broad banding, team based pay, payment by results, and performance related pay, variable compensation. Compensation for executives and R&D staff. Reward structure in new industries (BPO, IT, Hospitality, Tourism, etc.), MNCs and other organizations. Remuneration plan and business strategy.

#### Group III:

Profit sharing, payment of bonus. Types and significance of incentives, fringe benefits. Retirement plans, productivity and wages .Understanding tools in designing, improving and implementing compensation packages

#### Pedagogy

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

### Case/Class Assignment:

Every student is required to undertake a case study or an assignment. The student should choose a topic from the course contents on which he/she will prepare a report which will be evaluated by the teacher.

#### Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.



### Text and Readings:

- Milkovich, Compensation, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2008.
- B.D. Singh, Compensation and Reward Management, Excel Books, New Delhi, 2006.
- Henderson, Compensation Management in a Knowledge Based World, Pearson Education, New Delhi, 9<sup>th</sup> Edition.

### Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

# Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question
  paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine
  questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two
  questions from each group.

Mir

BBS



### MBA (CC) Part-II, Sem-IV 410- Labours Law

### Course Overview

Labour Laws play an important role in the functioning of an employee and organization. And the same can be a bone of contention between employer and employee relationship. The course designed will appraise the students regarding the new trends in industrial relations and HR practices, the benefits/facilities available to employees and the norms fixed by law prevailing, for the betterment of employee employer relationship

### Course Content

### Group I:

Industrial Relations Legislation

- The Industrial Dispute Act, 1947
- 2. The industrial Employment (Standing Orders) Act,1946
- The Trade Union Act, 1926
- 4. Laws relating to Discharge, Misconduct, Domestic Enquiries, Discipline Action

### Group II:

### Protective legislation

- The factories act, 1948
- The payment of wages act, 1936
- The minimum wages act, 1948
- The payment of bonus act, 1965
- The equal remuneration act, 1976
- The contract labour (regulation and abolition) act, 1970

#### Group III:

### Social security legislation

- The workmen's compensation act, 1923
- 2. The employee's state insurance act, 1948
- 3. The employees' provident funds and miscellaneous provisions act, 1952
- The maternity benefit act, 1961
- The payment of gratuity act, 1972

### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

### Case/Class Assignment:

Every student is required to undertake a case study or an assignment. The student should choose a topic from the course contents on which he/she will prepare a report which will be evaluated

### Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

### **Text and Readings:**

Focus should be on class room teaching supported by material from various recommended books in addition to material provided by the instructor. Some of the recommended books for the course is

Indian Law Institute, Labour Law and Labour Relations-Cases and Material, Bombay,Tripathi, 1987

- S.N. Mishra, Labour and Industrial Laws, Allied Publications, New Delhi, 2001
- Debi S. Saini, Redressal of Labour Grievances, Claims and Disputes, Oxford & IBH, New Delhi, 1994)
- H.L. Kumar, Labour & Industrial Law in 2 volumes with free case law reference 2000-2007

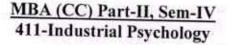
### Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.0
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

# Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question
  paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine
  questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two
  questions from each group.

B85



#### Course Overview

The objective of this paper is to help create professionals who can apply the science of human behavior in workplace settings. This course aims to bring about the capability to assess individual, group and organizational dynamics in the workplace and apply that knowledge to identify solutions to problems that improve the well-being and performance of organizations and their employees.

At the end of the course, the students should be able to - (1) develop the skills to identify the psychology and behaviour of human beings (2) understand the issues regarding expatriate management.

### **Course Content**

### Group I:

Psychology: Nature and Scope, Psychology and Management, Organizational/Industrial Psychology nature and scope.

Individual differences and behaviour: Personality differences.

Human needs and their implications for an organization.

Personnel Selection in MNCs, importance of testing techniques, Psychological and Projective tests. Employee Training & Development, Performance Management and feedback.

### Group II:

Job Satisfaction: importance and measurement.

Leadership Development: Transformational. Authentic, By walking around and Level five leadership. Human side of mergers & acquisitions,

Employee Attrition issues and strategies.

Psychological Contract: breach of psychological contract, its implications.

Expatriate management: adjustment issues of expatriates.

### Group III:

Psychological Labour: implications for employees.

Occupational Stress. Work-life balance. Occupational health and well being.

Organizational Justice: aggression at workplace, bullying.

Diversity and discrimination issues at workplace: managing diversity. Gender issues: glass ceiling and

its implications and remedies

Frustration: symptoms, causes and remedies.

### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

### Case/Class Assignment:

Every student is required to undertake a case study or an assignment. The student should choose a topic from the course contents on which he/she will prepare a report which will be evaluated by the teacher.

### Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

### Text and Readings:

Focus should be on class room teaching supported by material from various recommended books in addition to material provided by the instructor. Some of the recommended books for the course is:

- H.L. Kalia (2006). Industrial Psychology, The Associated Publishers, 1st Edition.
- Cary L. Cooper and Edwin A. (2000). Locke, Industrial and Organizational Psychology, Blackwell Publishing.
- Joseph Tiffin, Ernest J. McCormick, and Daniel R. Ilgen (1987). Industrial Psychology, Prentice hall of India Pvt. Ltd., New Delhi.
- Michael G. Aamodt (2008). Industrial / Organizational Psychology, Cengage Learning.
- Wayne Weiten and Margaret A. Lloyd (2007). Psychology Applied to Modern Life, Thomson Learning 8th Edition.

### Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

### Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question
  paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine
  questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.

Com S

Mir

1882

7-

# MBA (CC) Part-II, Sem-IV 412- Cross Cultural and Global Management

#### Course Overview

The objective of this course is to make the students aware of the changing role of HR in international organizations having large number of subsidiaries which are operating in different countries and cultures as compared to the domestic companies.

At the end of the course, the students should be able to - (1) To develop the skills to identify the appropriate international environment; (2) To analyses the culture for international business, and (3) To learn how to collect, analyze, present and interpret international culture.

### Course Content

#### Group I:

Global business: Evolution of an International Enterprise, Environmental variables in global business, Understanding Culture (culture and management styles in selected countries), Cross Cultural Differences and Managerial Implications. Difference between Domestic and International Human Resource Management.

### Group II:

Cross Cultural Theories: Hofstedes Hermes study, Hall's theory, Laurent's theory, Lorange's theory, Structural Evolution of Global Organizations, Leadership Across Borders and Cultures, Cross Cultural Communications and Negotiations

### Group III:

Staffing, Training and Development, Compensation, Performance Management, Repatriation in Global Organizations, Ethical Dilemmas in International Management.

### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

# Case/Class Discussion Assignments:

Students will work in groups of up to four to prepare a brief write-up die before the start of each class covering the case study or class material to be discussed in the next session. Questions may, include a quantitative analysis of the problem facing the decision-maker in the case.

### Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

### Texts and Readings:

Students should focus on material presented in lectures. The text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

Monir H.T. (2005). International Human Resource Management, Oxford.

Helen, D. (2008). International Management: Managing Across Borders and Cultures, Prentice Hall of India, 4th Edition.

Gupta, S.C. (2006). International HRM, Macmillan India Ltd.

