

**OUTLINES OF TESTS
SYLLABI AND COURSES OF READING
FOR**

**M.B.A. (Regular)
(Semester System)
(Session 2020-21, 2021-22)**



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

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SCHOOL OF MANAGEMENT STUDIES, PUNJABI UNIVERSITY, PATIALA

ORDINANCES

MASTER OF BUSINESS ADMINISTRATION

Session 2020-2021 & 2021-2022

1. (a) The examination for the degree of Master of Business Administration shall be held in two parts to be called MBA Part-I and MBA Part-II. Each part shall consist of two semesters, viz. semester 1st and 2nd in Part-I and semester 3rd and 4th in Part-II. The examination shall be held in the months of December/January for 1st and 3rd semester and April/May for 2nd and 4th semester or on such other dates as may be fixed by the University.
- (b) (i) The amount of examination admission fee, to be paid by a candidate per semester for the external examinations, shall be as prescribed .
- (ii) Last date by which the admission forms and fee for the external examinations must reach the Registrar shall be as follows:

Semester	Without Late fee	With Late Fee of Rs 800/-	With Late fee of Rs. 1200/-	With Late Fee of Rs. 5000/-	With Late Fee of Rs. 1000/-
November/ December	Sept 30	October 15	October 21	October 31	November 10
April/ MAY	Feb 28	March 15	March 21	March 31	April 15

The MBA Part-I shall be open to any person who has passed a degree/post-graduate degree examination in any stream with at least 50% marks in the aggregate from this University or any other examination recognised as equivalent thereto.

2. The assessment in the first and second semester of MB.A. Part-I will be 50% internal and 50% external for each paper. The result for the internal examinations, to be conducted by the Department, shall be conveyed to the students/Examinations Branch

by the Head of the Department as per approved schedule, failing which the result of concerned candidates will be shown as RL.

3. M.B.A. Part-II shall be open to any person who has passed M.B.A. Part-I examination or has cleared at least 50% of total papers prescribed for first and second semesters of M.B.A. courses.
4. The assessment in the 3rd and 4th semesters of M.B.A. Part-II will be 50% internal and 50% external for each paper. The result for the internal examinations, to be conducted by the Department, shall be conveyed to the students/Examinations Branch by the Head of the Department as per approved schedule failing which the result of concerned candidates will be shown as RL.
5. The syllabus for the session shall be such as prescribed by the University from time to time.
 - a. The Project Report shall be evaluated jointly by the external and internal examiners. The topic for the Project Report will be approved by the Department. The Project Report shall be submitted along with prescribed fee as per prescribed as under:
Upto 30 April (Without Late Fee)
1st May To 31st May (With Late Fee Of Rs. 500/-)
1st June To 15th June (With Late Fee Of Rs. 1000/-)
after the examination branch shall be informed accordingly and re-appear shall be declared in Project Report Paper.
In case the difference of marks awarded by two examiners is more than 10 marks, the report shall be referred to the third examiner whose award shall be final,
 - b. Training Report would be evaluated internally. The result would be communicated to the examination branch by the Head of the Department.
6. M.B.A. examination is open only to a candidate who:
Has been on the rolls of the University/College throughout the academic semester preceding the examination; Has his name submitted to the Registrar by the Head/Principal of having attended not less than 75% of the total number of lectures delivered in each paper/subject and 75% of the periods held in practicals/map work in each paper/ subject during the Academic semester. The Department/College shall be required to deliver at least 75% of the total number of lectures prescribed for each paper/subject. Provided that deficiency in the number of lectures can be condoned for special reasons subject to Ordinance framed on the subject.
7. The medium of instruction and examination shall be English.

8. (i) The minimum number of marks required to pass shall be 40% in the external examination and aggregate of internal assessment and external examination in each paper. There is no pass percentage for internal part of the assessment.

(ii) (a) In the event of a candidate failing to secure the requisite 40% marks in terms of clause (i) above, he shall be placed under reappear in that paper. Such a candidate would carry the internal assessment marks secured by him for his reappear examination.

(b) 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 paper(s), he may, at his option, attend regular classes of that paper(s), after his fourth semester examination. The candidate would be required to attend such classes in a semester in which that paper(s) is offered by the department subsequently and thus, improve his internal assessment score in the concerned paper(s). In case such a candidate improves upon the earlier internal assessment score, the revised internal assessment will replace the old 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.** In case he fails to improve upon his earlier internal assessment in that paper(s), his original internal assessment marks would stand.

In case such a paper is dropped from the course of study as a result of any revision the Department would indicate a suitable substitute paper in lieu thereof.

9. A candidate who joins first semester for M.B.A. Part-I may, on completing attendance requirement, appear in the first semester examination and join the second semester course and appear in the second semester examination on completing attendance requirements on the dates prescribed for each examination. Even if he does not clear any paper of the first semester, he will be eligible to join the second semester and take the examination. But, he will not be eligible to join the third semester unless he has cleared at least 50% of total papers prescribed for both the first and second semester examinations. He can take the third semester examination on completing the required attendance. He may be allowed to join the 4th semester, even if he has not cleared any

of the aforesaid papers namely, reappear papers of first and second semester of Part-I examination and all the papers of III semester examination. On attending the required number of lectures of IV semester, he will be eligible to appear in the IV semester examination. A candidate, placed under reappear in any paper, will be allowed two chances to clear the reappear, which should be availed within consecutive two years/chances i.e. to pass in a paper the candidate will have a total of three chances, one as regular student and two as reappear candidate. The examination of reappear papers of odd semester will be held with regular examination of the odd semester and reappear examination of the even semester will be held with regular examination of even semester. But, if a candidate is placed under reappear in the last semester of the course, he will be provided chance to pass the reappear with the examination of the next semester, provided his reappear of lower semester does not go beyond next semester. Provided that he shall have to qualify in all the papers prescribed for the M.B.A. course within a period of four years from the date he joined the course. In case he fails to do so within the prescribed period as aforesaid, he shall be declared fail. He may, however, seek fresh admission to the first semester on merit with the new applicants. It is understood that a reappear or failed candidate shall be allowed to take the examination in papers not cleared by him according to the date-sheets of the semester examinations in which such papers may be adjusted. After completing two years of studies (i.e. four semester courses), he shall not be admitted to any semester of the same course and will not have any privileges of a regular student.

10. Viva-voce/Practical examination shall be conducted by a Committee consisting of the following:-

1. Two external experts
2. One internal examiner (to be nominated by the Head of the Department)
3. Head of the Department OR his nominee.

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

11. As soon as possible after the completing of each semester, the Registrar shall publish a list of successful candidates showing their result. Each candidate shall be supplied with a card containing his/her detail of marks. The list of successful candidates on the completion of M.B.A. Part-II shall be arranged in three divisions and the division



obtained by the candidate will be stated in the degree. Successful candidates who obtain 75% marks or more of the aggregate marks in Part-I and Part-II examination taken together shall be declared to have passed the examination with distinction and who obtain 60% or more of the aggregate marks shall be placed in first division. Those, who obtain 50% or more but less than 60%, shall be placed in the second division and all below 50% shall be placed in the third division.

12. 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.

- (i) Up to 1% of the total marks of Part-I and 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.
- (ii) Grace marks to be given shall be calculated on the basis of 1% of total aggregate marks of all the written and practical papers of the examination concerned. Marks for viva-voce/internal assessment/sessional work/skill in teaching/any additional/optional subject shall not be taken into account for this purpose. If a fraction works out to half or more, it shall count as one mark and fraction less than half shall be ignored.
- (iii) 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, sessional work, internal assessment, viva-voce and skill in teaching.

14. The old students who have passed M.B.A. from this University will be eligible to seek admission for purpose of additional specialization by qualifying the required examination under the Scheme of Additional Specialization on the pattern of M.B.A. (C.C.) Programme on the terms and conditions as may be notified by the Head of the Department.

15. 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.



16.

SCHOOL OF MANAGEMENT STUDIES, PUNJABI UNIVERSITY, PATIALA

Punjabi University, Patiala
Scheme of Examination
MBA Two Year Regular Program
Under Choice Based Credit system
Session 2020-2021 & 2021-2022

SEMESTER-I		SEMESTER- II	
CORE SUBJECTS		CORE SUBJECTS	
101	Management Practices and Organizational Behavior	201	Management Information Systems & Decision Support Systems
102	Accounting for Management	202	Business Statistics & Research Methodology
103	Business Environment	203	Financial Management
104	Managerial Economics	204	Management of Human Resources
105	Management Science	205	Marketing Management
106	Computer Fundamentals (MS Office)	206	Operations Management
107	Workshop on Executive Communication		
108	Seminar on Business Environment and Management	207	Seminar on International Business Environment & Management
109	Viva-Voce	208	Viva-Voce
SEMESTER-III		SEMESTER-III	
CORE SUBJECTS		TWO ELECTIVES EACH ELECTIVES FROM THE FOLLOWING TWO MAJOR AND MINOR SPECIALISATIONS	
301	Project Management	Marketing Management 303 Advertising & Sales Management 304 Marketing Research	
302	Business Analytics	Human Resources Management 305 Management of Industrial Relations 306 Human Resources Planning & Development	
315(a) Summer Training Report (b) Seminar on Summer Training		Financial Management 307 Management of Financial Institutions 308 Financial Services and Markets	
316	Viva Voce	Operations Management/ Materials Management 309 Production Planning & Control 310 Inventory Management	
		Information Technology 311 Database Management 312 Business Applications of Cloud Computing	
		International Business 313 Multinational Financial Management 314 International Marketing	
		Retail Management 317 Management of Retail Organisation 318 Retail Consumer Behaviour	
		**Elective – Allied Non-Allied Course	

SEMESTER-IV		SEMESTER-IV	
CORE SUBJECTS		THREE ELECTIVES FROM THE FOLLOWING MAJOR AREA OF SPECIALISATION	
401	Strategic Management	Marketing Management 406 Consumer Behaviour 407 Digital Marketing 408 Marketing of Services 409 Management of Logistics 410 Rural Marketing	
402	Organisational Development & Change	Information Technology 411 Strategic Information Systems 412 System Analysis & Design 413 Software Engineering 414 Business Process & Re-engineering 415 Enterprise Resource Planning	
403	Project Report in Major Areas of Specialisations	Financial Management 416 Security Analysis & Portfolio Management 417 Derivatives and Risk Management 418 Management Control Systems 419 Management of Working Capital 420 Corporate Tax Planning 441 International Financial Management	
404	Seminar on Business Ethics & Values	Operations Management/Material Management 421 Purchasing Management 422 Management of Logistics 423 Plant Design & Layout 424 Statistical Quality Control 425 Service Operation Management	
405	Viva on Project Report	Human Resources Management 426 Compensation Management 427 Labour Laws 428 Industrial Psychology 429 Cross Cultural & Global Management 430 Management of Training & Development	
		INTERNATIONAL BUSINESS 431 Regional Blocks 432 International Economic Organisations 433 Export-Import Procedures, Documentation & Logistics 434 Global Human Resources Management 435 Foreign Language for Business	
		Retail Management 436 Supply Chain Management 437 Merchandising Planning and Strategies 438 Retail Strategies 439 Store Management 440 Customer Relationship Essentials in Retailing	

Under Choice-Based Credit System

Student can opt any one course from the following open electives in lieu of electives of Semester IIIrd and Semester IVth of MBA Programme.

While selecting an elective from any other Department, the student must make sure that the time table of the selected paper does not clash with the time table applicable in SMS.

1.	E-Business	M.Tech. (CE) Regular/Part-Time MCE-213
2.	Business Intelligence	M.Tech. (CE) Regular/Part-Time MCE-222
3.	Public Relations & Corporate Communication	M.A. (Journalism & Mass Communication) (III rd Semester)
4.	Inter-cultural & International Communication	M.A. (Journalism & Mass Communication) (IV th Semester)
5.	Financial Administration	M.A. (Public Administration) Paper-IV
6.	Indian Administration	M.A. (Public Administration) Paper-I
7.	Data Communications & Computer Networks	M.C.A. (III rd Semester)
8.	Decisions Support Systems	M.C.A. (IV th Semester)

Programme of study of MBA (Regular) course - 2020-2021,2021-2022

Semester-I		Name of Subject	Contact Hours Per Week			Examination Scheme Marks			Credit
Paper Code			L	T	P	Internal	External	Total	
101		Management Practices and Organizational Behavior	4			50	50	100	4
102		Accounting for Management	4			50	50	100	4
103		Business Environment	4			50	50	100	4
104		Managerial Economics	4			50	50	100	4
105		Management Science	4			50	50	100	4
106a		Computer Fundamentals (MS Office)		1	2		50	50	2
106b		Workshop on Executive Communication		2		50		50	2
107		Seminar on Business Environment and Management		4		100		100	4
108		Viva Voce					100	100	2
		Total	20	7	2	400	400	800	30

Semester-II		Name of Subject	Contact hours per week			Examination Scheme Marks			Credit
Paper Code			L	T	P	Internal	External	Total	
201		Management Information Systems & Decision Support Systems	4			50	50	100	4
202		Business Statistics & Research Methodology	4			50	50	100	4
203		Financial Management	4			50	50	100	4
204		Management of Human Resources	4			50	50	100	4
205		Marketing Management	4			50	50	100	4
206		Operations Management	4			50	50	100	4
207		Seminar on International Business Environment & Management		4		100		100	4
208		Viva-voce					100	100	2
		Total	24	4	2	400	400	800	30

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Semester-III									
Paper code	Name of Subject	Contact hours per week			Examination scheme marks			Credit	
		L	T	P	Internal	External	Practical	Total	
301	Project Management	4			50	50		100	4
302	Business Analytics	4			50	50		100	4
In addition out of the following students would be required to opt (Discipline Centric Elective) for two functional areas equivalent to 400 marks									
Marketing	303 Advertising & Sales Management	4			50	50		100	4
	304 Marketing Research	4			50	50		100	4
HRM	305 Management of Industrial Relations	4			50	50		100	4
	306 Human Resources Planning & Development	4			50	50		100	4
Finance	307 Management of Financial Institutions	4			50	50		100	4
	308 Financial Services and Markets	4			50	50		100	4
OM	309 Production Planning & Control	4			50	50		100	4
	310 Inventory Management	4			50	50		100	4
IT	311 Database Management	4			50	50		100	4
	312 Business Applications of Cloud Computing	4			50	50		100	4
IB	313 Multinational Financial Management	4			50	50		100	4
	314 International Marketing	4			50	50		100	4
Retail	317 Management of Retail Organisation	4			50	50		100	4
	318 Retail Consumer Behaviour	4			50	50		100	4
	315 Seminar on Summer Training		4		50		50	100	4
	316 Viva Voce					100		100	2
	Total			28				800	30
Semester-IV									
Paper code	Name of Subject	Contact hours per week			Examination scheme marks			Credit	
		L	T	P	Internal	External	Practical	Total	
401	Strategic Management	4			50	50		100	4
402	Organisational Development & Change	4			50	50		100	4
403	Project Report in Major Area of Specialisation		4				100	100	4
404	Seminar on Business Ethics & Values		4		100			100	4
405	Viva on Project Report					100		100	2

Out of the following students would be required to opt (Discipline Centric Elective) for three electives of 100 marks each from a particular functional area													
Marketing	406	Consumer Behaviour	4							4	50	50	100
	407	Digital Marketing	4							4	50	50	100
	408	Marketing of Services	4							4	50	50	100
	409	Management of Logistics	4							4	50	50	100
	410	Rural Marketing	4							4	50	50	100
IT	411	Strategic Information Systems	4							4	50	50	100
	412	System Analysis & Design	4							4	50	50	100
	413	Software Engineering	4							4	50	50	100
	414	Business Process & Re-engineering	4							4	50	50	100
	415	Enterprise Resource Planning	4							4	50	50	100
Finance	416	Security Analysis & Portfolio Management	4							4	50	50	100
	417	Derivatives and Risk Management	4							4	50	50	100
	418	Management Control Systems	4							4	50	50	100
	419	Management of Working Capital	4							4	50	50	100
	420	Corporate Tax Planning	4							4	50	50	100
OM	441	International Financial Management	4							4	50	50	100
	421	Purchasing Management	4							4	50	50	100
	422	Management of Logistics	4							4	50	50	100
	423	Plant Design & Layout	4							4	50	50	100
	424	Statistical Quality Control	4							4	50	50	100
HRM	425	Service Operation Management	4							4	50	50	100
	426	Compensation Management	4							4	50	50	100
	427	Labour Laws	4							4	50	50	100
	428	Industrial Psychology	4							4	50	50	100
	429	Cross-Cultural & Global Management	4							4	50	50	100
IB	430	Management of Training & Development	4							4	50	50	100
	431	Regional Blocks	4							4	50	50	100
	432	International Economic Organisations	4							4	50	50	100
	433	Export-Import Procedures, Documentation & Logistics	4							4	50	50	100
	434	Global Human Resources Management	4							4	50	50	100
Retail	435	Foreign Language for Business	4							4	50	50	100
	436	Supply Chain Management	4							4	50	50	100
	437	Merchandising Planning and Strategies	4							4	50	50	100
	438	Retail Strategies	4							4	50	50	100
	439	Store Management	4							4	50	50	100
	440	Customer Relationship Essentials in Retailing	4							4	50	50	100
		Total								24			800

MBA- 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.