Peter J.D. and Denice, E.W. (2004). International Human Resource Management Thompson Learning.

### Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

### Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question
  paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine
  questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two
  questions from each group.

Lay-BBS

Sa.

John're

# MBA (CC) Part-II, Sem-IV 413 Management of Training and Development

#### **Course Overview**

Human Resource (HR) is now considered as the human capital and much importance is given to the development and training of this unique resource. The one area in HR that found global visibility is training. Training plays an important role in the skill development and performance enhancement of an employee and organization. The course designed will enhance student's knowledge regarding all aspects of training and development, starting from conceptual inputs to management of training environment, instructor's competencies, the new trends in training methods and their effectiveness. At the end of the course, the students should be able to - (1) To develop the skills to identify the appropriate Training and activities; (2) To analyses the problems of trainings, and (3) To learn how to connect training programs, present and interpret training work and performance.

#### Course content

### Group I:

Training Process- An Overview; Role, Responsibilities and Challenges to Training Managers. Role of Stakeholders in Training. Organization and Management of Training Function.

Training Needs Assessment: Assessing Training Needs of employees and Action Research.

Training Process Model;Instructional Objectives and Lesson Planning.

### Group II:

Trainer: Role and Responsibilities. Effective Trainer: Instructor's Competencies.

Learning: Concept, Conditions for Learning, Factors Affecting the Learning Process, Barriers to Learning.

Concept of Adult Learning, Learning cycle by Kolb. Training Climate and Pedagogy; Developing Training Modules.

### Group III:

Training Methods and Techniques; Facilities Planning and Training Aids; Training Communication.

Training Evaluation & Cost — Evaluation of Training & Development Program. Training and Development in India. MNCs Perception of Training Function. Perception of Training in a Public Sector Organization.

#### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

### Case/Class Discussion Assignments:

Students will work in groups of up to four to prepare a brief write-up die before the start of each class covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem facing the decision-maker in the case.

### Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class

### Texts and Readings:

Students should focus on material presented in lectures. The text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

 Buckley, R., & Caple, J. (2004). The theory and practice of training (5th ed.). London and Sterling,

Lynton, R., Pareek, U. (2000), Training for Organisational Transformation;

Part 1 for Policy Makers and Change Managers, Sage, London,

ormation;

Rae, L. (1997), How to Measure Training Effectiveness, 3rd ed., Gower, Aldershot.

### Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

# Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question
  paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine
  questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two
  questions from each group.

May The S



# MBA (CC) Part-II, Sem-IV 414- Security Analysis and Portfolio Management

### Course Overview

This course is an analysis leading to the appraisal and pricing of securities. It discusses the income generating ability of securities, forecasts of trends in the stock and bond markets, fundamental and technical analysis, application of Modern Portfolio Theory, analysis of active and passive investment strategies, and measurement of portfolio performance.

At the end of the course, the students should be able to - (1) To know about the strategic planning (2) To understand advance concepts of SIS and (3) To learn about the organisational learning.

### Course Content

### Group I:

Objectives and Principles of Investment: risk and return: Investment alternatives-Shares, Debentures, Govt. Securities, Public Deposits, Mutual Funds, ULIP, ETF, PF, NSC, Post Office and Bank deposits. Indian Stock Market: structure, Players, Exchanges, Depositories.

### Group II:

Securities Valuation-Valuation models of equity shares. Investment Analysis; Fundamental analysis covering economic, industry and company analysis; Technical Analysis and chartist techniques; Efficient Market hypothesis; Form and tests, Random walk analysis.

### Group III:

Portfolio Management: Concept, Objectives and Significance; Portfolio Theories: Markowitz model, Sharpe model, Capital Asset Pricing model, Arbitrage Pricing Theory; Portfolio selection and International diversification techniques. Portfolio revision: Scope and formula plans.

### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

# Case/Class Discussion Assignments:

Students will work in groups of up to four to prepare a brief write-up die before the start of each class covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem facing the decision-maker in the case.

### Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

The c

# Texts and Readings:

- Fischer Donald E., Jordan Ronald J., Security Analysis and Portfolio Management, Prentice hall of India, New Delhi.
- V. A. Avadhani, Investment Management, Himalaya Publishing House, Mumbai, 2003.
- Francis, J.C., Management of Investments, McGraw-Hill Book Company, 2nd edition.
- Marshall J.F. and Vipul K. Bansal, Financial Engineering-- A Complete Guide to Financial Innovation, Prentice-Hall of India Private Limited, New Delhi, Second edition, 1999.
- Frank Reilly Keith Brown Investment Analysis & Portfolio Management, 7th Edition, Shroff Publications

### Scheme of Examination

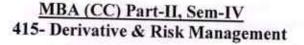
- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

### Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question
  paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine
  questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two
  questions from each group.

6852\_

A MANUTER OF THE PARTY OF THE P



### **Course Overview**

The overall objective of the course is to enable the learner to know when and how to manage risks with derivatives and is expected understand how risk management creates value. The learner will be exposed to the recent risk management development and empirical evidences on current practices and should be able to have a good balance of theory and practice in risk management

### Course Content

### Group I:

Introduction to risk, risk measurement methods. Introduction to derivatives: Futures and forwards - valuation approach. Options - features and types, Option trading strategies. Option - valuation approaches.

### Group II:

Swaps and swap valuation. Interest rate derivatives. Managing stock price risk, credit risk, operational risk, interest rate risk, FOREX risk, catastrophic risk, liquidity risk, technology risk, and environmental risk.

### Group III:

Risk management system in a bank and financial institution, Integrated risk management system. Commodity Derivatives in India- Conceptual framework, growth and recent developments. SEBI framework for derivatives trading in India.

#### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

# Case/Class Discussion Assignments:

Students will work in groups of up to four to prepare a brief write-up die before the start of each class covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem facing the decision-maker in the case.

### Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class

### Texts and Readings:

 John C. Hull, Options, Futures and Other Derivatives, Pearson Prentice Hall, Fifth edition, 2006.

 Robert A. Strong, Derivatives- An Introduction, Thomson South West publishers, 2002

Major

Den

### Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

### Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two
  questions from each group.

# MBA (CC) Part-II, Sem-IV 416- Management Control Systems

#### Course Overview

The course includes the concept of management control and the systems for management control. Starting with the effective designing of control system within the purview of organizational goals, the course will provide insights into the management control environment, responsibility centres, budget process and the systems of performance measurement. At the end of the course, the students are expected to (1) learn the various measurement techniques for management control and their application for analysis of the systems for management control in the organizations. (2) The students will also learn the ways in which the management control system can be fitted in given

### Course Content

### Group I:

Management Control systems: Basic concepts and domain of Management control. Designing the Control process and Managerial controls.

Management control Environment: Understanding strategies.

Organisational Context of Management controls: formal and Informal control systems.

### Group II:

Responsibility Centers: An Overview, Expense Centers, Engineered expense centers, Discretionary expense centers and their control characteristics, Revenue Centers, Profit Centers, Transfer pricing, Investment Centers

Structure of analysis: Structure of Analysis, Measures of assets employed, EVA vs. ROI

### Group III:

Budget Preparation: Process, behavioral aspects, Analysing Financial Performance reports. Performance Measurement systems: Balanced Scorecard, Concept, Implementing Performance Measurement systems, Difficulties in implementation, Interactive Control. Management Control of

### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

# Case/Class Discussion Assignments:

Students will work in groups of up to four to prepare a brief write-up die before the start of each class covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem facing the decision-maker in the case.

### Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

### Texts and Readings:

Students should focus on material presented in lectures. The text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

- Robert N. Anthony and Vijay Govindarajan (2007). Management Control Systems, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 12th Edition.
- Joseph A. Maciariello and Calvin J. Kirby (2005). Management Control Systems, Prentice-Hall of India, New Delhi.

### Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

### Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two
  questions from each group.

BOSS IN

# MBA (CC) Part-II, Sem-IV 417- Management of Working Capital

### Course Overview

The basic objective of this course is to acquaint the students with the concept of working capital, its overall management, the various constituents of working capital and their management, determining and financing working capital requirements.

### **Course Content**

### Group I:

Principles of Working Capital Management: Concept and Importance of Working Capital, Characteristics of current assets, optimum levels of current assets. Operating cycle and cash cycle, working capital leverage. Determination of working capital needs, factors affecting size of working capital, Banker's appraisal of working capital proposals, restrictions under working capital advances. Credit authorization scheme.

### Group II:

Financing of Working Capital: Management of short term—term loans from banks .Cash credit advances & overdraft, letter of credit ,unsecured and secured borrowing ,concept of security and margin .Trade credit, Accrued expenses and deferred income, commercial papers, Instruments of International Money Market., Factoring, Cost and Risk of short-term versus long-term debt, Recommendations of Dahejia, Tandon, Chore and Marathe Committees .

### Group III:

Management of Cash: Objectives of Cash Holding, Cash planning. Cash Budget, Forecasting Cash Flows, Sources of uncertainty in cash forecasting ,Hedging cash flow uncertainties. Management of surplus cash. Cash Management Models. Management of Inventory; ABC Analysis ,Safety stock, Reorder Points, Perpetual Inventory System, Inventory Valuation, Advances in Inventory Management . Management of Receivables: Objectives of trade credit, factors affecting credit decisions, credit terms, analysis and control of credit ,Collection management.

#### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

# Case/Class Discussion Assignments:

Students will work in groups of up to four to prepare a brief write-up die before the start of each class covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem facing the decision-maker in the case.

### Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

### **Texts and Readings:**

- James C.Van Horne, Fundamentals of Financial Management, Prentice Hall of India Private Ltd., New Delhi, Eleventh edition.
- Prasanna Chandra, Financial Management: Theory and Practice, Tata McGraw-Hill Publishing Company Limited, New Delhi, Sixth edition.
- Khan and Jain , Financial Management: Text and Problems, Tata McGraw-Hill Publishing Company Limited, New Delhi, Third edition.

### Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

### Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two
  questions from each group.

BBS Mili

# MBA (CC) Part-II, Sem-IV 418- Corporate Tax Planning

#### Course Overview

The objective of this course is to acquaint the students with the basic knowledge of taxation system in Indian economy. (1) This course is aimed at providing the basic understanding of corporate taxes and tax planning concepts. (2) The course also provides an overview of various exemptions and deductions in taxes for a corporate assesses.

### **Course Contents**

#### Group I:

Basic framework of Direct Tax Law India. Computation of Total Income and Tax Liability under the Income Tax Act, 1961, Minimum Alternate Tax, Fringe benefit Tax.

Concept of Tax Planning, Meaning, Scope, Tax Avoidance, Tax Evasion, Objective and Importance of Tax Planning, Methods of Tax Planning and justification of Tax Planning. Areas of Tax Planning, Forms of Organisation, Scale of activity, Locational Aspects, Nature of Business.

### Group II:

Tax Planning and Financial Management, Importance of Capital Structure, Capital Rationing, factors influencing Capital structure decisions, Sources of funds and cost of capital, Measures of Tax Planning Tax Consideration in Dividend Policy and Bonus Shares, Setting up of new Business and Tax Planning Deduction in respect of profits and gains of newly established industrial undertaking in certain specified areas.

Special provisions in respect of newly established industrial undertaking in EOUs and SEZs .Amalgamation, Demerger and Tax Planning, Taxation of non-residents: Tax Liability special provisions and incentives.

### Group III:

Tax Planning with regard to specific management decisions, Make or Buy, Own or Lease, Modernization/ replacement, repair, renewal closure or continuance, choice of a system of accounting, employee s remuneration and Tax Planning, Deduction of tax at source, Advance payment of Tax, Rules regarding filing of return of Income; e-filing of return of Income of Corporate Assessee.

### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

### Case/Class Assignment:

Every student is required to undertake a case study or an assignment. The student should choose a topic from the course contents on which he/she will prepare a report which will be evaluated by the teacher.

5

- Jan Jah

gu

### Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

### **Texts and Readings:**

Students should focus on material presented in lectures. The mandatory text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

Singhania, k. V. (2014). Direct Taxes, Taxmann Publication(P)Ltd., Delhi, Latest edition.

Lakhotia, R. N. (2013). Income Tax Planning Handbook, Vision Books, New Delhi, Latestedition

### Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

#### Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two
  questions from each group.

Bags Sa

# MBA (CC) Part-II, Sem-IV 439- International Financial Management

### Course Syllabus

### Group I:

International Finance: Concept and role of international finance manger in an MNC; International Financial Environment, International transaction and financial market, trade and capital flows; International Financial System: Role of IMF IBRD, Development Banks and Multinational Banks; International Capital and Money Market- Euro Dollar and Currency Market; Financial Market Instruments: GDR, ADR, Euro Issues, CP and ECBs.

### Group II:

Multinational Firm: Its rationale goals, constraints; Financial operations of MNCs: Sources and Investment cannels, Cost of Capital and Capital Structure Decisions; Foreign Direct and Institutional Investment, Developments in Foreign Exchange markets; Factors affecting and determination of exchange rate, Foreign exchange risk and exposure; other risks exposures in International Investments, Managing various risks and exposures.

### Group III:

Multinational Capital Budgeting-Significance and various techniques: Managing Multinational fund flows: International working capital Management and Foreign trade, International Cash Management, Management of International Account Receivables; International dimension of taxation.

### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

### Case/Class Assignment:

Every student is required to undertake a case study or an assignment. The student should choose a topic from the course contents on which he/she will prepare a report which will be evaluated by the teacher.

### Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

### Texts and Readings:

P.G. Apte, International Financial Management, Tata McGraw Hill, New Delhi, Fourth Edition, 2007.

 Jeff Madura, International Financial Management, Cengage Learning India Private Limited, New Delhi, First Indian Reprint,, 2009.

 Alan C.Shapiro, Multinational Financial Management, Prentice-Hall of India Private Limited, New Delhi, Eighth Edition, 2006.

### Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

### Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question
  paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine
  questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two
  questions from each group.



### MBA (CC) Part-II, Sem-IV 419- Purchasing Management

#### **Course Overview**

To introduce to the students the various fundamental and basic aspects of the supply chain environment, including basic and introductory enterprise resource planning systems and requirement systems.