Course Syllabus

Group-I:

Introduction: Definition, Importance and Functions of Management, Evolution of Management Thoughts, Theories of Management, Managerial Processes, Functions, Skills & Roles in Organization, Social Responsibility of Business

Functions of Management: Definition, Nature and Features: Planning, Organization, Concept of Authority & Responsibility.

Introduction to OB: 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.

Group-II:

Applications of Management: Concepts of Attitudes, Values and Beliefs, Theories of Learning, Its Principles, Reinforcement, Motivation and Its theories. Communication: Its Process, Network & types, Communication Barriers, controlling: Its Functions, Steps and Essentials to make Effective Controlling, Leadership Theories and Leadership Styles in Management, Understanding the Concept of Power and Politics, Organizational Change and Development, Conflict Management, Organization Culture and Effectiveness, Concept of Group Dynamics, Stress Management.

Pedagogy:

Extensive use of technology in the class rooms, Online modules of MOOCs, Research Based teaching, use of concerned article from journals and magazines.

Case/Class Discussions:

Students will work in a group to prepare a brief write-up, due before the start of class, covering the Case study. Questions in the case study would include the quantitative analysis of the problem-solving and decision-making.

Class Participation:

Attendance will be taken in each class and class participation is scored for each student for each class.

Recommended Texts:

- Koontz H. and Weihrich H., *Essentials of Management*, Tata McGraw- Hill Publishing Co. Ltd., New Delhi, 12th Edition.
- Luthans F., *Organizational Behavior*, McGraw-Hill, New York, 10th Edition, 2005.
- Robbins S.P., *Organizational Behavior*, Prentice-Hall of India Ltd., New Delhi, 12th Edition, 2007.
- 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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet
- 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.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. The instructions for external examiners would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

The block contains several handwritten signatures and initials in blue ink. On the left, there is a signature that appears to be 'S' followed by a flourish. Below it, the word 'Kalyan' is written in a stylized script. To the right of 'Kalyan' are the initials 'ABR'. Further to the right, there is a large, flowing signature that looks like 'Rajiv'. Below 'Rajiv' is another signature that appears to be 'G' followed by a flourish.

MBA- Part-I Sem-I
102- 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.

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.

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

Group-II:

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)

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:

A variety of teaching and learning techniques can be employed to impart knowledge and skills to students. Lectures, case analysis, exercises, group discussions and practical assignments can be used to develop conceptual and analytical skills and to prepare the students to face the challenges of the complex business environment. There will be assignment based on practical analysis of financial statements of different companies. Field assignments to accounting departments of companies and guest lecturers of accounting professionals can be arranged. The teacher should assess the students' performance through a continuous system of tests and quiz tests to ensure highest academic standards as well as practical orientation.

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:

Attendance will be taken in each class. Class participation is scored for each student for each class as per university norms.

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. Education, Seventh Edition.

Scheme of Examination:

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- 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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark sheet
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- A minimum of 75% of classroom attendance is required in each subject.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA- Part-I Sem-I
103 - Business Environment

Course Overview

Upon the satisfactory completion of this course, the students will be able to analyze different types of legal, political, economic systems influencing business; have introductory knowledge of Indian legal concepts; and see how these concepts apply in Business Environment.

Course Syllabus

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.

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.

Group II:

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. 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.

Note: Students will receive an input of minimum 40 (class) contact hours in each paper. In addition, students are also required to undertake a variety of practical assignments and group work under the supervision of the faculty in every paper.

Pedagogy:

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

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

Case/Class Discussion Assignments:

Students will work in groups of upto 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 in each class. Class participation is scored for each student for each class.

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:

- Justin Paul, *Business Environment*, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 3rd Edition 2012.
- Francis Cherunilam, *Business Environment*, Himalaya Publishing House, Mumbai, 2007.
- K. Aswathappa, *Essentials of Business Environment*, Himalaya Publishing House, Delhi, 10th 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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet
- 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.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA- Part-I Sem-I
104 - 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) Identify different economic factors and their Importance (2) understand the role played by these economic factors in organization's decision-making.

Course Content

Group-I:

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. Marginal Utility Analysis, Demand Forecasting: Methods and their Application. Market Mechanism: Interaction of Demand and Supply Forces. Production Analysis, Cost Analysis: Cost Concepts and Determinants of Cost, Revenue Concepts.

Group-II:

Pricing under different market structures: Perfect Competition, Monopoly, Oligopoly and Monopolistic Market Structure. Role of Macro Economics for managerial Decision-making. Different Economic Systems, Concept of National Income: GDP, GNP, GDP (at Market price) Investment Multiplier, Concept of Inflation, Business cycles.

Note: students will receive an input of minimum 40 (class) contact hours in each paper. In addition, students are also required to undertake a variety of practical assignments and group work under the supervision of faculty in every paper.

Pedagogy:

The instructor is expected to use leading pedagogical approaches in the class room situation. Research-based methodology, 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 the class will engage in a combination of academic reading, analyzing case studies, preparing the weekly assigned readings, encouraging in the class discussions, and live project based learning.

Case/Class Discussion Assignments:

Students will work in groups of upto 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 in each class. Class participation is scored for each student for each class.

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:

- Edwin Mansfield, W. Bruce Allen, Neil A. Doherty, Keith Weigelt, Managerial Economics: Theory, Application and Cases, W. W. Norton & Co. Inc., 5th Edition.
- David Begg, Stanley Fisher, Rudiger Dornbusch, Economics, McGraw-Hill Book Company Limited (U.K.).
- W.W. Haynes, 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, Tata McGraw-Hill Publishing Company Limited, New Delhi, 34th Edition.
- Joel Dean, Managerial Economics, Prentice-Hall of India Pvt. Ltd., New Delhi, 1998.
- Ravindra H. Dholakia, Microeconomics for Management Students, Oxford University Press, Delhi, 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.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet
- 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.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA- Part-I Sem-I
105 - Management Science

Course Overview

Objective of the course is to have a general understanding of mathematical sciences and learn how to apply this knowledge in areas relevant to business and finance, so that they can prove to be compact, consistent and powerful tools especially in the fields of Economics, Commerce and Industry.

Course Syllabus

Group-I:

Linear Programming: Concepts, Formulation of LP Models, Solution of LP Models (Maximization and Minimization Problems) using Graphical Techniques and Simplex Method, Duality, Applications to Business Management.

Transportation Problems: Concepts, Methods of Finding Feasible Solutions (N-W Corner Rule, Least Cost Cell, Vogel's Approximation Method), Optimality Tests – Stepping Stone Method and Modified Distribution Method, Degeneracy, Unbalanced Problems, Maximization Problems.

Assignment Problems: Concepts, Hungarian Technique, Unbalanced Problems, Maximization Problems, Crew Assignment Problems.

Group-II:

Game Theory: Concepts, Solutions of 2-person Games, Pure & Mixed strategy games, Odds Method, Dominance Method, Sub Games Method, Equal Gains Method, Graphical Technique.

Determinants & Matrices: Introduction to Matrices, Types, Adjoint and Inverse of a Matrix, Solving Simultaneous Linear Equations upto 3 Variables using Matrices (Matrix Inverse Technique). Introduction to Determinants, Solution of Determinants, Solving Simultaneous Linear Equations upto 3 variables using Determinants (Cramer's Rule), Managerial Applications.

Replacement Theory: Introductory Concepts, Individual Replacement: Replacement of Items that Deteriorate with time (With & Without change in Money Value), Group Replacement: Replacement of Items that break down suddenly.

Pedagogy:

Extensive use of technology in the class rooms, Online modules of MOOCs, Research Based teaching, use of concerned Article from journals and magazines.

Case/Class Discussions:

Students will work in a group to prepare a brief write-up, due before the start of class covering the case study. Question in the case study would include the quantitative analysis of the problems solving and decision-making.

Class Participation:

Attendance will be taken in each class and class participation is scored for each student for each class.

Recommended Texts:

- Baruah, Srinath, *Basic Mathematics and its Application in Economics*, Macmillan India Ltd, 2nd Ed.
- Hillier, Fredrick S. and Lieberman, Gerald J., *Operations Research*, Tata McGraw Hill, 2006, 8th Ed
- Anderson, Sweeney, Williams, *An Introduction to Management Science: Quantitative Approach to Decision Making*, South Western Cengage Learning, 11th Edition.
- Swarup, K., Gupta, P. K. and Mohan, M., *Operations Research*, Sultan Chand & Sons, 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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20 marks), and Participation in case studies/discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet
- 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.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA- Part-I Sem-I
106 - Computer Fundamentals -MS Office

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.

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, 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.

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.

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:

Attendance will be taken by the instructor after every class. Class participation would be recorded for each student by the instructor.



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

Scheme of Examination:

The evaluation will be as follows:

- Evaluation of practical will be done jointly by the external and internal experts and will be from 50 marks.
- English will be the medium of instruction and examination.
- The minimum number of marks required to pass a paper shall be 40% in the aggregate of internal and external examination in this paper.
- A minimum of 75% of classroom attendance is required in this subject.

Four handwritten signatures in blue ink are visible. From left to right: a signature that appears to be 'S', a signature that appears to be 'Hajr', a signature that appears to be 'Sagman', and a signature that appears to be 'Saxena'.

MBA- Part-I Sem-I
107 – Workshop on Executive Communication

Course Overview

The course aims at developing the communication skills of students – both written communication and oral communication. The students will also be taught how to analyze cases and prepare case reports. At the end of the course, the students should be able to - (1) develop the skills of Business Communications; (2) analyse the communications problems, and (3) learn about the writing reports.

Course Content

Group-I:

Introduction: Meaning & Definition, Role, Classification, Purpose of Communication, Communication Process, Characteristics of Successful Communication, Importance of Communication in Management, Communication Structure in Organization, Communication in Conflict Resolution, Communication in Crisis, Communication and Negotiation.

Oral Communication Meaning: Principles of Successful Oral Communication, Barriers to Communication, Conversation control, Reflection and Empathy: Two Sides of Effective Oral Communication, Modes of Oral Communication, Listening as a Communication Skill, Non-verbal Communication.

Written Communication: Purpose of Writing, Clarity in Writing, Principles of Effective Writing, Approaching the Writing Process Systematically: The 3X3 Writing Process for Business Communication: Pre writing – Writing – Revising – Specific Writing Features –Coherence – Electronic Writing Process.

Business Letters and Reports: Introduction to Business Letters, Types of Business Letters, Writing Routine and Persuasive Letters, Positive and Negative messages Writing Reports, Purpose, Kinds and Objectives of Reports, Organization & Preparing Reports, Short and Long Reports Writing Proposals, Structure & preparation, Writing memos.

Group-II:

Case Method of Learning: Understanding the Case Method of Learning, Different Types of Cases, Difficulties and Overcoming the Difficulties of the Case Method, Reading a Case Properly (Previewing, Skimming, Reading, Scanning), Case Analysis approaches (Systems, Behavioural, Decision, Strategy), Analyzing the case – Dos and don'ts for Case Preparation, Discussing and Presenting a Case Study.

Presentation skills: What is a Presentation, Elements of Presentation, Designing & Delivering Business Presentations, Advanced Visual Support for Managers Negotiation Skills: What is Negotiation, Nature and need for Negotiation, Factors affecting negotiation, Stages of Negotiation Process, Negotiation Strategies.

Employment communication: Introduction, Composing Application Messages, Writing CVs – Group discussions, Interview Skills Impact of Technological Advancement on Business Communication, Technology-enabled Communication, Communication Networks, Intranet – e mails, SMS, Teleconferencing, Videoconferencing.

Group Communication: Meetings, Planning meetings, Objectives, Participants, Timing, Venue of Meetings, Leading Meetings, Meeting Documentation: Notice, Agenda, Resolution & Minutes. Media management, The press release, Press conference, Media interviews Etiquette Advantage in Business Communication.

Note: Students will receive an input of minimum 40 (class) contact hours in this paper. In addition, students are also required to undertake a variety of practical assignments and group work under the supervision of the faculty in every paper.

Pedagogy:

The Instructor is expected to use leading pedagogical approaches in the class room situation, research-based methodology, 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 in each class. Class participation is scored for each student for 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:

- Courtland, B. L. and Thill, J.V., *Business Communication Today*, Pearson Education.
- Lochar, K.O. and Maczmarch, S.K., *Business communication: Building Critical Skills*, Tata McGraw Hill Companies.
- Murphy, H.A. and Hilderland, W. and Thomas, P.J., *Effective business communication* Tata McGraw Hill Companies.
- O'Rourke, J.S., *Management communication: A case analysis approach*, Pearson Education.
- Rao, S.S., *Handbook for writers and editors*, Vikas Publishing House Pvt. Ltd
- Raymond, L. and Flatley, M., *Basic communication: skills for empowering the internet generation*, Tata McGraw Hill.

Scheme of Examination:

- English will be the medium of instruction and examination.
- The evaluation will be done internally and will be from 50 marks.
- The minimum number of marks required to pass a paper shall be 40%.
- A minimum of 75% of classroom attendance is required in this subject.

MBA- Part-I Sem-I

108 - Seminar on Business Environment & Management

Course Overview

Seminars promote thinking and creativity among students as they participate in the discussions. The interactive environment ensures a much deeper understanding of the material that would otherwise be missed during an ordinary class. Employers are demanding graduates with excellent communication (written, oral and listening) skills. Thus, a student's presentation in a classroom becomes an important element in delivering positive learning experiences. Seminars help students to collect, inquire, organize & construct information. The various new concepts in business environment and general management would be taken up in presentations by the students in this class.

Course Syllabus

Group-I:

Environmental Management: Fundamentals-Sustainable Development, Implications of Human Population Growth, Limits to Growth; Environment and Business Schools.

Energy Management: Fundamentals-Fossil Fuels Use, Energy Production and Trade, Energy Balance.