At the end of the course the students should be able to - (1) understand the interrelationships between purchasing, vendor selection, sources of supply and the role of technology (2) understand the integrated approach to planning, acquisition, flow and distribution from raw materials to finished products.

#### Course Content

### Group I:

Introduction: Definitions, importance, objectives, functions, relation with other departments. Organisation for purchasing: meaning, advantage, responsibility; organisational structure. Purchasing procedure; Procedure and policies of purchasing; forms and formalities; contracts, ordering follow-up; Maintenance of files and Records, Tendering and buying, price negotiation, purchasing principles.

### Group II:

Selection of sources of supply (Right source) Importance, classification, elements of source selection and aids, selection of suitable vender(s) supplier routing and various other aspects in selection of correct source of supply. Determination of price (Right Price); Role of price factor in purchasing. Determination of price, method of prices structure, Government role in price fixation. Quality control (Right Quality) Role of quality in buying, responsibility, organisation of quality control, classification of inspection procedure; standardisation; specifications, brands, standards of purchasing etc. purchase budget.

#### Group III:

Area of research: (I) PBPT and Purchasing; (II) Value Analysis/engineering and purchasing. Make or buy or lease in purchasing level aspect of purchasing; Introduction, agency, Contract Act, Liquidated Damages, Compensation, Warranties, Title of Goods, Mercantile Laws, Essential clauses for purchase order claims. Evaluating purchasing performance.

#### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

### Case/Class Discussions:

Assignments in the form of case studies could be provided to a group of students and discussed in class. Purpose should be to make students think and apply various techniques taught in the class to practical scenarios.

### Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

4

- or

SA

### **Text and Readings:**

Students should focus on material presented in lectures. The text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

- Stuart F. Heinritz, Paul V. Farrell and Clifton L. Smith, Purchasing: Principles and Applications, Prentice-Hall, Englewood Cliffs, New Jersey, 7th Edition.
- Donald W. Dobler, Lamar Lee, Jr. and David N. Burt (1984). Purchasing & Materials Management, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, Fourth edition.
- Harold E. Fearon, Michiel R. Leenders (1992). Purchasing and Materials Management, McGraw-Hill Companies, 10th Edition.

### Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

### Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question
  paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine
  questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two
  questions from each group.

### MBA (CC) Part-II, Sem-IV 420- Management of Logistics

#### Course Overview

To make students understand about the growing recognition that the twin goals of cost reduction and service enhancement can be achieved through logistics and supply chain management. At the end of the course the students should be able to – (1) understand Physical distribution System and its concepts (2) acquaint with various Inventory handling techniques like EOQ etc. (3) Transportation strategies related the supply chain management (4) analyze how to minimize the costs regarding transportation and inventory.

#### **Course Content**

#### Group I:

Nature and scope of logistics, defining physical distribution and understanding its activity centers. Physical Distribution and its relationship with marketing and material management. Interdependence of transaction and exchange actions. Importance of channels and concept of logistical support. Geomarket dynamic logistical operation, its elements and network. Integrated Physical distribution and competitive actions of a company. Physical distribution and elements of Inventory: Inventory costs; concept of EOQ, Safety Stock.

#### Group II:

Transportation & Physical distribution: Different transportation modes and their pros and cons. Evaluation of transport decision. Freight rate structure and road transportation. Sea & Air cargo-tariff structure. Practices and procedures of their operation and services provided by them. Intermodal transportation. Containerisation's concept and its operation. Inland container depot & terminals in India Liner Shipping conferences -its norms and practices. Chartering principles and practices. Insurance and claim procedures in different modes of transportation. Reviewing transportation infrastructure in India. Interstate tariffs and documentation. Carrier consignee liabilities. Pricing and related services.

#### Group III:

Elements of storage and material handling, including warehousing and packing alternatives. Receipt and dispatch and loading and unloading. Handling machinery. Dispatch of vehicles. System design and administration. Total costs planning, minimum total costs policy, maximum customer service policy, maximum profit policy, Organisation and Control for physical distant Information system for P.D. Information system in Logistics.

#### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

#### Case/Class discussion in the class:

Every student is required to undertake a case study or an assignment. The student should choose a topic from the course contents on which he/she will prepare a report which will be evaluated by the teacher.

96

Maj

# Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

### Texts and Readings:

Students should focus on material presented in lectures. The text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

- Bowersox Donald J., Logistical Management, Macmillan Publishing Co., Inc., New York.
- Martin Christopher (2005). Logistics and Supply Chain Management, Pearson Education, New Delhi, Sixth Edition.

### Scheme of Examination

- English will be the medium of instruction and examination.
- · Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- · This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- · The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- · The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

### Instructions to the External Paper Setter

- · The external paper will carry 70 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions three from each in group.
- · Candidates will be required to attempt five questions in all, selecting not more than two questions from each group. .



# MBA (CC) Part-II, Sem-IV 421- Plant Design and Layout

#### Course Overview

Upon studying the subject the students would become familiar with the use of all the tools and techniques needed to plan, analyze and design new or modify existing manufacturing and service facilities.

At the end of the course the students should be able to - (1) understand the plant layout techniques and products (2) understand the concept of making factory buildings and its requisites (3) familiar with the material handling concepts and classifications.

### Course Content

#### Group I:

Factory Buildings: Building design, types of buildings, importance of ideal buildings and requirements, recent trends. Plant location concept: factors influencing plant location, single facility location, multifacility location.

### Group II:

Plant Layout: Layout planning, strategic issues, designing process layout, designing product layout, line balancing concepts.

#### Group III:

Material handling: function of material handling, relationship to plant layout. Material handling systems: unit load concepts, material handling principles, classification of material handling concepts.

### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

#### Case/Class Discussions:

Every student is required to undertake a case study or an assignment. The student should choose a topic from the course contents on which he/she will prepare a report which will be evaluated by the teacher.

### Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

### **Text and Readings:**

Students should focus on material presented in lectures. The text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

 Meyers, Fred, Plant Layout & Material Handling, Prentice-Hall of India, New Delhi, 1st Edition.

 Francis, McGinnis, and White, Facilities Layout and Location, Prentice-Hall of India, New Delhi, 2<sup>nd</sup> Edition.

Elwood S. Buffa, Modern Production/Operations Management, Wiley Series, 8th Edition.

Turn S

May gold



### Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

# Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question
  paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine
  questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two
  questions from each group.

BOSS My



# MBA (CC) Part-II, Sem-IV 422- Statistical Quality Control

### Course Syllabus

### Group I:

Quality Function: Quality of Design, Quality of Conformance to design, Management of Quality. Quality Costs: Quality Cost Categories. Statistical tools in Quality Control: Concept of Probability Distribution, Normal Probability Distribution, Binomial Probability Distribution and Poisson Probability Distribution.

### Group II:

Statistical aids for analyzing data: Sampling concepts. Concept of Confidence Interval: Confidence Interval on Means. Test of Hypothesis: Basic concepts, Steps in testing a hypothesis, Hypothesis testing on means, Test of hypothesis on Variances, Hypothesis test on proportions.