Ecosystem Concepts: Basic Concepts and their Application in Business, Industrial Ecology and Recycling Industry.

Environmental Management System: EMS Standards, ISO 14000. Environmental Auditing. Clearance/Permissions for Establishing Industry.

Group-II:

Environmental Management and valuation: Environmental Accounting, Economics-Environmental Taxes Shifts, GST and Demonetization, Green Funding, Corporate Mergers.

Environmental Ethics; Environmental Management Trade & Environmental Management, Debt and Environment, GATT/WTO Provisions; Environmental Laws: Acts, Patents, IPRS, Role of NGOs, PIL.

Pollution & Waste Management - Air, Water, Land Pollution, Trade in Wastes.

Water, Forest & Biodiversity Management: Water Resources, Dams and their role; Forest products and Trade. Role of Biodiversity in International Trade; Approaches to Corporate Ethics; Bio-ethics.

Pedagogy:

The instructor would be guiding students in preparing seminar reports and presentations. Each student has to select a topic from the broad areas outlined in the syllabus. Seminar report has to be submitted in the form of hard copy by each student and they are supposed to present it individually in the class. Students are supposed to make effective presentations by using multimedia (powerpoint presentations, audio and visuals).

Class Participation:

Class participation includes asking questions to the presenter after presentation is over and also adding your views to the topic (By the class as well as by the Teacher). Class participation is scored for each student for each class.

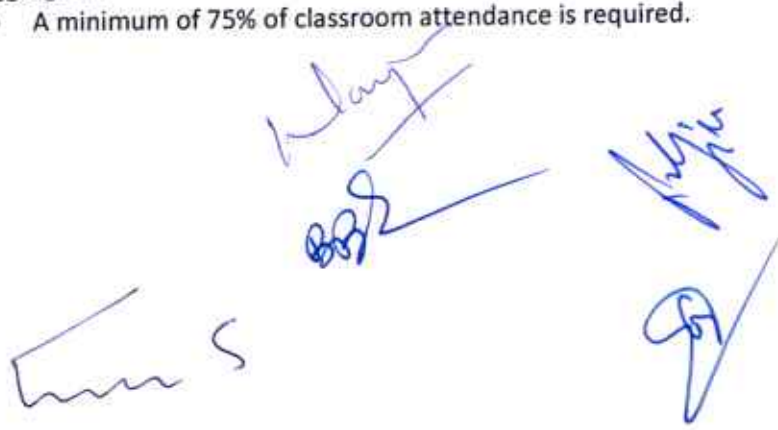
[Handwritten signatures and initials]

Recommended Texts and Readings: Students should go through various research papers, articles and newspapers to make their seminar report. Following text books can be used for their reference:

- Uberoi, N. K., *Environmental Management*, Excel Books, New Delhi, 2004.
- Pandey, G.N., *Environmental Management*, Vikas Publishing House, New Delhi, 1997.
- Gupta, N. Dass, *Environmental Accounting*, Wheeler Publishing, New Delhi, 1997.

Scheme of Examination:

- English shall be the medium for report writing and presentation.
- Seminar subject carries 100 marks of internal assessment and there will be no external examination for subject. The break up of 100 marks is as follows:
 - a. Report Writing -25 marks
 - b. Presentation -25 marks
 - c. Question Handling-15 marks
 - d. Class Participation / Attendance- 25 marks
 - e. Chairperson- 5 marks
 - f. Reporting- 5 marks
- The minimum marks for passing the examination for each semester shall be 40% in aggregate.
 - A minimum of 75% of classroom attendance is required.

The block contains several handwritten signatures and initials in blue ink. On the left, there is a signature that appears to be 'S' with a wavy line above it. In the center, there is a signature that looks like 'Raj' with a checkmark. To the right of that, there is a signature that looks like 'Raj' with a checkmark. Below that, there is a signature that looks like 'GA' with a checkmark.

MBA- Part-I Sem-II

201 - Management 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) Identify the Hardware and Software Issues Regarding Information Systems (2) understand the Concept of MIS and Functional Information System

Course Syllabus

Group-I:

MIS Introduction: MIS need and concept, Scope of MIS, Characteristics of MIS, Classification of Information Systems.

Functional Information Systems: Marketing Information System, HR Information System, Production and Inventory Information System, Financial Information System

System Planning: System Planning, System Development

Development Models: Waterfall Model, SDLC, V-Model, Prototype, CASE, Iterative Model

System Analysis: Introduction, System Analysis, Identification and Feasibility Study, System Requirement Analysis, Baseline Project Report

Modelling Tools for MIS: Data Flow Diagrams, Decision Tree, Decision Table, Structured English, Data Dictionary; System

System Design Approaches: Structured Approach, Information Engineering Approach, Object Oriented Approach. Coding, Testing, Implementation, Maintenance, Evaluation, Documentation

Group-II:

Hardware and Software Issues Regarding Information Systems: Computers, Generations of Computer, Sub-Parts of Computer, Input and Output Devices, Operating System, Programming Languages

Decision Support Systems: Importance of Decision Support Systems, Components of Decision Support Systems, Decision making under Different Scenarios, Group Decision Support Systems

Advanced Concepts of Information Systems: Artificial Intelligence, Business Intelligence, Artificial Neural Networks, Supply Chain Management, Customer Relationship Management, E-Commerce, M-Commerce, Fuzzy Logic, Data Warehousing, Data Mining, Enterprise Resource Planning, Expert Systems, Executive Information Systems, Knowledge Management Systems, Strategic Information Systems.

Note: Students will receive an input of minimum 40 (class) contact hours in each paper. In addition, students are also required to undertake a variety of practical assignments and group work under the supervision of the faculty in every paper.

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 the 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 problems facing the decision-maker in the case.

Class Participation:

- Attendance will be taken in each class. Class participation is scored for each student for 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:

Recommended Texts

- 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.
- 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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20 marks), and Participation in case studies/discussion, and group activities (10 marks). The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark sheet.
- 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.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA- Part-I Sem-II
202 - 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) develop the skills to identify the appropriate statistical techniques for the analysis of data; (2) analyse the data using appropriate statistical tool, and (3) learn how to collect, analyze, present and interpret research data.

Course Syllabus

Group-I:

Research Methodology: Role of Research in Decision-making; Process of Research;

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,

Data Collection: Questionnaire Construction; Qualitative Methods: Focus Group, Projective Techniques.

Group-II:

Introduction to Statistics: Measures of Central Tendency: Mean, Median and Mode; Measures of Dispersion, Skewness and Kurtosis;
Elementary Probability Theory.

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

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.

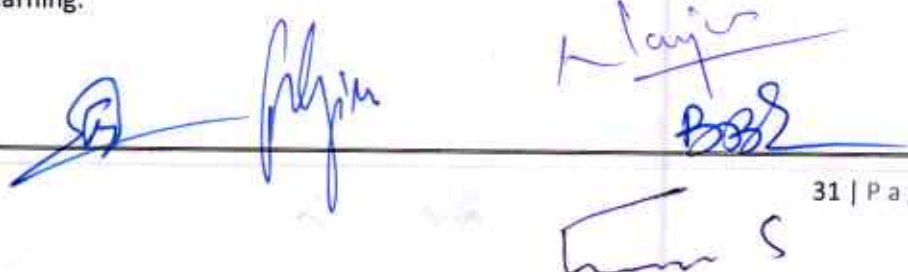
Regression Analysis: Concept & Measures, Linear Regression and Multiple Regression.

Note: Students will receive an input of minimum 40 (class) contact hours in each paper. In addition, students are also required to undertake a variety of practical assignments and group work under the supervision of the faculty in every paper.

Pedagogy:

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

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



Case/Class Discussion Assignments:

Students will work in groups of upto 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 in each class. Class participation is scored for each student for 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:

Recommended Texts:

- Amir D. Aczel & Jayavel Sounderpandian (6th Edition). *Business Statistics*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.
- 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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20 marks), and Participation in case studies/discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet
- 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.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory

question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA- Part-I Sem-II
203 - Financial Management

Course Overview

The objective of this course is to acquaint the students of management with the basic knowledge of finance function in a corporate enterprise. This course also highlights the emerging issues of corporate restructuring, mergers and acquisition decisions. At the end of the course, the students should be able to - (1) understand the concept of financial system and financial management (2) know about the working capital management, leverage, capital structure and corporate restructuring.

Course Contents

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.

Capital Investment Decision-making: Principles of Cash Flows, Discounted and Non-discounted Cash Flow Techniques for Appraising Capital Investments, Risk Analysis in Capital Budgeting.

Group-II:

Working Capital Management: An Overview, Determinants, Working Capital Cycle, Management of Cash, Receivables and Inventories. Financing Working Capital needs.

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: Dividend Policy and Firm's Value, Dividend Policy in Practice.

Corporate Restructuring: Mergers and Acquisitions, Motives, Considerations and Regulations.

Note: Students will receive an input of minimum 40 (class) contact hours in each paper. In addition, students are also required to undertake a variety of practical assignments and group work under the supervision of the faculty in every paper.

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 the 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:

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

Recommended Texts:

- J.J. Hamton (4th Edition) *Financial Decision Making: Concepts, Problems and Cases*, Prentice-Hall of India, New Delhi.
- Khan and Jain (4th Edition) *Financial Management*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi,.
- Stephan A. Ross, Randolph W. Waterfield and Jeffery Jaffe (7th Edition). *Corporate Finance*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi,.
- Richard A. Brealey and Stewart C. Meyers (6th Edition). *Principles of Corporate Finance*, Tata McGraw-Hill Publishing Co. 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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet
- 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.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA- Part-I Sem-II
204 - Management of Human Resource

Course Overview

The course is designed to give an understanding of the various aspects of the management of human resources, their interaction in the execution of managerial functions and facilitating learning of various concepts and skills required for utilization and development of these resources for organizational functions. At the end of the course, the students should be able to -
(1) understand the Concept of human resource management and human resource planning
(2) Know about the methods and techniques of performance appraisal and potential evaluation.

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 Right-sizing.

Group-II:

HR Training and Development: Executive Development and Training Manpower.

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

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.

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.

Note: Students will receive an input of minimum 40 (class) contact hours in each paper. In addition, students are also required to undertake a variety of practical assignments and group work under the supervision of the faculty in every paper.

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 the 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 in each class. Class participation is scored for each student for 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:

Recommended Texts:

- 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 Dessler (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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20 marks), and Participation in case studies/ discussion, and group activities (10 marks). The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- The minimum marks for passing the examination for each semester shall be 40% in aggregate as well as a minimum of 40% marks in the semester-end examination in each paper.
- A minimum of 75% of classroom attendance is required in each subject.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA- Part-I Sem-II
205 - 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) understanding the concept of marketing, marketing information system and consumer behavior (2) analyzing the emerging issues in the marketing.

Course Syllabus

Group-I:

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, Understanding Consumer and Industrial Markets

Consumer Behavior: Factors Influencing Consumer Buying Behaviour, Impulsive and Compulsive buying behavior, 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-II:

Promotion Mix Decisions: Advertising, Sales Promotion, Public Relations, Personal Selling, Direct Marketing. Managing the Sales Force. Marketing Organization. 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.

Note: Students will receive an input of minimum 40 (class) contact hours in each paper. In addition, students are also required to undertake a variety of practical assignments and group work under the supervision of the faculty in every paper.

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 the 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 in each class. Class participation is scored for each student for 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:

Recommended Texts:

- Kotler Philip & Armstrong, G. (2007) *Principles of Marketing*, Prentice-Hall of India, New Delhi.
- Kotler Philip (2007) *Marketing Management*, Prentice-Hall of India, New Delhi.
- Kotler Philip & Keller (2006) *Principles of Marketing*, Prentice-Hall of India, New Delhi.
- SaxenaRajan (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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet
- 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.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA- Part-I Sem-II
206 - Operations Management

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) understand the concept of operations management and manufacturing systems (2) Gain knowledge about the project planning and statistical process control methods.

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.

Sequencing: Concepts, Solutions of Processing 'n' Jobs Through – '1', '2', and 'm' Machines, Processing '2' Jobs Through 'm' Machines.

Group-II:

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

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

Note: Students will receive an input of minimum 40 (class) contact hours in each paper. In addition, students are also required to undertake a variety of practical assignments and group work under the supervision of the faculty in every paper.

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 the 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 in each class. Class participation is scored for each student for 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:

Recommended Texts:

- James R. Evans, David R. Anderson, Dennis J (1984). 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., Jacobs, F.R. and Aquilano, N.J. (12th Edition) *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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark sheet
- 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.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA- Part-I Sem-II

207 - Seminar on International Business Environment & Management

Course Overview

Seminars promote thinking and creativity among students as they participate in the discussions. The interactive environment ensures a much deeper understanding of the material that would otherwise be missed during an ordinary class. Employers are demanding graduates with excellent communication (written, oral and listening) skills. Thus, a student presentation in a classroom becomes an important element in delivering positive learning experiences. Seminars help students to collect, inquire, organise & construct information. The various new concepts in International business environment and management would be taken up in presentations by the students in this class.

Course Syllabus

Group-I:

International Business: An Overview - Types of International Business; The External Environment, The Economic and Political Environment, The Human Cultural Environment; Influence on Trade and Investment Patterns.

Recent World Trade and Foreign Investment Trends; Balance of Payments Accounts and Macro-economic Management; Theories and Institutions: Trade and Investment - Government Influence on Trade Investment.

Determination of Trading Partner's Independence, Interdependence and Dependence; World Financial Environment.

Cross-national Cooperation and Agreements; Tariff and Non-tariff Barriers ; Regional Blocks; International production; Internationalization of Service Firms ; Operation Management in International Firms;

Group-II:

World Financial Environment : Foreign Exchange Market Mechanism; Determinants of Exchange Rates; Euro-currency Market; Offshore Financial Centers; International Banks.

Non-Banking Financial Service Firms; Stock Markets.

Global Competitiveness; Export Management; Licensing; Joint Ventures Technology and Global Competition.

Globalization and Human Resource Development; Globalization with Social Responsibility.

World Economic Growth and the Environment; Country Evaluation and Selection; International Business Diplomacy. Negotiating an International Business.

Issues in Asset Protection; Multilateral Settlements; Consortium Approaches; External Relations Approach.

Pedagogy:

The instructor would be guiding students in preparing seminar reports and presentations. Each student has to select a topic from the broad areas outlined in the syllabus. Seminar report has to be submitted in the form of hard copy by each student and they are supposed to present it individually in the class. Students are supposed to make effective presentations by using multimedia (PowerPoint Presentations, Audio and Visuals).

Class Participation:

Class participation includes asking questions to the presenter after presentation is over and also adding views to the topic. (By the class as well as by the Teacher). Class participation is scored for each student for each class.

Recommended Texts and Readings: Students should go through various research papers, articles and newspapers to make their seminar report. Following text books can be used for their reference:

- Uberoi, N. K., *Environmental Management*, Excel Books, New Delhi, 2004.
- SubbaRao, P., *International Business Text and Cases*, Himalaya Publishing House, Mumbai, 2012.
- Varma, S., *International Business*, Pearson Education, New Delhi, 2012

Scheme of Examination:

- English shall be the medium for report writing and presentation.
- Seminar subject carries 100 marks of internal assessment and there will be no external examination for subject. The break-up of 100 marks is as follows:
 - a. Report Writing -25 marks
 - b. Presentation -25 marks
 - c. Question Handling-15 marks
 - d. Class Participation / Attendance- 25 marks
 - e. Chairperson- 5 marks
 - f. Reporting- 5 marks
- The minimum marks for passing the examination for each semester shall be 40% in aggregate.
- A minimum of 75% of classroom attendance is required.

MBA- 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. The basic purpose of this course is to understand the framework for project and their planning and management in the review of the projects undertaken. At the end of the course the students should be able to-(1) Understand the concepts of project management. (2) To familiar the concepts cost planning. (3) Learn the concepts of sensitivity 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. Project Appraisal: Technical Feasibility, Economic Feasibility, Financial Evaluation, Appraisal Under Risk and Uncertainty.

Group-II:

Concept of Sensitivity Analysis, Social Cost Benefit Analysis: Rationale, Fundamentals of Shadow Pricing,

Basic approaches to Social Cost Benefit Analysis. 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 pedagogical approaches in the class room situation. Research-based methodology, innovative instructional methods, extensive use of technology in the classroom, online modules of MOOCS, and comprehensive assessment practices to strengthen teaching efforts and improve student learning outcomes.

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

Case/Class Discussions:

Students will work in a group to prepare a brief write-up, due before the start of class covering the case study. Questions in the case study would include the quantitative analysis of the problem-solving and decision-making.

Class Participation:

Attendance will be taken in each class and class participation is scored for each student for each class.

Texts and Readings:

- Harvey Maylor, *Project Management*, Pearson Education, New Delhi, 2nd Edition.
- Prasanna Chandra, *Projects: Planning, Analysis, Selection, Implementation & Review*, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 6th Edition.
- United Nations Industrial Development Organisation, *Guide to Practical Project Appraisal – Social Benefit Cost Analysis in Developing Countries*, Oxford & IBH.
- Jack R. Meredith, *Project Management: A Managerial Approach*, Wiley Publications, 1st 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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet
- 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.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. The instructions for external examiners would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA- Part-II Sem-III 302 - Business Analytics

Course Overview

The objective of this course is to introduce the students to the managerial issues relating to business analytics. This course covers all the important aspects of Business Analytics i.e. Multidimensional Modelling, Predictive Analytics, Data Warehouse and Data Mining. At the end of the course the students should be able to- (1) To understand the concepts of business analytics. (2) To be familiar with the concepts integrating analytics in business approach. (3) To learn the concepts of data modeling.

Course Content

Group-I:

Concept of Business Analytics: Definition, Evolution, Architecture, Benefits, Future Application: Business Analytics as Solution for Business Challenges, Effective Predictive Analytics, Integrating Analytics in Business Processes, Unstructured Data Analytics, Balanced Scorecard, Dashboards, KPI Based on Dashboard and Scorecard, LOFT effect, Data Quality, Master Data Management, Data Profiling. Emerging Areas of Analytics: Facial Analytics, Retail Analytics, Social Media Analytics

Group-II:

Data Modelling: Data Modelling Concepts, Data Modelling Types and Techniques
Multidimensional Modelling: Measures, Dimensions, Attributes and Hierarchies, Schemas, Data Marts. **Data Integration:** Extraction, Transformation and Load Processes. **Data Warehouse:** Definition, Architecture, Development and Implementation issues, OLTP and OLAP. **Data Mining:** Definition, Concepts, Applications and Methods.

Pedagogy:

The instructor is expected to use leading pedagogical approaches in the class room situation. Research-based methodology, innovative instructional methods, extensive use of technology in the classroom, online modules of MOOCs, and comprehensive assessment practices to strengthen teaching efforts and improve student learning outcomes.

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

Texts and Readings:

- Business Analytics By Sahil Raj, Cengage Publication
- Fundamentals of Business Analytics by RN Prasad and Seema Acharya, Wiley India Publication
- Win With Advanced Business Analytics by Jean Paul Isson and Jesse S. Harroitt, Wiley Publication,
- Successful Business Intelligence: Secrets to Making BI a Killer App by Cindi Howson, Tata McGraw Hill Edition
- Analytics at Work by Thomas H. Davenport, Jeanne G. Harris and Robert Morison, Harvard Business Press

- Business Intelligence: A Managerial Approach by Efraim Turban, Ramesh Sharda, DursunDelen and Daid King, Pearson Publication
- Delivering Business Intelligence with Microsoft SQL Server 2012, by Brian Larson, Tata McGraw-Hill 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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark sheet
- 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.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA- Part-II Sem-III
303 - 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-I:

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

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

Group-II:

Advertising Research: Nature & Scope, Consumer Behavior and Advertising

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.

Note: Students will receive an input of minimum 40 (class) contact hours in each paper. In addition, students are also required to undertake a variety of practical assignments and work under the supervision of the faculty in every paper.

Pedagogy:

The Instructor is expected to use leading pedagogical approaches in the class room situation. Innovative instructional methods, extensive use of technology use 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.

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 in each class. Class participation is scored for each student for 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:

- 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.

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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- The minimum marks for passing the examination for each semester shall be 40% in aggregate as well as a minimum of 40% marks in the semester-end examination in each paper.
- A minimum of 75% of classroom attendance is required in each subject.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA- Part-II Sem-III
304 - Marketing Research

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 (2) to familiar with the concepts of research designs. (3) to knowledge about the factor analysis.

Course Content

Group-I:

Concepts of Marketing Research: 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,

Types of Data: Sources of Information: Primary and Secondary Data, Research Designs and their Applications: Exploratory, Descriptive and Causal Research.

Sampling Decisions: Basics, Methods/Techniques and Determination of Sample Size. Measurement Process: Measurement in Marketing, Difficulties in Measurement.

Concepts of Validity and Reliability: Attitude Measurement: Importance of Attitude 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.

Group-II:

Concepts of Factor analysis: Multivariate Analysis: Factor Analysis, Discriminant Analysis, Cluster Analysis and Conjoint Analysis. 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.

Note:

Students will receive an input of minimum 40 (class) contact hours in each paper. In addition, students are also required to undertake a variety of practical assignments and work under the supervision of the faculty in every paper

Pedagogy:

The Instructor is expected to use leading pedagogical approaches in the class room situation. Innovative instructional methods, extensive use of technology use 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.

Case/Class Discussions:

Students will work in a group to prepare a brief write-up, due before the start of class, covering the case study. Question in the case study would include the quantitative analysis of the problem-solving and decision-making.

Class Participation:

Attendance will be taken in each class and class participation is scored for each student for each class.

Texts and Readings:

- Iacobucci. (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, *Research for Marketing Decision*, Prentice-Hall of India, New Delhi, 7th 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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet
- 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.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA- Part-II Sem-III

305 - Management of Industrial Relations

Course Overview

Industrial Relations 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 industrial relation. (2) to be familiar with the concepts of collective bargaining. (3) To gain knowledge about the workers participation in management.

Course Content

Group-I:

Economy and Labor Force in India. Industrial Relations: Importance, Present Status, Concepts and Models. The Role of Government in Industrial Relations.

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

Trade Unions – Objectives, Functions, New Role of Trade Union in the Context of Globalization.

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

Group-II:

Comparative Study of Industrial Relations in Developed and Developing Economies .Role of ILO. **Collective Bargaining** – Meaning, Characteristics, Need, Importance, Process, Causes for Failure of Collective Bargaining.

Concept, Forms and Models of Workers' Participation in Management, Schemes of Workers' Participation in Management in India and Their Evaluation.

Note: Students will receive an input of minimum 40 (class) contact hours in each paper. In addition, students are also required to undertake a variety of practical assignments and work under the supervision of the faculty in every paper.

Pedagogy:

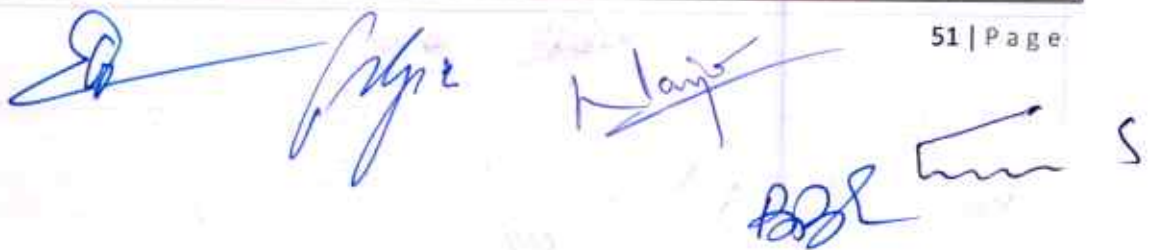
The teacher is expected to explain all concepts and theories in a comprehensive manner. Examples and cases from corporate sector must be thoroughly discussed to better understand the fundamentals. The instructor of the class will engage students in various activities, analyzing case studies and encouraging student in class discussion and class assignments.

Class Assignments and Attendance:

The teacher must include research-based assignments, role playing and simulation in the class. Continuous evaluation of students must be carried out using the above criteria. A minimum of 75% of classroom attendance is required in each subject.

Texts and Readings:

- Venkataratnam, C.S.(2007). *Industrial Relations*. Oxford University Press.



- 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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet
- 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.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA- Part-II Sem-III

306 - 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 to develop knowledge and skill in a range of HRD activities in organizations and to relate these to the professional standards. It covers the practical application of the theory for planning for and developing competent human resources. At the end of the course, the students should be able – (1) to understand the concepts of; human resource planning. (2) to be familiar with the concepts of stock taking. (3) To knowledge about the HRD evolution.

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.

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.

Note: Students will receive an input of minimum 40 (class) contact hours in each paper. In addition, students are also required to undertake a variety of practical assignments and work under the supervision of the faculty in every paper.

Pedagogy:

The teacher is expected to explain all concepts and theories in a comprehensive manner. Examples and cases from corporate sector must be thoroughly discussed to better understand the fundamentals. Extensive use of case studies and group discussions must be carried out.

Class Assignments and Attendance:

The teacher must include research-based assignments, role playing and simulation in the class. Continuous evaluation of students must be carried out using the above criteria.

A minimum of 75% of classroom attendance is required in each subject.

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.

- Papalia, D. (2004). *Human Development*, Tata McGraw-Hill Publishing Company Ltd., New Delhi, .
- Randy L. Desimone, Jon M. Werner, and David M. Harris. *Human Resource Development*, Thomson South-Western Press, 3rd Edition.
- Lawrence S. K. (2003). *Human Resource Management: A Managerial Tool for Competitive Advantage*, Wiley.
- David M. (2013). *Human Resource Development*, Oxford University Press.
- Dipak Kumar Bhattacharyya (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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20 marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark sheet
- 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.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. The instructions for external examiners would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA- Part-II Sem-III

307 - Management of Financial Institutions

Course Overview

The basic objective of this course is to acquaint the students of finance with the working, performance and regulations of commercial banking, development finance, and investment finance and about the various risks faced by financial institutions. At the end of the course, the students should be able to – (1) develop the skills to identify the difference between Financial Institutions and Banking system in India (2) understand the Concept of Micro finance and Non-Banking Finance Companies (3) analyze the risks faced by Insurance Companies.

Course Syllabus

Group-I:

Financial Institutions: Financial Institutions in India: An Overview, Types and their Role in Economic Development.

Banking system: 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. Development Banking in India: Concept Evolution, Structure and Promotional role. Banking Sector Reforms in India.

Group-II:

Micro-Financing: Concept, Models, and its Role in Poverty Alleviation

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.

Note: Students will receive an input of minimum 40 (class) contact hours in each paper. In addition, students are also required to undertake a variety of practical assignments and group work under the supervision of the faculty in every paper.

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 the 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 in each class. Class participation is scored for each student for each class.

Text and Readings:

- Anthony Saunders and Marcia Million Cornett (2009). *Financial Markets and Institutions*, 3rd Edition Tata McGraw-Hill Education Private Limited.
- L.M. Bhole (2009). *Financial Institutions and Markets*, Tata McGraw-Hill Publishing Company Limited, 5th Edition.
- R.M. Srivastava (2008). *Management of Indian Financial Institutions*, Himalaya Publishing House, Mumbai.
- Khan M.Y.(2007). *Indian Financial System*, Tata McGraw-Hill Publishing Company Limited, New Delhi, 5th 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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet
- 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.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. The instructions for external examiners would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA- Part-II Sem-III

308 - Financial Services and 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) Analyze the financial problems, and (3) learn about markets are inter-linked, structured and regulated.

Course Content

Group-I:

Financial system in India: 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.

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.

Group-II:

Mutual Funds: Meaning, Types, Structure and Significance, SEBI Guidelines Relating to MFs.

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.

Note: Students will receive an input of minimum 40 (class) contact hours in each paper. In addition, students are also required to undertake a variety of practical assignments and group work under the supervision of the faculty in every paper.

Pedagogy:

The Instructor is expected to use leading pedagogical approaches in the class room situation, research-based methodology, 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 in each class. Class participation is scored for each student for each class.

Text and Readings:

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.

Pathak, Bharati. *Indian Financial System*. Pearson Education, New Delhi.

Bhole, L.M. *Financial Institutions and Market*. Tata McGraw Hill.

Kirsch, C.E. *The Financial Services Revolution*. 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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet
- 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.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA- Part-II Sem-III
309 - 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) Know about the production management. (2) Analyze product and service design and (3) Learn about aggregate sales 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.

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

Capacity Planning: Concept, Measurement and Models

Group-II:

Aggregate Sales and Operations Planning: Overview, Aggregate Operations Plan, Aggregate Planning Techniques.

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 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:

Attendance will be taken by the instructor after every class. Class participation would be recorded for each student by the instructor.

Texts and Readings:

- 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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet
- 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.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. The instructions for external examiners would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA- Part-II Sem-III
310 - 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 conclusion 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; Inventory costs concepts;

Selective Inventory Control Techniques: ABC, HML, FSN, VED Analysis etc., Material Requirement Planning.

Inventory Control Concepts: Lead Time, Re-order point, Requirement of Materials; Safety Stock, Standard, Order Quantity, Service Levels.

Group-II:

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.

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 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:

Attendance will be taken by the instructor after every class. Class participation would be recorded for each student by the instructor.

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 are:

- Elwood S. Buffa, Modern Production/Operations Management, Wiley Series, 8th Edition.
- Kanishka Bedi, Production and Operations Management, Oxford University Press, 9th Impression, 2006.
- Lee J. Krajewski, Operations Management: Processes and Value Chains, 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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20 marks), and Participation in case studies/ discussion, and group activities (10 marks). The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- 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.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA- Part-II Sem-III
311 - Database Management

Course Overview

The objective of this course is to introduce the students to the managerial issues relating to Data Warehouse. This course covers all the important aspects of Data Warehouse i.e. ER Modelling, Architecture of Data Warehouse, Security and Disaster Recovery Mechanism. At the end of the course, the students should be able to - (1) Know about the production management. (2) Analyze product and service design and (3) Learn about data management.

Course Content

Group-I:

File Processing System: Data, Data versus Information, Traditional File Processing Systems, Disadvantages of File Processing systems

Database Approach: Need for the Database Approach, Data Models, Relational Databases, Database Management Systems, Advantages of Database Approach, Costs and Risks of the Database Approach, the range of Database Applications, Evolution of Database Systems, the Database Development Process, Alternative IS development Approaches, Three-Schema Architecture of Database Development.

ER Modelling: Basic concepts of E-R modeling, Modeling the Rules of the Organization, Modeling Entities and Attributes, Modeling Relationships, Modeling time Dependent Data, The Relational Data Model, Basic Definitions, Sample Database, Integrity Constraints, Domain Constraints, Entity Integrity, Referential Integrity, Creating Relational Tables, Well-Structured Relations, Transforming EER Diagrams into Relations, Introduction to Normalization.