### Group III:

Process Capability: Concept, Control Charts: Types of control charts, Control charts for Variables, Attribute Control Charts. Acceptance Sampling: Concept of a Lot, Operating Characteristic curve, Lot-by-Lot Attribute Sampling Plans, Sampling Plan for Variables.

### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

### Case/Class Discussions:

Every student is required to undertake a case study or an assignment. The student should choose a topic from the course contents on which he/she will prepare a report which will be evaluated by the teacher.

#### Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

#### Text and Readings:

- William S. Messina, Statistical Quality Control for Manufacturing Managers, Wiley Series in Engineering Management, 2<sup>nd</sup> Edition.
- J.M. Juran and Frank M. Gryna, Quality Planning and Analysis: From Product Development through Use, Mcgraw-Hill Series in Industrial Engineering and Management Science, 3rd Edition.

Bertrand L. Hansen, Quality Control And Application, Prentice - Hall of India Private Limited New Delhi, 2004.

### Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

# Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.

# MBA (CC) Part-II, Sem-IV 423- Service Operation Management

### **Course Overview**

This course provides an introduction to the concepts and analytic methods that are useful in understanding the management of a firm's operations. Our aim is to (1) familiarize you with the problems and issues confronting operations managers, and (2) provide you with language, concepts, insights and tools to deal with these issues in order to gain competitive advantage through operations.

#### Course Content

#### Group I:

The Role of Services in an Economy Matrix of Service Characteristics, Challenge in Operations Management of Services, Service Quality Aggregate Capacity Planning for Services, Facility Location and Layout for Services.

### Group II:

Managing supply relationships, Effect of Automation, Operations Standards and Work Measurement, Measurement and Control of Quality of Services, Inventory Control for Services.

### Group III:

Service Delivery: Service processes, Resource utilization, Scheduling for Service Personnel and Vehicles, Waiting-Line Analysis, Distribution of Services, Product-Support Services, Case Studies on Professional Services.

### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

#### Case/Class Discussions:

Every student is required to undertake a case study or an assignment. The student should choose a topic from the course contents on which he/she will prepare a report which will be evaluated by the teacher.

#### Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

### **Text and Readings:**

 Robert Johnson & Graham Clark, Service Operations Management: Improving Service Delivery, Pearson, 3<sup>rd</sup> Edition.

Andrew Greasley, Operations Management, Wiley Publishers, 2006.

 Richard D. Metters, Kathryn H. King-Metters, Madeleine Pullman, Successful Service Operations Management, South-Western College Publishing, 1st Edition. 2002.

62 (

May por

### Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

# Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions three from each in group.
- · Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.

### MBA (CC) Part-II, Sem-IV 424- Strategic Information Systems

#### Course Overview

The objective of this course is to introduce the students to the managerial issues relating to Strategic Information Systems. This course covers all the important aspects of Strategic Information Systems i.e. Strategic Planning, Information Requirement Analysis, Sector Analysis. At the end of the course, the students should be able to - (1) To know about the strategic planning (2) To understand advance concepts of SIS and (3) To learn about the organisational learning.

#### **Course Content**

#### Group I:

Planning: Strategic Planning, Analytical tools in strategic management: Role of IS in strategic planning, strategic Analysis, Strategic choice, Strategic Implementation; Information Systems, Types of Information Systems, Strategic Planning for IS, Strategy of IS with the wider set of strategies, History of IS Strategic Planning, Contents of Strategic Plan

#### Group II:

Advance Concepts of SIS: Information Systems Strategic Planning, toolkit, SWOT, Sector analysis, strategic importance analysis, Benefit level matrix, Industry analysis, Generic Business Strategy, Strategic Trust, Business Modelling, evolutionary models. Information requirements analysis, Alternative classifications of planning framework, Top down aligning of IS and business strategies, Information value and IS investment

#### Group III:

Aligning IS: Competitive advantage from IS strategies, Business re-engineering, Organizational learning, IS resource management, the role of IS, the location of IS, the organization of IS, Matching IS resource to business community.

#### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

### Case/Class Discussion Assignments:

Students will work in groups of up to four to prepare a brief write-up die before the start of each class covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem facing the decision-maker in the case.

### Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

- home

Mart

book

### Texts and Readings:

Students should focus on material presented in lectures. The text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

- Wendy R. (2006). Strategic Management and Information Systems. Pearson Further Education.
- Steve C. (2007).Information systems strategic management: an integrated approach. Taylor Print on
- Laudon and L. (2006). Management Information Systems: Organization and Technology. Prentice-Hall of India Private Limited.

### Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

# Instructions to the External Paper Setter

- · The external paper will carry 70 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.

### MBA (CC) Part-II, Sem-IV 425- System Analysis & Design

#### **Course Overview**

The objective of this course is to introduce the students to the software application. At the end of the course, the students should be able to - (1) To know about the software application. (2) To understand design of business system and (3) To learn about the data base design.

#### **Course Content**

#### Group I:

Overview of Systems Analysis and Design; Software applications today-the changing scenarios-Introduction to different methodologies and Structured System Analysis Problem-identificationrequirement analysis: tools and techniques-feasibility analysis-Operational, Technical and Economical Feasibility, details of SDLC approach, Business Systems Concept: Systems Development Life Cycle: Project Selection; Feasibility Study.

#### Group II:

Tools for Analysis and Design of Business Systems: Methodologies Available: Need for Structured Techniques: Structured Techniques Available System Requirement Specification and Analysis: Data Flow Diagrams: Data Dictionaries: Process Organisation and Intersections: Decision Analysis: Decision Trees and Tables: Expansion. Explosion and Normalization, Detailed Design; Modulation; Module Specification; File Design.

#### Group III:

Data Base Design, System Control and Quality Assurance; Documentation Tools; Testing Techniques Available; System Controls and Audit Trails; System Administration and Training; Conversion and Operations Plan, Hardware and Software Selection; Hardware Acquisition; Benchmarking, Vendor Selection. Operating System Selection, Language Processors, Performance and Acceptance Testing Criteria, Managing Data Processing in an Organisation; Data Processing Setup; Project Management Techniques for Managing Software Projects.

#### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

### Case/Class Discussion Assignments:

Students will work in groups of up to four to prepare a brief write-up die before the start of each class covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem facing the decision-maker in the case.

### Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class,

106 [ 5

May of



### Texts and Readings:

Students should focus on material presented in lectures. The text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

- Kendall & K. (2008). Systems Analysis and Design. 7th ed. Prentice-Hall of India, New Delhi.
- Dennis, Wixom & Roth. (2006). Systems Analysis and Design. Wiley-India, 3<sup>rd</sup> Ed.
- V. Rajaraman. (2004). Analysis and Design of Information Systems, 2nd Ed. Prentice-Hall of
- Awad, Elias M. (1999). Systems Analysis and Design. 2nd Ed., Galgotia Publications, New Delhi.

### Scheme of Examination

- English will be the medium of instruction and examination.
- · Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

- The external paper will carry 70 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II. The question paper will consist of nine questions three from each in group.
- · Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.



### MBA (CC) Part-II, Sem-IV 426- Software Engineering

#### **Course Overview**

The objective of this course is to introduce the students to the software engineering. At the end of the course, the students should be able to - (1) To know about the software development. (2) To understand design of planning software and (3) To learn about the detailed design.