Group-II:

Architecture: Client Server Architectures, Database in a Two-tier Architecture, Web Application Components, Databases in Three-tier Applications,

Data Quality: Managing Data Quality, Data Quality Improvement, Master Data Management, Data Integration,

Database Administrator: The Roles of Data and Database Administrators, Traditional Data Administrator, Traditional Database Administration, Trends in Database Administration,

Security and Backup: The Open Source Movement and Database Management, Managing Data Security, Threats to Data Security, Application Security issues in three tier client/server, Database Software Data Security Features, Database Backup and Recovery, Recovery and Restart procedures, Types of Database failure, Disaster Recovery, Controlling Concurrent Access, The Problem of Lost Updates, Serializability, Locking Mechanisms, Versioning, Data Dictionaries and Repositories, Data Availability, Measures to Ensure Availability, Distributed Databases, Object-Oriented Data Modeling

Pedagogy:

A variety of theoretical and practical learning techniques will be employed to impart knowledge and skills to students. Lectures, case analysis, exercises, group discussions and practical assignments will be a part of this course.

Recommended Texts:

1. Date C.J., An Introduction to Database Management Systems, Narosa Publishing House,
2. Abraham Silberschatz, Henry F. Korth and S. Sudarshan, Database Management System, McGraw-Hill,
3. Ivan Bayross, Oracle Developer, BPB Publications, New Delhi,
4. Jeffrey A. Hoffer, Ramesh Venkataraman, HeikkiTopi, Modern Database Management

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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet
- 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

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA- Part-II Sem-III
312 - Business Applications of Cloud Computing

Course Overview

The objective of this course is to introduce the students to the managerial issues relating to Cloud Computing. This course covers all the important aspects of Cloud Computing i.e. Components of Cloud, Virtualization, Different Cloud Providers, Cloud Security aspects. At the end of the course, the students should be able to - (1) develop the skills to identify the appropriate Cloud Computing; (2) analyze the managerial issues relating to Cloud Computing, and (3) learn about Business application are inter-linked, structured and regulated.

Course Content

Group-I:

Cloud Basics: Why Cloud, Accessing the Value Proposition, Understanding Cloud Architecture,
Advantages of Cloud Computing: Cloud Computing vs Peer- to Peer Architecture, Cloud Computing vs Grid Computing, Cloud Computing vs Client server Architecture,
Migration: Broad Approaches to Migrating into the Cloud, Seven Step Model of Migration into a Cloud, Components of Cloud Computing, Cloud Types- Private, Public and Hybrid;
Virtualization: Implementation Levels of Virtualization, Virtualization Design Requirements, Virtualization Providers, Virtualization Mechanisms, Virtualization of CPU, memory and I/O devices, VMware, XEN: Para Virtualization, Microsoft Hyper V, VMware, vCloud

Group-II:

Different Cloud Providers: IaaS- Rack Space Cloud, Google Compute Engine, Microsoft Azure Services, GoGrid, SaaS- Free Cloud Panda Antivirus online, iCloud.com, mint.com, cloudo, advanced SaaS Products; PaaS- Google App Engine, Microsoft AZURE, cloud Foundry, salesforce.com, Engine Yard

Using Mobile cloud: Defining Mobile Market, using Smartphones with cloud

Understanding Cloud Security: Securing the Cloud, Securing the Data, Establishing Identity and Presence.

Cloud Security Mechanisms: Encryption, Hashing, Digital Signature, Public Key Infrastructure, Cloud-based Security Groups, Scientific, Business and Consumer Applications of Cloud, Energy Efficiency in Clouds, Concept of SLA, SLA Aspects and Requirements, Credit Calculations of SLA Breaches, Recent Trends in Cloud Computing

Pedagogy:

A variety of theoretical and practical learning techniques will be employed to impart knowledge and skills to students. Lectures, case analysis, exercises, group discussions and practical assignments will be a part of this course.

Recommended Books:

- Rajkumar Buyya, James Broberg, Andrzej Goscinski, Cloud Computing: Principles and Paradigms, John Wiley and Sons
- David E.Y. Sarna, Implementing and Developing Cloud Computing Applications, CRC
- William von Hagen, Professional Xen Virtualization, Wrox Publications
- Chris Wolf, Erick M. Halter, Virtualization: From the Desktop to the Enterprise, APress
- George Reese, Cloud Application Architectures: Building Applications and Infrastructure in the Cloud, O'Reilly Publishers

- Cloud Computing: Concepts, Technology & Architecture (The Prentice Hall Service Technology Series from Thomas Erl) 1st Edition by Thomas Erl (Author), Ricardo Puttini (Author), Zaigham Mahmood (Author)
- Mastering Cloud Computing: Foundations and Applications Programming 1st Edition by Rajkumar Buyya (Author), Christian Vecchiola (Author), S. Thamarai Selvi (Author)
- Kannamal, Fundamentals of Cloud Computing, Cengage Learning
- Jayaswal, Cloud Computing Black Book. Wiley

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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20 marks), and Participation in case studies/discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet
- 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

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. The instructions for external examiners would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA- Part-II Sem-III
313 - 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, the students should be able to - (1) Know about the multinational financial management; (2) Analyze financial problems and (3) Learn about 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).

Currency Derivatives: Currency Futures, Currency Options and Swaps.

Group-II:

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

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 course includes class discussions, case study method, practical questions, individual and group assignments, presentations on practical aspects of the subject. The teacher will engage the students in healthier class discussions by providing them with live examples and simulation techniques with active participation of all the students.

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 quantitative analysis of the problem, facing the decision-maker in the case.

Class Participation

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

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

- Alan C. Shapiro (2012). *Multinational Financial Management*, Wiley India Private Limited, New Delhi, Ninth Edition.
- Julian Walmsley (2000). *The Foreign Exchange and Money Markets Guide*, John Wiley & Sons, New York, 2nd Edition.
- Michael S. Eun and Bruce G. Rusnick (2004) *International Financial 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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark sheet
- 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.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA- Part-II Sem-III
314 - International Marketing

Course Overview

The objective of this course is to developed so as to acquaint the students with environment, procedural, institutional and decisional aspects of International Marketing. At the conclusion of the course, students should be able to: (1) understand about the International Markets; (2) analyze international problems and (3) learn about international marketing management.

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.

International Institutions: Role of International Institutions like IMF, WTO, IBRD. Bilateral agreements. India and World trade, Export & Import Policy. Direction and Quantum of India's Exports.

Group-II:

Institutional Infrastructural Framework: Export Promotion in India, i.e. EPCs, ECGC, Commodity Boards etc. Registration, Production and Clearance of Goods for Exports. Shipping and Transportation. 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:

Instructor should use visual aids and case study methodology to impart knowledge about this subject. Various govt. website and materiel should be used to bring class up to date with current scenario.

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:

Attendance will be taken by the instructor after every class. Class participation would be recorded for each student by the instructor.

Text and Readings:

Philip R. C., Mary C. G., and John L. G. (2017). *International Marketing*. McGraw Hill Education; Fifteenth edition .

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

Jain, S.C. (2005). *International Marketing*, Thomson Learning, Mumbai, 6th Edition.

Philip R.C. and John L.G. (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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet
- 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

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. The instructions for external examiners would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA- Part-II Sem-III
317 - 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. At the end of the course, the students should be able to - (1) know about the retail organization management. (2) analyze retail organization and (3) learn about management of retail organization.

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.

Theories of Institutional Change: Wheels of Retailing, Dialectic Process, Retail Accordion, Natural Selection.

Group-II:

Classification of Retailers: Store-based Retailers, Non-store Retailer. Retailing Environment - Economic environment, Legal environment, Technological environment, Competitive Environment. 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 Organizational Structure.

Pedagogy:

Extensive use of technology in the class rooms, Online modules of MOOCs, Research-based teaching, use of concerned articles from journals and magazines.

Case/Class Discussions:

Students will work in a group to prepare a brief write-up, due before the start of class covering the case study. Question in the case study would include the quantitative analysis of the problem-solving and decision-making.

Class Participation:

Attendance will be taken in each class and class participation is scored for each student for each class.

Recommended Texts:

- Berman B. and Evans J. R.(2002). *Retail Management*, Pearson Education, New Delhi.
- Michael Levy M. and Barton A. W. (2006).*Retailing Management*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.
- Lamba A. J. (2003).*The Art of Retailing*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.
- David G. (2003). *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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet
- 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

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. The instructions for external examiners would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA- Part-II Sem-III
318 - Retail Consumer Behaviour

Course Overview

The course 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. At the end of the course, the students should be able to - (1) develop the skills to identify the appropriate retail customer behaviour; (2) analyze the managerial issues relating to retail customer, and (3) learn about retail customer are inter-linked, structured and regulated.

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. Geographic Analysis – Regional Market, Metro Geography, Non-Metro Geography.

Group-II:

Gaining Strategic Advantage Through Customer Service: Nature of Customer Service, Customer Service Strategies. 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:

Extensive use of technology in the class rooms, Online modules of MOOCs, Research-based teaching, concerned article from journals and magazines.

Case/Class Discussions:

Students will work in a group to prepare a brief write-up, due before the start of class, covering the case study. Questions in the case study would include the quantitative analysis of the problem solving and decision-making.

Class Participation:

Attendance will be taken in each class and class participation is scored for each student for each class.

Recommended Texts:

- Schiffman and Kanuk, (2003). *Consumer Behaviour*, Prentice Hall of India, New Delhi, 8th Edition.
- Hall Loudon, D. and Della B. (2005). *Consumer Behaviour*, McGraw-Hill Publishing Company, New York, 3rd Edition.
- Berman B. and Evans J. R. (2002). *Retail Management*, Pearson Education, 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 50 marks shall be reserved for internal assessment and the remaining 50 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.
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- 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

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA Part-II Sem-IV **401-Strategic Management**

Course Overview

The objective of this course is to have a good understanding of Strategic Management as applicable in real life Business Management. The main objective of the course is to develop a set of skills among the students with management guidelines to solve business related and general decision for problems.

At the end of the course, the students should be able to - (1) develop the skills to identify the appropriate business strategic; (2) analyse the business problems, and (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, the Strategic Management Model and Process.

Vision and Mission: Importance of Mission and Vision Statements, Writing a Mission Statement.

Environmental Scanning: Internal and External Environment.

External Audit: Economic, Socio-Cultural, Demographic, Political, Legal and Technological Forces.

Competitive Analysis: Porter's Five Forces Model, The External Factor Evaluation (EFE) Matrix, The Competitive Profile (CPM) Matrix.

Internal Audit: Integrating Strategy and Culture, Management, Marketing, Finance/Accounting, operations, Research and Development, Management Information System. Mc Kinsey's 7s Framework. The Internal Factor Evaluation (IFE) Matrix.

Group-II:

Strategies in Action: Setting Organizational Objectives. Types of Strategies- Integration, Intensive, Diversification and Defensive Strategies. Porter's Generic Strategies.

Strategy Analysis and Choice: Strategy - Formulation Framework - The Input Stage, The Matching Stage - Environmental Threat and Opportunity Profile (ETOP) Matrix, SWOT Analysis, GE 9 Cell Model, SPACE Matrix, BCG Matrix, The Internal External Matrix, The Grand Strategy Matrix. The Decision Stage - The Quantitative Strategy Planning Matrix (QSPM).

Implementing Strategies: Annual Objectives, Policies, Resource Allocation, Managing Conflict, Matching Structure with Strategy. Managing Resistance to Change, Creating strategy supportive Culture. Marketing, Finance, R&D, MIS Issues in Strategy Implementation. Strategy Review and Control.

Pedagogy:

The Instructor is expected to use leading pedagogical approaches in the class room situation, research-based methodology, 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 in each class. Class participation is scored for each student for 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:

Lawrence, R.J. and William F. G. (5th Edition). *Business Policy and Strategic Management*. McGraw-Hill.

John, A.P. and Robinson, R.B. (2011). *Strategic Management*. A.I.T.B.S. Publications, Delhi, 3rd Edition.

Fred, R.D. (2005). *Strategic Management - Concepts and Cases*, Pearson Education, 10th Edition.

Pearce, J.A., Robinson, Jr., Richard, B. and Mittal, A. (2004). "Strategic Management: Formulation, Implementation and Control. Tata McGraw Hill.

Wheelen, T.L., Hungerford J. and Krish, R. (2005). *Concepts in Strategic Management and Business Policy*. Pearson Education, India.

David, R.F. (2008). *Strategic Management- Concepts and Cases*. Pearson Education, India.

Hill, C.W.L. and Jones, G.R. (2006). *An Integrated Approach to Strategic Management*. Cengage Learning.

Thompson, A.A. Jr., Strickland, A.J. (1998). *The Quest for Competitive Advantage: Concepts and Cases*. TMH, New Delhi.

Pitts, R.A. and Lei, D. (2012). *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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20 marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- 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.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA 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) develop 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.

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-II:

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 in each class. Class participation is scored for each student for 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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- 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.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA Part-II Sem-IV
404-Seminar on 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) develop the skills to identify the appropriate Business Ethics and Values; (2) analyse the Business problems, and (3) learn about Ethics and Values inter-linked in Business, weaknesses of the Business.

Course Content

Group-I:

Introduction: Ethics and Values and their Importance in Business: Ethical Issues in Capitalism and Market System; Ethical and Social Systems.

Issues in BEV: The Social Responsibility of Business, Ethical Conflicts, Whistle Blowing. Ethics and Organizations

Ethics in Functional Areas: Ethics in Human Resource Management and Organizational Culture; Ethics in Marketing, Ethics in Finance, Ethical Codes and Incentives in Corporate Sector.

Group-II:

Social Ethical Issues: Broader Ethical Issues in Society- Corruption, Ecological Concerns, Discrimination on the Basis of Gender, Caste or Race.

Updation of Ethical Issues: Ethics and Information Technology, Impact of Govt. Policies and Laws on Ethics, Resolving Ethical Dilemmas.

Pedagogy:

Extensive use of technology in the class rooms, Online modules of MOOCs, Research Based teaching, use of concerned Article from journals and magazines.

Case/Class Discussions:

Students will work in a group to prepare a brief write-up, due before the start of class, covering the case study. Questions in the case study would include the quantitative analysis of the problems-solving and decision-making.

Class Participation:

Attendance will be taken in each class and class participation is scored for each student for each class.

Text and Readings:

- 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.G. (1998). *Values, Ethics and Business: Challenges for Education and Management*. Rawat Publication, Jaipur.

Scheme of Examination:

- English shall be the medium for report writing and presentation.
- Seminar subject carry 100 marks of internal assessment and there will be no external examination for subject. The break up of 100 marks is as follows:
 - a. Report Writing -25 marks
 - b. Presentation -25 marks
 - c. Question Handling-15 marks
 - d. Class Participation / Attendance- 25 marks
 - e. Chairperson- 5 marks
 - f. Reporting- 5 marks
- The minimum marks for passing the examination for each semester shall be 40%.
- A minimum of 75% of classroom attendance is required.

MBA Part-II Sem-IV
406-Consumer Behaviour

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 the theory of consumer and industrial buyer behaviour; (2) be able to recognize and apply appropriate theory in order to solve practical marketing and product management problems; and (3) learn about analyze general marketing strategy and provide advice on basic consumer/industrial buyer behaviour issues.

Course Content

Group-I:

Consumer Behaviour: 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.

Internal Influences: Consumer Needs and Motives, Personality and Consumer Behaviour, Consumer Perception and Marketing Strategy, Learning, Memory and Product Positioning.

Group-II:

Consumer Attitude: Attitude Formation and Change, Communication, Self-concept and Its Applications, Psychographics and Life Style.

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:

Extensive use of technology in the class rooms, Online modules of MOOCs, Research-based teaching, concerned article from journals and magazines.

Case/Class Discussions:

Students will work in a group to prepare a brief write-up, due before the start of class, covering the case study. Questions in the case study would include the quantitative analysis of the problem-solving and decision-making.

Class Participation:

Attendance will be taken in each class and class participation is scored for each student for each class.

Text and Readings:

- Schiffman, L. G. and Kanuk, L. L. (2006). *Consumer Behaviour*, Prentice-Hall of India, New Delhi.
- Hawkins, D.I. (2007). *Consumer Behaviour: Building Marketing Strategy*, Tata McGraw-Hill Publishing Company Ltd., New Delhi.
- Blackwell, Roger D., Miniard, Paul W., and Engel, James F. (2001). *Consumer Behaviour*, South-Western, 9th 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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark sheet.
- 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.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA Part-II Sem-IV

407-DIGITAL MARKETING

Course Overview

The objective of the course is to develop in the students an appreciation of the concept of digital marketing. The course exposes the students to a strategic approach to digital marketing and various techniques used in it. It focuses on the digital environment, online buying-behavior and the social media. It makes the students aware of marketing programs and strategies in the era of online relationship marketing. At the end of the course, the students should be able to - (1) understand the skills to identify the appropriate Digital Marketing; (2) analyse the digital business-related problems, and (3) learn about digital marketing position, inter-linked business, and weaknesses of the digital marketing.

Course Content

Group-I:

Overview and Introduction to Digital Marketing: Fundamentals of Digital Marketing, Nature and Scope of Internet for Marketing.

E-marketing: Techniques of E-Marketing, Strategic Approach to Digital Marketing, Types of E-markets, Differences between Traditional and Digital Marketing Communications, E-Marketing Mix Strategy.

Digital Environment: Different Environment Components, Marketplace and Market Space, Online Consumer Behavior, Segmentation, Targeting and Positioning for E-Markets, Community marketing and social network, Facebook, Twitter and LinkedIn.

Group-II:

Digital Strategy Development: Digital Marketing Strategy, Strategic Goal Setting, Strategy Formulation and implementation, Internet marketing and advertising, Direct and Email Marketing, Relationship Marketing Using the Internet, E-CRM and approaches to its Implementation,

Implementation and Practice of Digital Marketing: Delivering the Online Customer Experience, Researching Requirements, Designing the User Experience, Service Quality, Interactive Marketing Communications, Offline and Online Promotion Techniques, Search Engine Optimization, Viral Marketing, E-Payment System, challenges in Digital Marketing, Mobile Marketing, E-Commerce.

Pedagogy:

Extensive use of technology in the class rooms, Online modules of MOOCs, Research-based teaching, concerned article from journals and magazines. Hand-on Practice on digital marketing tools to move rapidly and profitably against the competition. Insight into how businesses in different sectors are succeeding using the digital marketing.

Case/Class Discussions:

Students will work in a group to prepare a brief write-up, due before the start of class, covering the case study. Questions in the case study would include the quantitative analysis of the problem-solving and decision-making.

Class Participation:

Attendance will be taken in each class and class participation is scored for each student for each class. Developing life skills including leadership, ethics, accountability, and adaptability, personal productivity, personal responsibility, people skills, self-direction, and social responsibility.

Text and Readings:

- Judy S. (2012). *Raymond Frost- E-MARKETING*. sixth edition, PHI.
- Chaffey, D., Ellis, C.F., Johnston, K. and Mayer, R. (2013). *Internet Marketing Strategy, Implementation and Practice*, Pearson-Dorling Kindersley (India) Pvt. Ltd.
- Hanson, W.A. and Kalyanam, K., (2012). *Internet Marketing & e-Commerce*. Cengage Learning India Private Limited
- Wind, J. and Mahajan, V. (2010). *Digital Marketing*. John Wiley & Sons.
- Kaushik, A. (2012). *Web Analytics 2.0*, John Wiley & Sons.
- Ryan, D. and Jones, C. (2011). *Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation*. Kogan Page 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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- 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.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. The instructions for external examiners would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA Part-II Sem-IV **408-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) understand the skills to identify the appropriate Marketing of Services; (2) analyse the business problems, and (3) learn about firm's product- Marketing Services, inter-linked business, weaknesses of the marketing.

Course Content

Group-I:

Service Economy: The Emergence of Service Economy, Nature, Scope and Concept of Services Marketing, Difference in Goods and Services Marketing,

Marketing Challenges: Marketing Challenges in Service Businesses, Marketing Framework for Services Businesses,

Relationship Marketing: Concept, Benefits and Strategies, Services Market Segmentation, Targeting and Positioning. The Service Classification, Service Product Development, Consumer Behaviour in Services, Customer Expectation of Services, Customer Perception of Services.

Group-II:

Marketing Mix: Formulating Marketing Mix for Services Marketing, Internal Marketing, Employee Empowerment, customer Involvement in Services.

Quality Marketing: Quality Issues and Quality Models;

Management Marketing: 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:

Extensive use of technology in the class rooms, Online modules of MOOCs, Research Based teaching, concerned article from journals and magazines.

Case/Class Discussions:

Students will work in a group to prepare a brief write-up, due before the start of class, covering the case study. Questions in the case study would include the quantitative analysis of the problems solving and decision-making.

Class Participation:

Attendance will be taken in each class and class participation is scored for each student for each class.

Recommended Texts:

- Zeithmal, V. A. and Bitner, M. J. (2005). *Services Marketing*, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 4th Edition.
- Lovelock, Christopher H. (2006). *Services Marketing: People, Technology, Strategy*, Pearson Education, New Delhi, 5th Edition.
- Shankar R. (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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet..
- 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.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA Part-II Sem-IV
409-Management of Logistics

Course Overview

The objective of this course is to have a good understanding of Management of Logistics as applicable in real life Business Management. The main objective of the course is to develop a set of skills among the students with management guidelines to solve business-related and general decision for the business problems. At the end of the course, the students should be able to - (1) understand the skills to identify the appropriate Management of Logistics; (2) analyse the management problems, and (3) learn about firm's management, inter-linked business management, cost reduction and service enhancement can be achieved through logistics and supply chain management.

Course Content

Group-I:

Logistics Management: Nature and Scope of Logistics, Defining Physical Distribution and Understanding its Activity Centers.

Distribution: Physical Distribution and its Relationship with Marketing and Material Management, Interdependence of Transaction and Exchange Actions.

Channels: 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.

Transportation and 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. Containerization's Concept and Its Operation. Inland Container Depot & Terminals in India Liner Shipping Conferences -Its Norms and Practices. Chartering Principles and Practices.

Group-II:

Transportation: Procedures in Different Modes of Transportation. Reviewing Transportation Infrastructure in India. Interstate Tariffs and Documentation. Carrier Consignee Liabilities. Pricing and Related Services Insurance and Claim.

Storage: 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.

Other contemporary issues: 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:

Extensive use of technology in the class rooms, Online modules of MOOCs, Research-based teaching, use of concerned articles from journals and magazines.

Case/Class Discussions:

Students will work in a group to prepare a brief write-up, due before the start of class, covering the case study. Questions in the case study would include the quantitative analysis of the problem-solving and decision-making.

Class Participation:

Attendance will be taken in each class and class participation is scored for each student for each class.

Recommended Texts:

- Bowersox Donald J., *Logistical Management*, Macmillan Publishing Co., Inc., New York.
- Martin C. (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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- 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.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA Part-II Sem-IV

410- Rural Marketing

Course Overview

The basic objective of the subject is to find out the solutions various issues in the rural marketing and the number of decisions, which need to be made with respect to the choice of techniques to be used to solve the problem in rural environment. At the end of the course, the students should be able to - (1) understand the skills to identify the appropriate Rural Marketing; (2) analyse the rural marketing problems, and (3) learn about firm's rural marketing position, inter-linked marketing, weaknesses of the rural marketing.

Course Content

Group-I:

Introduction: Rural Socio-Economic Environment and Impact of Urbanization, Industrialization and Globalization on Rural Communities. Rural Market Environment. Rural Demand and Rural Market Index. Rural Marketing and Problems in Rural Marketing.

Strategic Rural Marketing: Rural Marketing Strategies with Special Reference to: Rural Market Segmentation. Product Strategies.

Group-II:

Rural Marketing Mix and Communication: Pricing Strategies. Distribution Strategies. Promotion Strategies. Marketing Communication in Rural Markets.

Formulation Policies: Marketing Research. Economic of Selling in Rural Markets. Formulation of Rural Marketing Policies. Case Studies Relating to Rural Marketing of Successful Companies.

Pedagogy:

Extensive use of technology in the class rooms, Online modules of MOOCs, Research Based teaching, concerned article from journals and magazines.

Case/Class Discussions:

Students will work in a group to prepare a brief write-up, due before the start of class, covering the case study. Questions in the case study would include the quantitative analysis of the problem-solving and decision- making.

Class Participation:

Attendance will be taken in each class and class participation is scored for each student for each class.

Recommended Texts:

- DograBalram, *Rural Marketing: Concepts and Practices*, Tata Mc-Graw Hill, New Delhi
- KrishnamacharyuluCsg, LalithaRamakrishnan, *Cases in Rural Marketing*, Dorling Kindersley (India) Pvt Ltd
- Ruchika, R. (2006). *Rural Marketing In India: Strategies And Challenges*, New Century 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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- 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.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. The instructions for external examiners would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA Part-II Sem-IV
411-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) develop the skills to identify the appropriate business strategic; (2) analyse the business problems, and (3) learn about firm's product-market position, inter-linked business, weaknesses of the business.

Course Content

Group-I:

Introduction: Information Systems, Types of Information Systems

Planning: Strategic Planning, Analytical Tools in Strategic Management: Role of IS in Strategic Planning, Strategic Analysis, Strategic Choice, Strategic Implementation, Strategic Planning for IS; Strategy of IS with the Wider Set of Strategies, History of IS Strategic Planning, Contents of Strategic Plan. 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

Group-II:

Aligning IS: Information Requirements Analysis. Alternative Classifications of Planning Framework. Top Down Aligning of IS and Business Strategies, Information value and IS Investment.

Advanced Concepts: 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 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 in each class. Class participation is scored for each student for each class.

Text and Readings:

- Wendy Robson, Strategic Management and Information Systems, Pearson Further Education.
- Steve Clarke, Information systems strategic management: an integrated approach, Taylor Print on Dema
- Laudon and Laudon, 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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- 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.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA Part-II Sem-IV

412-System Analysis & Design

Course Overview

The objective of this course is to introduce the students to the managerial issues relating to System Analysis and Design. This course covers all the important aspects of System Analysis and Design i.e. Software applications, Feasibility Analysis, Decision Analysis and Testing Issues

At the end of the course, the students should be able to - (1) develop the skills to identify the appropriate analysis and design; (2) analyse the System problems, and (3) learn about firm's system analysis and design, inter-linked system, weaknesses of the analysis.

Course Content

Group-I:

Overview of Systems Analysis and Design: Need for System Analysis and Design, Roles of Systems Analysts

System Development Life Cycle: Identifying Problems, Opportunities, and Objectives, Analyzing System Needs; Agile Approach; Object-Oriented System Analysis and Design.

Project Management: Initiation, Determining Feasibility, Ascertaining Hardware and Software Needs, Forecasting and Comparing Costs and Benefits, Managing Time, Project Scheduling, Controlling.

Information Requirement Analysis: Interactive Methods and Unobtrusive methods, Prototyping.

System Analysis Process: Using Data Flow Diagrams, Analyzing System Using Data Dictionaries, Process Specifications, Structured English, Decision Tree And Tables;

Object-Oriented System Analysis: Concepts, Unified Modelling Language (UML) Concepts And Diagrams, Use Case Modelling, Activity Diagrams.

Group-II:

Essentials of Design: Design Effective Output, Output Design Objectives, Relating Output Content To Output Methods, Designing Output For Displays, Designing A Website.

Designing Effective Input: Good Form Design, Good Display and Web Forms Design, and Website Design.

Designing Databases: Data Concepts, Normalizations, Database Relation Design, Data Warehouses, and Business Intelligence.

Human Computer Interaction: Usability, Types of User Interface, Designing Queries.

Quality Assurance and Implementation: Designing Accurate Data Entry Procedures, Effective Coding, Effective and Efficient Data Capture, Input Validation. Total Quality Management Approach, Documentation Approaches, Testing, Maintenance And Auditing, Implementing Distributed Systems, Training Users, Conversion to a New System, Security Concerns for Traditional and Web-based Systems, Evaluation.

Pedagogy

A variety of theoretical and practical learning techniques will be employed to impart knowledge and skills to students. Lectures, case analysis, exercises, group discussions and practical assignments will be a part of this course.

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 in each class. Class participation is scored for each student for each class.

Text and Readings:

- Kendall & Kendall, Systems Analysis and Design, Pearson Publication
- Dennis, Wixom & Roth, Systems Analysis and Design, Wiley-India
- V. Rajaraman, Analysis and Design of Information 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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- 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.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA Part-II Sem-IV **413-Software Engineering**

Course Overview

The objective of this course is to introduce the students to the managerial issues relating to Software Engineering. This course covers all the important aspects of Software Engineering i.e. Software Development Process, Data Flow Diagram, Quality Assurance and Verification Metrics. At the end of the course, the students should be able to - (1) develop the skills to identify the appropriate Software Engineering; (2) analyse the software problems, and (3) learn about Ethics and Values Inter-linked Software Engineering, Weaknesses of the Software.

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 (SRS): Basic Concepts, Role of SRS, Problem Analysis, Structuring Information, Dataflow Diagram and Data Dictionary, Prototyping, Other Tools/Methods for Analysis, Requirement Specification, Validation, Metrics. Planning a Software Project, Cost Estimation, Project Scheduling, Staffing and Personnel Planning, Team Structure.

Group-II:

Software Configuration Management: Basic concepts, Software Configuration Management Plans, Quality Assurance Plans, Project Monitoring Plans, Risk Management.

Design and Testing: 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:

A variety of theoretical and practical learning techniques will be employed to impart knowledge and skills to students. Lectures, case analysis, exercises, group discussions and practical assignments will be a part of this course.

Case/Class Discussions:

Students will work in a group to prepare a brief write-up, due before the start of class, covering the case study. Questions in the case study would include the quantitative analysis of the problem-solving and decision-making.

Class Participation:

Attendance will be taken in each class and class participation is scored for each student for each class.

Text and Readings:

- R.E. Fairley, Software Engineering Concepts, Tata McGraw-Hill.
- Waman S. Jawadekar, Software Engineering, Tata McGraw-Hill.

- Ian Sommerville, Software Engineering, Dorling Kindersley (India) Pvt Ltd.
- Pankaj Jalote, An Integrated Approach to Software Engineering, 3rd Ed., Narosa Publishing House.
- Roger. S. Pressman, Software Engineering: A Practitioner's Approach, McGraw Hill, 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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20 marks), and Participation in case studies/discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- 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.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. The instructions for external examiners would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA Part-II Sem-IV
414-Business Process & Re-engineering

Course Overview

The objective of this course is to introduce the students to the managerial issues relating to Business Process and Re-engineering. This course covers all the important aspects of Business Process and Re-engineering i.e. Process Improvement and Process Redesign; BPR Experiences in Indian Industry and Man Management for BPR Implementation.