#### Course Content

### Group I:

Introduction to Software engineering, phases in Software development. Software development processes models, role of management in Software development, role of metric and measurement. Software requirement specifications, role of SRS, problem analysis, structuring information, dataflow diagram and data dictionary, prototyping, other tools/methods for analysis, requirement specification, validation, metrics.

### Group II:

Planning a software project, cost estimation, project scheduling, staffing and personnel planning, team structure, Software configuration management, Software Configuration management plans, quality assurance plans, project monitoring plans, risk management.

#### Group III:

Detailed design, module specifications, detailed design and process design language, verification, metrics, coding, programming practice, verification metrics. Testing, testing fundamentals, functional testing, structural testing, testing process, metrics.

### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

### Case/Class Discussion Assignments:

Students will work in groups of up to four to prepare a brief write-up die before the start of each class covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem facing the decision-maker in the case.

### Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

### Texts and Readings:

Students should focus on material presented in lectures. The text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

- R.E. Fairley. (2009). Software Engineering Concept. Tata McGraw-Hill.
- Waman S. Jawadekar. (2004) Software Engineering. Tata McGraw-Hill.
- Ian Sommervile. (2008). Software Engineering. Dorling Kindersley (India) Pvt Ltd.
- Pankaj Jalote. (2006). An Integrated Approach to Software Engineering. 3rd Ed., Narosa
- Roger, S. Pressman(2006) Software Engineering: A Practitioner's Approach. McGraw Hill,

### Scheme of Examination

- English will be the medium of instruction and examination.
- · Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

- · The external paper will carry 70 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.



### MBA (CC) Part-II, Sem-IV 427- Business Process & RE-engineering

#### Course Content

#### Group I:

Conceptual Foundation of Business Process Re-engineering; Role of information Technology in BPR; Process Improvement and Process Redesign; BPR Experiences in Indian Industry.

### Group II:

Process Identification and Mapping; Role/Activity Diagrams; Process Visioning and Benchmarking: Business Process Improvement.

### Group III:

Business Process Redesign; Man Management for BPR Implementation; Re- organizing People and Managing Change.

### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

### Case/Class Discussion Assignments:

Students will work in groups of up to four to prepare a brief write-up die before the start of each class covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem facing the decision-maker in the case.

### Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

### **Texts and Readings:**

- R. Radhakrishnan, Business Process Reengineering: Text and Cases, Prentice-Hall of India Pvt Ltd, 2008.
- Michael Hammer, James Champy, Reengineering the Corporation: A Manifesto For Business Revolution, Harper Collins Publishers, 2004.
- Jayaraman, M.S., Business Process Re-engineering, Tata Mcgraw Hill, 1<sup>st</sup> Ed., 1996.
- Carr, D. K. and Johanson, H. J., Best Practices in Re-engineering, New York, McGraw Hill, 1995.
- Coulson Thomas, C., Business Process Re-engineering: Myth & Reality London, Kogan Page, 1994.

Bi Day por

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

# Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question
  paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine
  questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two
  questions from each group.

S



### MBA (CC) Part-II, Sem-IV 428- Enterprise Resource Planning

#### **Course Content**

#### Group I:

Enterprise Resources Planning: Evolution of ERP-MRP and MRP II - problems of system islands need for system integration and interface-early ERP Packages-ERP products and Markets - opportunities and problems in ERP selection and implementation; ERP implementation identifying RP benefits team formation-Consultant intervention-Selection ERP-Process of ERP implementation.

#### Group II:

Managing changes in IT organisation -Preparing IT infrastructure-Measuring benefits of ERP-Integrating with other systems: The emergence of reengineering concept- concept of business process rethinking of processes identification of re-engineering need-preparing for re-engineering - implementing change-change management-BPR & ERP; Supply Chain Management: The concept of value chain differentiation between ERP and SCM- SCM for customer focus-nee and specificity of SCM

#### Group III:

SCM scenario in India-products and markets of Sehl-issue in selection and implementation f SCM solution -CRM solutions; E- Business: Introduction to 1-Net technologies-Evolution of E-Commerce, EDI and E-Business - business opportunities basic and advanced business models on internet-internet banking and related technologies- security and privacy issues- technologies for E-Business. Future and Growth of E-Business's.

#### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

### Case/Class Discussion Assignments:

Students will work in groups of up to four to prepare a brief write-up die before the start of each class covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem facing the decision-maker in the case.

### Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

#### **Texts and Readings:**

 Langenalter, A. Gary, Enterprise Resources Planning and Beyond. St. Lucie Press, USA, 1st Edition, 2000.

Alexis, Leon, ERP Demystified. Tata McGraw Hill, 1<sup>st</sup> Ed., 2000.

 Mahadeo Jaiswal and Ganesh Vanapalli, Textbook of Enterprise Resource Planning, Macmillan Publishers India, 2005.

 S Parthasarathy, Enterprise Resource Planning- Managerial & Technical Perspective, New Age International, 2007.

Sum S

ve, New Age

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

# Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question
  paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine
  questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two
  questions from each group.

Hair-



### MBA (CC) Part-II, Sem-IV 429- Regional Block

### **Course Overview**

The objective of the course is to familiarize the students with the theoretical framework of the theory of economic integration, and its impact on trade and investment flows among the region and on the global economy.

### **Course Content**

#### Group I:

Theory of international trade, gains from international trade, changing pattern of world trade, Gravity model, Ricardian model of comparative advantage, Heckscher-Ohlin theory of trade, Leontief paradox.

### Group II:

International economic integration, gains from economic integration, stages of economic integration, factors driving economic integration, economic integration and endogenous growth, emergence of regional blocks, globalization vs regional blocks, resource allocation, environment problem, technology transfer.

#### Group III:

Emergence of EU and its benefits, Euro zone and its benefits, NAFTA, ASEAN, WTO vs RTO, RRTAs as exception in WTO, polarization of trade.

### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

#### Case/Class Discussion Assignments:

Students will work in groups of up to four to prepare a brief write-up die before the start of each class covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem facing the decision-maker in the case.

#### Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

### **Texts and Readings:**

Jackson, J., The World Trading System, Cambridge, Mass: MIT Press, 2<sup>nd</sup> Edition, 2002.

 Krugman, Paul R. and Obstfeld, M., International Economics: Theory and Policy, Pearson Education, 8<sup>th</sup> Edition, 2008.

Bhalla, V.K., World Economy in 90s: A Portfolio Approach, Delhi, Anmol Pub. Pvt. Ltd., 1990

 Dreze, Jean and Sen, Aamrtya, Indian Development: Selected Regional Perspectives, Delhi, Oxford University Press, 1997.

Tun 5

Perspectives, Delhi,

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

# Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.

115



# MBA (CC) Part-II, Sem-IV 430- International Economic Organisations

### **Course Overview**

The objective of the course is to familiarize the students with the functioning of the international economic organizations and their changing role in the context of globalization of the world economy.