At the end of the course, the students should be able to - (1) understand the skills to identify the appropriate Business Process; (2) analyse the Re-engineering-related problems, and (3) learn about Business Process and Re-engineering position, inter-linked business, and weaknesses of the business.

Course Content

Group-I:

Conceptual Foundation of Business Process Re-engineering: Basic Concepts, Role of Information Technology in BPR, Process Improvement and Process Redesign, BPR Experiences in Indian Industry.

Group-II:

Advanced Concepts of Business Process Re-engineering: Process Identification and Mapping, Role/Activity Diagrams, Process Visioning and Benchmarking, Business Process Improvement, Business Process Redesign, Man Management for BPR Implementation, Re-organizing People and Managing Change.

Pedagogy:

Extensive use of technology in the class rooms, Online modules of MOOCs, research-based teaching, Concerned Article from journals and magazines. Hand-on Practice on digital marketing tools to move rapidly and profitably against the competition. Insight into how businesses in different sectors are succeeding using the digital marketing.

Case/Class Discussions:

Students will work in a group to prepare a brief write-up, due before the start of class, covering the case study. Question in the case study would include the quantitative analysis of the problem-solving and decision-making.

Class Participation:

Attendance will be taken in each class and class participation is scored for each student for each class. Developing life skills including leadership, ethics, accountability, and adaptability, personal productivity, personal responsibility, people skills, self-direction, and social responsibility.

Text and Readings:

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

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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20 marks), and Participation in case studies/discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- 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.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA Part-II Sem-IV
415-Enterprise Resource Planning

Course Overview

The objective of this course is to introduce the students to the managerial issues relating to Enterprise Resource Planning. This course covers all the important aspects of Enterprise Resource Planning i.e., Evolution, Need, Characteristics, Benefits, and Challenges

At the end of the course, the students should be able to - (1) understand the skills to identify the appropriate Enterprise Resource Planning; (2) analyse the Resource Planning business related problems, and (3) learn about Enterprise Resource Planning position, inter-linked business, and weaknesses of the Enterprise Resource Planning.

Course Content

Group-I:

Information: Definition, Characteristics and Types

Information Systems: Components and Types, Business Process and Business Functions

Enterprise Resource Planning: Definition, Evolution, Need, Characteristics, Benefits, and Challenges.

Various Modules in ERP: Human Resource, Marketing and Sales, Accounting and Finance, Supply Chain Management.

Business Process Re-engineering and ERP: Definition of BPR, Enterprise Redesign Principles, BPR Vs. TQM, BPR and Change Management, Approaches and Methodologies for BPR implementation, Role of IT in BPR.

Group-II:

Planning for ERP: Requirement Planning, Determining Resources, Organizational Commitment, Matching Business Processes with ERP System, Budget, Selecting ERP Packages.

ERP Implementation: Challenges, Designs, Approaches, Lifecycle.

Managing ERP projects: Risk Factors, ERP Failure, Large Scale ERP Projects, Training Users, Evaluating ERP Projects, Post Implementation, Barriers to ERP Success, Maintenance of ERP Systems, RFID, Business Intelligence, Mobile Computing and Cloud, New Trends in ERP, ERP and E-Business, ERP Vendors and consultants

Pedagogy:

Extensive use of technology in the class rooms, Online modules of MOOCs, research-based teaching, concerned article from journals and magazines. Hand-on Practice on digital marketing tools to move rapidly and profitably against the competition. Insight into how businesses in different sectors are succeeding using the digital marketing.

Case/Class Discussions:

Students will work in a group to prepare a brief write-up, due before the start of class, covering the case study. Questions in the case study would include the quantitative analysis of the problem-solving and decision-making.

Class Participation:

Attendance will be taken in each class and class participation is scored for each student for each class. Developing life skills including leadership, ethics, accountability, and adaptability, personal productivity, personal responsibility, people skills, self-direction, and social responsibility.

Recommended Books:

- Wagner, B., & Monk, E. Enterprise resource planning. Cengage Learning.
- Monk, E., & Wagner, B. Concepts in enterprise resource planning. Cengage Learning.
- Asim raj singla, Enterprise Resource planning, Cengage Learning.
- Pearlson, K. E., Saunders, C. S., & Galletta, D. Managing & Using Information Systems, Binder Ready Version: A Strategic Approach. John Wiley & Sons.
- Worster, A. J., Weirich, T. R., & Andera, F. J. Maximizing Return on Investment Using ERP Applications (Vol. 628). John Wiley & Sons

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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- 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

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA Part-II Sem-IV
416 -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) develop the skills to understand the concepts of investment and derivatives 2) understand the concept of portfolio management (3) analyze different kinds of portfolio theories.

Course Syllabus

Group- I:

Objectives and Principles of Investment: Risk and Return: Investment Alternatives-Shares, Debentures, Govt. Securities, Public Deposits, Mutual Funds, ETF, PF and Bank deposits.

Role and concept of Derivatives: Indian Stock Market: Structure, Players, Exchanges, Depositories. Valuation Models of Equity Shares. Fundamental Analysis Covering Economic, industry and Company Analysis.

Group-II:

Technical Analysis and chartist Techniques: Efficient Market Hypothesis; Form and Tests, Random walk Analysis.

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.

Note: Students will receive an input of minimum 40 (class) contact hours in each paper. In addition, students are also required to undertake a variety of practical assignments and group work under the supervision of the faculty in every paper.

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 the 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 in each class. Class participation is scored for each student for 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:

Text and Readings:

- Fischer Donald E., Jordan Ronald J.(1995). *Security Analysis and Portfolio Management*, Prentice hall of India, New Delhi.
- V. A. Avadhani (2003). *Investment Management*, Himalaya Publishing House, Mumbai.
- Francis, J .C.(1976). *Management of Investments*, McGraw-Hill Book Company, 2nd edition.
- Marshall J.F. and Vipul K. Bansal(1999). *Financial Engineering-A Complete Guide to Financial Innovation*, Second edition, Prentice-Hall of India Private Limited, New Delhi.
- 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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- 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

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA Part-II Sem-IV
417-Derivatives & Risk Management

Course Overview

The objective of the course is to introduce the students with the important concept of derivatives and derivatives market. It will facilitate the students to understand how risks can be managed with the help of derivatives and how the value can be created through risk management instruments. The course will make a great exposure of the students to the recent developments taken place in the field of risk management and the empirical evidences on current practices as a part of theoretical as well as practical implications.

Course Content

Group-I:

Risk and Its Measurement: Introduction to Risk, Risk Measurement Methods.

Introduction to derivatives & their valuation: Futures and Forwards - Valuation Approach. Options - Features and Types, Option Trading Strategies. Option - Valuation Approaches. Swaps and Swap Valuation. Interest Rate Derivatives.

Concept of risk management in derivatives: Managing Stock Price Risk, Credit Risk, Operational Risk, Interest Rate Risk, FOREX Risk, Catastrophic Risk, Liquidity Risk, Technology Risk, and Environmental Risk.

Group-II:

The Risk Management System: Risk Management System in a Bank and Financial Institution, Integrated Risk Management System.

Recent Trends and Development of Derivatives Trading in India: Commodity Derivatives in India- Conceptual Framework, Growth and Recent Developments. SEBI Framework for Derivatives Trading in India

Pedagogy:

The teaching and learning method of this course will include lectures, formal class assignments, informal exercises, case discussions, industrial assignments. The students will have to be immersed into realistic situations related to the topics concerned by the instructor with the help of practice questions. The assessment by the instructor will be based on the balanced approach of theoretical knowledge as well as the practical applications as interpreted by the students.

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 quantitative analysis of the problem, facing the decision-maker in the case.

Class Participation:

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

Text & Readings:

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

- John C. Hull & Sankarshan Basu (2016), *Options, Futures and Other Derivatives*, Pearson India, Ninth edition.
- Robert A. Strong (2004). *Derivatives- An Introduction*, Education India South West Publishers

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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20 marks), and Participation in case studies/discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- 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

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA Part-II Sem-IV
418-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 centers, budget process and the systems of performance measurement. The students are expected to learn the various measurement techniques for management control and their application for analysis of the systems for management control in the organizations. At the end of the course, the students should be able to - (1) understand the skills to identify the appropriate management control; (2) analyse the management problems, and (3) learn about firm's management, inter-linked business management.

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.

Responsibility Centers: An Overview, Expense Centers, Engineered Expense Centers, Discretionary Expense Centers and their Control Characteristics, Revenue Centers, Profit Centers.

Group-II:

Transfer pricing: Investment Centers, Structure of Analysis, Measures of Assets Employed, EVA vs. ROI.

Budget Preparation: Process, Behavioural Aspects, Analysing Financial Performance Reports.

Performance Measurement Systems: Balanced Scorecard, Concept, Implementing Performance Measurement Systems, Difficulties in Implementation, Interactive Control. Management Control of Multinational Companies.

Pedagogy

The course methodology includes lectures in the combination with case study discussions, practical exercises, and industry-based assignments. The students are required to solve practical questions based on real world global illustrations assigned by the instructor. The teacher should make efforts to develop analytical thinking and problem solving skills within the students which can be applicable in business and management-related issues.

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 quantitative analysis of the problem, facing the decision-maker in the case.

Class Participation

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

Text & Readings:

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

- Joseph A. Maciariello and Calvin J. Kirby (2005). *Management Control Systems*, Prentice-Hall of India, New Delhi.
- Robert N. Anthony and Vijay Govindarajan (2007). *Management Control Systems*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- 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

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA Part-II Sem-IV
419-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. At the end of the course, the students should be able – (1) to understand the concepts of working capital (2) to familiarize the students about various committees of working capital management and credit schemes (3) analyze the concepts of financing working capital.

Course Content

Group-I:

Principles of Working Capital Management: Concept and Importance of Working Capital, Characteristics and 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, and Restrictions under Working Capital Advances, Credit Authorization Scheme.

Financing of Working Capital: Management of Short Term Loans from Banks, Cash Credit Advances & Overdraft, Letter of Credit, Unsecured and Secured Borrowings, Concept of Security and Margin.

Credit Instruments: 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.

Group-II:

Committees: Recommendations of Dahejia, Tandon, Chore and Marathe Committees.

Management of Cash: Objectives of Cash Holding, Cash Planning. Cash Budget, Forecasting Cash Flows, and 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 pedagogical approaches in the class room situation. Innovative instructional methods, extensive use of technology use 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.

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 in each class. Class participation is scored for each student for 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:

- James C. Van Horne (2009). *Fundamentals of Financial Management*, Prentice Hall of India Private Ltd., New Delhi, Twelfth edition.
- Prasanna Chandra (2011). *Financial Management: Theory and Practice*, Tata McGraw-Hill Publishing Company Limited, New Delhi, Eighth edition.
- Khan and Jain (2017). *Financial Management: Text and Problems*, Tata McGraw-Hill Publishing Company Limited, New Delhi, Seventh 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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20 marks), and Participation in case studies/discussion, and group activities (10 marks). The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- 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

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA Part-II Sem-IV
420-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. This course is aimed at providing the basic understanding of corporate taxes and tax planning concepts. The course also provides an overview of various exemptions and deductions in taxes for a corporate assessee. At the end of the course, the students should be able to - (1) understand the skills to identify the appropriate corporate taxes and tax planning concepts; (2) analyse the tax problems, and (3) learn about firm's corporate taxes and tax planning concepts, inter-linked taxes management.

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.

Tax Planning: 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.

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.

Group-II:

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.

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,

Employees' 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:

A variety of teaching and learning techniques can be employed to impart knowledge and skills to students. Lectures, case analysis, exercises, group discussions and practical project work can be used to develop conceptual and analytical skills and to prepare the students to face the challenges of the complex business environment. The teacher should assess the students' performance through a continuous system of tests and quizzes to ensure highest academic standards as well as practical orientation.

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

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

Lakhotia R.N., Income Tax Planning Handbook, Vision Books, New Delhi, Latest 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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- 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

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA Part-II Sem-IV
441-International Financial Management

Course Overview

The objective of the curriculum is to develop an understanding of the fundamentals of international finance. The course includes a wide range of special topics in international financial management. It will help the students in gaining knowledge and skills in investment & financing techniques, exchange rate management and related aspects in the international context. The students will learn how to effectively manage international financial decisions taking into account all the related aspects such as exchange rate risk, interest rate exposure and the like. At the end of the course, the students should be able to - (1) understand the skills to identify the appropriate international finance; (2) analyse the management financial problems, and (3) learn about firm's management of international finance, inter-linked business finance management.

Course Content

Group-I:

International Finance: Concept and Role of International Finance Manager 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.

Multinational Firm: Its Rationale Goals, Constraints;

Financial operations of MNCs: Sources and Investment Channels, Cost of Capital and Capital Structure Decisions; Foreign Direct and Institutional Investment, Developments in Foreign Exchange Markets; Factors Affecting and Determination of Exchange Rate.

Group-II:

Managing Various Risks and Exposures: Foreign Exchange Risk and Exposure; Other Risks Exposures in International Investments.

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 course employs variety of teaching and learning methods namely, class discussions, case method, field exercises, class assignments (individual as well as group), practice questions, presentations on various practical aspects of international finance. The case method will immerse the students into real-life decision-making situations which improves their learning and thinking abilities. The teacher will conduct a continuous assessment of students' performance in all the activities.

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 quantitative analysis of the problem, facing the decision-maker in the case.

Class Participation:

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

Text & Readings:

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

- Alan C. Shapiro (2012). *Multinational Financial Management*, Wiley India Private Limited, New Delhi, Ninth Edition.
- Jeff Madura (2012). *International Financial Management*, Cengage India Private Limited, New Delhi, Tenth Edition.
- P.G. Apte (2017). *International Financial Management*, Tata McGraw Hill, New Delhi, Seventh 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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- 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

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA Part-II Sem-IV
421-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. The inter-relationships between purchasing, vendor selection, sources of supply and the role of technology will also be explored in this course so that a student understands the integrated approach to planning, acquisition, flow and distribution from raw Materials to finished products.

At the end of the syllabus students should be able to (1) To understand the organization for purchasing and function.(2) To familiar the concepts of purchasing procedure.(3) To learn about the determination of price..

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.

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.

Group-II:

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.

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

Attendance will be taken by the instructor after every class. Class participation would be recorded for each student by the instructor.

Text and Readings:

- 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, 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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- 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.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA Part-II Sem-IV
422- 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 syllabus our aim is (1) To understand the concepts Nature and Scope of logistics concepts and function. (2) To familiarize the concepts of Insurance and claim procedures. (3) To learn about the total costs planning.

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.

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. Containerization's Concept and its Operation. Inland Container Depot & Terminals in India Liner Shipping Conferences-Its Norms and Practices. Chartering Principles and Practices.

Group-II:

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. 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:

Extensive use of technology in the class rooms, Online modules of MOOCs, Research-based teaching, Use of concerned articles from journals and magazines.

Case/Class Discussions:

Students will work in a group to prepare a brief write-up, due before the start of class, covering the case study. Questions in the case study would include the quantitative analysis of the problem-solving and decision-making.

Class Participation:

Attendance will be taken in each class and class participation is scored for each student for each class.

Texts and Readings:

- 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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- 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.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA Part-II Sem-IV **423-Plant Design & 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 syllabus, the students shall be able (1) To understand the concepts Nature and Scope of factory buildings and design. (2) To familiarize the concepts of Concept of plant layout. (3) To learn about the material handlings principles.

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, Multi-Facility Location.

Plant Layout: Layout Planning, Strategic Issues, Designing Process Layout, Designing Product Layout, Line Balancing Concepts.

Group-II:

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:

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:

Attendance will be taken by the instructor after every class. Class participation would be recorded for each student by the instructor.

Text and Readings:

- 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, 2nd Edition.
- Elwood S. Buffa, Modern Production/Operations Management, Wiley Series, 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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- 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

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. The instructions for external examiners would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA Part-II Sem-IV
424-Statistical Quality Control

Course Overview

The objective of this course is to have a practical understanding of quality functions. At the end of the course the students should be able to – (1) understand the concepts Nature and Scope of quality concepts and function. (2) familiarize the concepts of Concept of Probability Distribution. (3) learn about the Sampling concepts.

Course Content

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.

Statistical Aids for Analyzing Data: Sampling Concepts. Concept of Confidence Interval: Confidence Interval on Means.

Group-II:

Test of Hypothesis: Basic Concepts, Steps in Testing a Hypothesis, Hypothesis Testing on Means, Test of Hypothesis on Variances, Hypothesis Test on Proportions.

Control Charts: Types of control Charts, Control Charts for Variables, Attribute Control Charts, Process Capability;

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:

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

Attendance will be taken by the instructor after every class. Class participation would be recorded for each student by the instructor.

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 are:

- William S. Messina, Statistical Quality Control for Manufacturing Managers, Wiley Series in Engineering Management, 2nd 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(2004). Quality Control and Application, Prentice - Hall of India Private Limited, 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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- 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

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA Part-II Sem-IV
425-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 end the course 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; Managing supply Relationships; Effect of Automation.

Group-II:

Operations Standards and Work Measurement; Measurement and Control of Quality of Services; Inventory Control for Services;

Service Delivery: Service Processes, Resource Utilization, Scheduling for Service Personnel and Vehicles; Waiting-Line Analysis; Distribution of Services; Product-Support 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:

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

Attendance will be taken by the instructor after every class. Class participation would be recorded for each student by the instructor.

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:

- Robert Johnson & Graham Clark.(2006). *Service Operations Management: Improving Service Delivery*, Pearson, 3rd Edition.
- Andrew G.(2006). *Operations Management*, Wiley Publishers.
- Richard D. Metters, Kathryn H. King-Metters, Madeleine Pullman(2006) *Successful Service Operations Management*, South-Western College Publishing, 1st 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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- 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

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA Part-II Sem-IV
426-Compensation Management

Course Overview

The objective of this course is to have a practical understanding of compensation related decisions in the corporate world. 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.

At the end of the course the students should be able (1) to understand the concepts Nature and Scope of wages concepts. (2) To familiarize the concepts of Impact of compensation and employees benefit on organizational effectiveness, (3) To learn about the Retirement plans.

Course Content

Group-I:

Wage Concepts: Theories of Wages, Importance, Wage Policy, and 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.

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.

Group-II:

Reward Structure in New Industries: BPO, IT, Hospitality, Tourism, etc., MNCs and Other Organizations

Remuneration Plan and Business Strategy. 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

Note: Students will receive an input of minimum 40 (class) contact hours in each paper.

Pedagogy:

The teacher is expected to explain all concepts and theories in a comprehensive manner. Examples and cases from corporate sector must be thoroughly discussed to better understand the fundamentals. Extensive use of case studies and group discussions must be carried out.

Class Assignments and Attendance:

The teacher must include research-based assignments, role playing and simulation in the class. Continuous evaluation of students must be carried out using the above criteria.

A minimum of 75% of classroom attendance is required in each subject.

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:

- Milkovich(2008). *Compensation*, Tata McGraw-Hill Publishing Company Ltd., New Delhi.
- B.D. Singh.(2006) *Compensation and Reward Management*, Excel Books, New Delhi.
- Henderson, (2006). *Compensation Management in a Knowledge Based World*, Pearson Education, New Delhi, 9th 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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- 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

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA Part-II Sem-IV
427-Labour Laws

Course Overview

The course aims at creating a clear understanding of the legal system operating in India. The paper has an objective of making students well aware of laws relating to Industrial Relations and also dealing with the rights and obligations of both the employers and employees.

At the end of the course the students should be able – (1) to understand the concepts Nature and Scope Industrial Relations Legislation, (2) To familiarize the concepts of Laws relating to managing of organizations and Compensation, (3) to learn about the protective legislation.

Course Content

Group-I:

Industrial Relations Legislation

- The Industrial Disputes Act, 1947.
- The industrial Employment (Standing Orders) Act, 1946.
- The Trade Union Act, 1926.

Laws Relating to Managing of Organizations and Compensation

- The Factories Act, 1948.
- The Payment of Wages Act, 1936.
- The Minimum Wages Act, 1948.

Group-II:

Protective Legislation

- The Payment of Bonus Act, 1965.
- The Equal Remuneration Act, 1976.
- The Contract Labour (Regulation and Abolition) Act, 1970.

Social Security Legislation

- The Workmen's Compensation Act, 1923.
- The Employee's State Insurance Act, 1948.
- The Employees' Provident Funds and Miscellaneous Provisions Act, 1952.
- The Maternity Benefit Act, 1961.
- The Payment of Gratuity Act, 1972.

Pedagogy:

The teacher is expected to explain all concepts and theories in a comprehensive manner. Examples and cases from corporate sector must be thoroughly discussed to better understand the fundamentals. Extensive use of real cases must be carried out.

Class Assignments and Attendance:

The teacher must include research-based assignments, role playing and simulation in the class. Continuous evaluation of students must be carried out using the above criteria. A minimum of 75% of classroom attendance is required in each subject.

Recommended Texts:

- Indian Law Institute, 2007) *Labour Law and Labour Relations-Cases and Material*, Bombay, Tripathi.
- Mishra, S.N. (2001). *Labour and Industrial Laws*, Allied Publications, New Delhi.
- Debi S. Saini, (1994) *Redressal of Labour Grievances, Claims and Disputes*, Oxford & IBH, New Delhi.
- Kumar, H.L. (2001) *Labour & Industrial Law* in 2 volumes with free case law reference.
- All Bare Acts

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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20 marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- 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.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA Part-II Sem-IV
428-Industrial Psychology

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 (1) to understand the concepts Nature and Scope, Psychology and Management (2) To familiarize the concepts of Personnel Selection. (3) to learn about the job satisfaction.

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.

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.

Group-II:

Psychological Contract: Breach of Psychological Contract, its Implications.

Expatriate management: Adjustment Issues of Expatriates.

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.

Note: Students will receive an input of minimum 40 (class) contact hours for this paper.

Pedagogy:

The teacher is expected to use leading pedagogical approaches in the class room situation and comprehensive assessment practices to strengthen teaching efforts and improve student learning outcomes. The teacher will engage students in various activities, analyzing case studies and encouraging student in class discussion and class assignments.

Class Assignments and Attendance: The teacher must include research-based assignments, role playing and simulation in the class. Continuous evaluation of students must be carried out using the above criteria. A minimum of 75% of classroom attendance is required in each subject

Recommended Texts and Reading:

The following books can be used to further the knowledge gained in the class.

- H.L. Kalia,(2006). *Industrial Psychology*, The Associated Publishers, 1st Edition.
- Cary L. Cooper and Edwin A. Locke(2006) . *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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- 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

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA Part-II Sem-IV
429- Cross Cultural and Global Management

Course Overview

The course has been designed 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.

The objective of this course is to develop a diagnostic and conceptual undertaking of the cultural and related behavioral variables in the Human Resource Management of global organizations.

At the end of the course the students should be able to – (1) understand the concepts of global organisations. (2) familiarize the concepts of Human and cultural variables in global organizations

Course Content

Group-I:

Human and Cultural Variables in Global Organizations: 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

Human Resource Management in Global Organizations: Difference between Domestic and International Human Resource Management.

Group-II:

Introduction to Global Organizations: Cross Cultural Research Methodologies and Hofstede's study, Structural Evolution of Global Organizations, Leadership across Borders and Cultures, Cross-Cultural Communications and Negotiations.

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

Note: students will receive an output of minimum 40(class) contact hours in each paper. In addition, students are also required to undertake a variety of practical assignments and work under the supervision the faculty in every paper.

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 exercise, encouraging in class discussion and live report 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 in each class. Class participation is scored for each student for 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

- Monir, H.T., (2008). *International Human Resource Management*. Oxford.
- Helen, D., (2013). *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., (2006). *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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20 marks), and Participation in case studies/discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- 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

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA Part-II Sem-IV
430-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) understand the concepts of Training Process. (2) To familiarize the concepts of Training Needs Assessment.

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.

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

Group-II:

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.

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.

Note: Students will receive an input of minimum 40 (class) contact hours in each paper. . In addition, students are also required to undertake a variety of practical assignments and group work under the supervision of the faculty in every paper.

Pedagogy:

The teacher is expected to explain all concepts and theories in a comprehensive manner. Examples and cases from corporate sector must be thoroughly discussed to better understand the fundamentals. The instructor of the class will engage students in various activities, analyzing case studies and encouraging student in class discussion and class assignments.

Class Assignments and Attendance: The teacher must include research-based assignments, role playing and simulation in the class. Continuous evaluation of students must be carried out using the above criteria. A minimum of 75% of classroom attendance is required in each subject.

Recommended Texts:

The following books can be used to further the knowledge gained in the class:

- 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,
- 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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- 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

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA Part-II Sem-IV

431-Regional Blocks

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.

At the end of the course the students should be able to – (1) to understand the concepts of international trade. (2) familiarize the concepts of international economic organisation and trade agreements.

Course Content

Group-I:

Concepts of International Trade: 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.

International Economic Integration: Gains from Economic Integration, Stages of Economic Integration, Factors Driving Economic Integration.

Group-II:

Economic Integration and Endogenous Growth: Emergence of Regional Blocks, Globalization vs Regional Blocks, Resource Allocation, Environment Problem, Technology Transfer. Emergence of EU and Its Benefits, Euro zone and its Benefits,

Trade agreements: NAFTA, ASEAN, WTO vs RTO, RRTAs as Exception in WTO, Polarization of Trade.

Note: Students will receive an input of minimum 40 (class) contact hours in each paper. In addition, students are also required to undertake a variety of practical assignments and group work under the supervision of the faculty in every paper.

Pedagogy:

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

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

Case/Class Discussion Assignments:

Students will work in groups of upto 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 in each class. Class participation is scored for each student for each class.

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:

- Jackson, J. (2002). *The World Trading System*, Cambridge, Mass. MIT Press, 2nd Edition.
- Krugman, Paul R. and Obstfeld M. (2008). *International Economics: Theory and Policy*. Pearson Education, 8th Edition,
- Bhalla, V.K. (1990). *World Economy in 90s: A Portfolio Approach*, Delhi, Anmol Pub. Pvt. Ltd.
- Dreze, Jean and Sen, Aamrtya (1997). *Indian Development: Selected Regional Perspectives*. Delhi, Oxford University Press.

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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- 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

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA Part-II Sem-IV
432-International Economic Organizations

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.

At the end of the course, the students should be able to- (1) Identify different international economic organization and their functioning (2) understand the role played by these organizations in world economy (3) find out the importance of these organizations

Course Content

Group-I:

Organisation of International Economy: 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) International Development Agency (IDA), International Finance Corporation (IFC), Multilateral Investment Guarantee Agency (MIGA).

Group-II:

World Economic organisation: 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 Labor Organization (ILO).

Note: students will receive an input of minimum 40 (class) contact hours in each paper. In addition, students are also required to undertake a variety of practical assignments and group work under the supervision of faculty in every paper.

Pedagogy:

The instructor is expected to use leading pedagogical approaches in the class room situation. Research-based methodology, 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 the class will engage in a combination of academic reading, analyzing case studies, preparing the weekly assigned readings, encouraging in the class discussions, and live project-based learning.

Case/Class Discussion Assignments:

Students will work in groups of upto 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 in each class. Class participation is scored for each student for each class

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:

- Bhalla, V.K. (8th Edition). *International Co-operation*. Delhi, Anmol.
- Simai, Mihaly (1999). *Democratic Process and the Market: Challenges of the Transition*. United Nations University Press.
- Simai, M. (1994). *The Future of Global Governance*. Washington, D.C., United States Institute of Peace Press.

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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- 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

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIRD group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA Part-II Sem-IV

433-Export-Import Procedure, Documentation and Logistics

Course Overview

The objective of the course is to acquaint the students with the export-import procedures, documentation and logistics.

At the end of the course, the students should be able (1) to understand the international business contracts (2) to be familiar with business risk coverage and role of clearing houses.

Course Content

Group-I:

Applications of 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. 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.

Group-II:

Procedures and Documentation for Availing Export Incentives: Duty Drawbacks, Import Licensing and other incentives; Processing of an Export Order. World Shipping: Structure, Liners, and Tramps, Conference System; Freight, and Structure, Containerisation and other Developments.

International Agreements and Conferences: Sea Transport; Indian Shipping: Trends, Structure, Concepts of Dry Port, Containerisation. Machinery for Consultation; Air Transport: International Set up, Freight structure.

Note: Students will receive an input of minimum 40 (class) contact hours in each paper. In addition, students are also required to undertake a variety of practical assignments and group work under the supervision of the faculty in every paper.

Pedagogy:

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

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

Case/Class Discussion Assignments:

Students will work in groups of upto 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 in 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:

- Paul. Justin, Aserkar. Rajiv (2012). *Export Import Management*. Oxford University Press. 7th Edition.
- Verma. Sumati, *International Business*, Pearson Education.
- S. Shiva Ramu V.K. Bhalla. (2003). *International Business: Environment and Management*, Anmol Publications Pvt. Ltd, 7th Revised 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 50 marks shall be reserved for internal assessment and the remaining 50 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.
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- 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

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA Part-II Sem-IV
434-Global Human Resources Management

Course Overview

Human resource management is one of the world's fastest growing fields and presents unprecedented opportunity for global advancement. Global Human Resource Management course prepares you to deal with all aspects of human resources within the worldwide context, demonstrate intercultural competencies.

At the end of the course, the students should be able(1) to identify trends in the globalized workforce, and analyze policies, practices, and functions in global human resources, distinguish national and global culture. (2) The impact they have on the globalized workforce in order to contribute to human resource practices across countries and cultures.

Course Content

Group-I:

Global Business: Its Growth and Evolution, Environmental Variables in Global Business. Human and Cultural Variables in Global Organizations.

Cross-cultural issues: Concept, Distinguish National and Global Culture .Cross-cultural Differences and Managerial Implications.

Cross Cultural research Methodologies and Hofstede's Hermes Study, Structural Evolution of Global Organizations.

Group-II:

Cross Cultural communication and Negotiation. Cross-cultural Leadership and Decision Making.

Global HRM: Human Resources Management in Global organization (Global Staffing and Training)

Ethics in International Business, Western and Eastern Management Thoughts in the Indian Context.

Note: Students will receive an input of minimum 40 (class) contact hours in each paper.

Pedagogy:

The instructor is expected to use leading pedagogical approaches in the class room situation and comprehensive assessment practices to strengthen teaching efforts and improve student learning outcomes. The instructor of the class will engage students in various activities, analyzing case studies and encouraging student in class discussion and class assignments.

Class Assignments and Attendance: The teacher must include research based assignments, role playing and case studies in the class. Continuous evaluation of students must be carried out using the above criteria. A minimum of 75% of classroom attendance is required in each subject.

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

- Alder N.J.(2001). International Dimensions of Organisational Behaviour, South-Western Publisher.
- Bartlett, Christopher A and Ghoshal, S. (1995). *Transnational Management: Text, Cases and