### Course Content

### Group I:

Emergence of International Economic Organizations and Development Diplomacy, Historical Developments, Bretton woods and international monetary set-up, World Bank and its affiliates, International Bank for Reconstruction and Development (IBRD)

### Group II:

International Development Agency (IDA), International Finance Corporation (IFC), Multilateral Investment Guarantee Agency (MIGA).

### Group III:

World Bank and Developing countries, General Agreement on Tariffs and Trade (GATT), World Trade Organization (WTO), United Nations Conference on Trade and Development (UNCTAD), International Labour Organisation (ILO).

### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

### Case/Class Discussion Assignments:

Students will work in groups of up to four to prepare a brief write-up die before the start of each class covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem facing the decision-maker in the case.

#### Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

#### Texts and Readings:

Bhalla, V.K., International Co-operation, Delhi, Anmol, 8<sup>th</sup> Edition.

 Simai, Mihaly Democratic Process and the Market: Challenges of the Transition, United Nations University Press, 1999.

 Simai, Mihaly, The Future of Global Governance, Washington, D.C., United States Institute of Peace Process, 1994.

Sum S

Long

- English will be the medium of instruction and examination.
- · Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

- The external paper will carry 70 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions three from each in group.
- · Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.



# MBA (CC) Part-II, Sem-IV 431- Export-Import Procedures, Documentation & Logistics

### **Course Overview**

The objective of the course is to acquaint the students with the export-import procedures, documentation and logistics.

#### **Course Content**

### Group 1:

Documentation Framework, Exim Documentation, International Business Contracts: Types, Formation, Elements, Legal Dimensions, Dispute Settlement; Instruments and methods of Financing Exports including credit and collections, Uniform custom and practices (UCP); Business Risk Coverage-Cargo, Credit and Foreign Exchange Risk Coverage, Cargo Insurance, Foreign Exchange Regulations and Formalities.

#### Group II:

Quality Control and Pre-shipment; Inspection Concept Scheme and Procedures; Role of Clearing and Forward Agents; Excise Clearance of cargo; Custom Clearing and Forward Agents; Excise Clearance of cargo; Shipment of Export Cargo; Custom Clearance of Export Cargo; Custom Clearance of Import Cargo; Negotiations of Documents with Banks; Procedures and documentation for availing export incentives- Duty drawbacks, Import Licensing and other incentives; Processing of an Export Order.

#### Group III:

World Shipping: Structure, Liners, and Tramps, Conference System; Freight, and Structure. Containerisation and other developments, International Agreements and Conferences on Sea Transport; Indian Shipping: Trends, Structure, Concepts of Dry Port, Containerisation. Machinery for Consultation; Air Transport: International set up, Freight structure.

### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

### Case/Class Discussion Assignments:

Students will work in groups of up to four to prepare a brief write-up die before the start of each class covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem facing the decision-maker in the case.

#### Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

hom 5

Tant of

# Texts and Readings:

- S. Shiva Ramu V.K. Bhalla, International Business: Environment and Management, Annual Publications Pvt. Ltd, 7<sup>th</sup> Revised Edition, 2003.
- Paras Ram, Export What Where How, Anupam Publishers, New Delhi, 1995.

### Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

# Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two
  questions from each group.

110



### MBA (CC) Part-II, Sem-IV 432-Global Human Resource Management

### **Course Overview**

The objective of this course is to develop a diagnostic and conceptual understanding of the cultural and related behavioural variables in the management of global organisations.

#### Course Content

### Group I:

Global Business-Growth and Evolution, Environmental variables in global business. Human and cultural variables in Global organisations. Cross Cultural differences and managerial implications.

### Group II:

Cross Cultural research methodologies and Hofstede's Hermes Study, Structural evolution of global organisations; Cross Cultural communication and negotiation; Cross Cultural leadership and decision making.

### Group III:

Human Resources Management in global organisations: Ethics in international business, Western and Eastern management thoughts in the Indian context.

### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

### Case/Class Discussion Assignments:

Students will work in groups of up to four to prepare a brief write-up die before the start of each class covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem facing the decision-maker in the case.

#### Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

### **Texts and Readings:**

- Alder N.J., International Dimensions of Organisational Behaviour, South-Western Publisher, 2001.
- Bartlett, Christopher A and Ghoshal, S., Transnational Management: Text, Cases and Readings in Cross Barder Management, Chicago Irwin, 1995.
- Dowling, P.J., International Dimensions of Human Resources Management, 2nd edition, California, Wadsworth, 1994.

120 -

& No

lope

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- · The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

### Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.

121

### MBA (CC) Part-II, Sem-IV 433-Foreign Language for Business

### **Course Overview**

To make students averse and conversant about the importance and applicability of foreign language.

#### **Course Content**

### Group I:

Grammar: Definite & Indefinite articles, Singular and plural of nouns, feminine & plural of adjectives, Conjunction of verbs of the first and second groups and of etre, avoir and faire. Possessive adjectives, contracted articles.

### Group II:

Grammar: Demonstrative articles, past tense with avoir and etre, partitiae articles, future tense, the imperative, conjugation of verbs of third group.

#### Group III:

Grammar: Comparative adjectives, superlatives, possessive pronouns, personal pronoun.

### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

#### Case/Class Discussion Assignments:

Students will work in groups of up to four to prepare a brief write-up die before the start of each class covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem facing the decision-maker in the case.

#### Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

#### Scheme of Examination

- · English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP.

122 ham 5

Monte

# Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question
  paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine
  questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two
  questions from each group.

My Sa

m s

### MBA (CC) Part-II, Sem-IV 434- Supply Chain Management

### Course Overview

The objective of this course is to acquaint the students with the concepts and tools for analyzing, designing and improving the supply chain in an organisation and also to understand the changing distribution scenario.

#### Course Content

#### Group I:

Introduction to supply chain and its role and objectives. Logistics strategy and planning. Logistics and Customer service. Logistics product - Nature of product, Functional vs. Innovative products, Product life cycle- Product characteristics.

#### Group II:

Retailing- role of information, information flow, information sources, internal information, external information. Information Systems in Retail Logistics - logistics, distribution center, outsourcing, store vs. distribution center delivery, pull vs. push logistics strategies. Strategic Advantages of Information Systems in Logistics - improved product availability, improved assortment, improved return on investment.

#### Group III:

Co-ordination in the supply chain - Bull whip effect. Transport decisions - modal choice, vehicle routing and scheduling. Network design decisions. Inventory decisions - pull and push types of systems. Sourcing strategy. Supply chain performance – SCOR model

#### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

### Case/Class Discussion Assignments:

Students will work in groups of up to four to prepare a brief write-up die before the start of each class covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem facing the decision-maker in the case.

### Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

### Texts and Readings:

- Robert B. Handfield, Ernest L. Nichols, Introduction to Supply Chain Management, Prentice Hall of India, New Delhi, 1998.
- James, A. O'Brien, Introduction to Information Systems, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2005.
- Sunil Chopra and Peter Meindel, Supply Chain Management, Pearson Education, 3<sup>rd</sup> Edition, 2008.

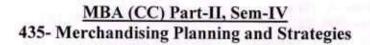
### Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

# Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two
  questions from each group.

125



### **Course Overview**

The objective of this course is to understand the assortment planning and merchandise purchasing techniques and also the effective pricing strategies used by retail organisations.

#### Course Content

### Group I:

Assortment Planning Process - need for trade-off between variety, assortment and product availability, assortment plan. Product mix trends, Sales Forecasting, Setting Financial objective.

### Group II:

Merchandise Purchasing. Branding Strategies – manufacturer's brands, private label brands. Managerial issues in global sourcing decisions. Merchandise purchasing and handling process. Ethical and legal issues in merchandise purchasing.

### Group III:

Setting the retail price - price setting objectives, price setting determinants. Pricing Strategies and Practices - Every day low pricing (EDLP), high/low pricing, coupons, rebates, leader pricing. Price bundling. Multiple pricing. Price lining, Odd pricing. Methods of Setting Prices. Adjustments to the initial Retail Price.

### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

### Case/Class Discussion Assignments:

Students will work in groups of up to four to prepare a brief write-up die before the start of each class covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem facing the decision-maker in the case.

#### Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

#### **Texts and Readings**

Berman B. and Evans J. R., Retail Management, Pearson Education, New Delhi, 2002.

Roger Cox and Paul Brittain, Retail Management, Financial Times/ Prentice Hall, 4th Edition.

 Michael Levy M. and Barton A. Weitz, Retailing Management, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2006.

va home

McGraw-Hill Publishing

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

- The external paper will carry 70 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.

### MBA (CC) Part-II, Sem-IV 436- Retail Strategies

### **Course Overview**

The objective of this course is to understand the importance of formulating a retail market strategy and the elements of financial strategies to measure the performance of retail organisations.

#### **Course Content**

#### Group I:

Definition of Retail Market Strategy, Target market and Retail format, Building Sustainable Competitive Advantage-Location, Merchandise, Price, Service and Communications, Achieving Strategic Positioning-Operations. Purchasing/Logistics. Market Research, Financing, Technology. Nature of Strategic Planning.

#### Group II:

Retail Strategic Planning Process-Developing the mission, establishing objectives, Situational analysis, Identifying strategic alternatives. Selecting the target markets, Obtaining resources needed to compete, Developing positioning strategy, Strategy implementation, Evaluating results and Controlling operations. Strategic Profit model- An overview.

### Group III:

The Strategic Profit Model-Return on Assets, Return on Net Worth, Improving Financial Performance, Profit management. Asset management, Debt management. Income Statements-Sales, Cost of Goods sold, Gross margins, Expenses, Net profits. Balance Sheet- Assets- Current assets. Accounts receivable, Merchandise inventory, Inventory turnover, Cash and other Current assets, operating Cycle, Fixed assets, Asset turn over. Liabilities and Owners Equity.

### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

### Case/Class Discussion Assignments:

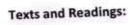
Students will work in groups of up to four to prepare a brief write-up die before the start of each class covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem facing the decision-maker in the case.

### Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

128

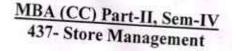
Jory



- Berman B. and Evans J. R., Retail Management, Pearson Education, New Delhi, 2002.
- O.C. Ferrell and Michael Hartline, Marketing Strategy, Thomson Publication, 3rd Edition,
- Walker Mulins, Boyd Larreche, Marketing Strategy, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 5th Edition, 2007.

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- · The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

- The external paper will carry 70 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions three from each in group.
- · Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.



# Course Overview

The objective of this course is to make students averse about the Importance of store management so that they can handle the retail operations efficiently and effectively.

### Course Content

### Group I:

Store Management - Role of store managers, managing the store personnel, minimizing the cost of the retail store, managing the buying and selling activities, providing customer service. Cost Controls - Labour scheduling, store maintenance, Energy Management, Reducing inventory shrinkage, Detecting and Preventing shop lifting.

### Group II:

Introduction - Creating a Store Image. Creating a Buying Environment. Store Exteriors - Marquee, Entrances, Door types, Walkways, Display windows, Size of the building, Colors and Materials, Then Prevention. Stores Interiors - Managing space, Merchandise Presentation Techniques - Store Layout, Visual Merchandising, Atmospherics. Store Security - Customer theft, Employee theft, Supplier pilferage, Credit Management.

#### Group III:

Selecting the Store Location. Marked Area Analysis - Factors Affecting Attractiveness of Market Areas and Trade Areas Demographic, Economic, Cultural, Demand, Infrastructure, Estimating Sales Potential-Area sales activities, Level of competition. Trade Area Analysis-Size and shape of trade areas, Measurement and definition of the trade area.

### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

### Case/Class Discussion Assignments:

Students will work in groups of up to four to prepare a brief write-up die before the start of each class covering the case study or class material to be discussed in the next session. Questions may clude a quantitative analysis of the problem facing the decision-maker in the case.

### s Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

d Readings:

Varley R. and Rafiq M., Principles of Retail Management, Palgrave Macmillan, New York,

2004.

David Gilbert, Retail Marketing Management, Pearson Education, New Delhi, 2003.

130 5

lew Deini, 2003.

W TO

À.

 Patrick M. Dunne and Robert F. Lusch, Retailing, Thomson South Western Publisher, Cincinnati, 5th Edition, 2004.

### Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department,
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

### Instructions to the External Paper Setter

- The external paper will carry 70 marks and would be of three hours duration. The question
  paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine
  questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two
  questions from each group.

fry. 4

BB & C

# MBA (CC) Part-II, Sem-IV 438- Customer Relationship Essentials in Retailing

### **Course Overview**

The objective of this course is to: understand the relationship marketing as a means of building relations with all the stakeholders; and understand the promotion mix objectives.

### Course Content

### Group I:

An overview or Relationship Marketing. Fundamental Concepts in Relationship Marketing Customer Acquisition and Retention Strategies. Customer Loyalty. Analyzing Profitability of Customers. Overview of CRM and Web Based Technologies.

#### Group II:

Learning Organization. Integrated Relationship Marketing Strategies. Retail Marketing Communication. Role of Retail Promotion Program-Methods for Communicating with the Customers, Sales promotion, Public relations, Personal selling. Planning Retail Communication Program-Establishing objectives, determining promotional budget, objectives and task method, thumb rule method.

### Group III:

Assigning the Promotional Budget. Implementing advertising programs - creating message advertising agencies, selecting advertising media, determining the frequency and timing of advertisements. Evaluating the effectiveness of advertisements, Implementing Sales Promotion Programs, Implementing Publicity Programs.

#### Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

### Case/Class Discussion Assignments:

Students will work in groups of up to four to prepare a brief write-up die before the start of each class covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem facing the decision-maker in the case.

### Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class

Com (

Mil

83

### Texts and Readings:

- Barnes James G., Secrets of Customer Relationship Management, McGraw-Hill, 1st Edition,
- Swift Ronald S., Accelerated Customer Relationships, Prentice-Hall of India, New Delhi, 2000.
- Gosney, John W., and Boehm, Thomas P., Customer Relationship Management Essentials, Prentice-Hall of India, New Delhi, 2000.
- Berman B. and Evans J. R., Retail Management, Pearson Education, New Delhi, 2002.

### Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

- The external paper will carry 70 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions three from each in group.
- Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.

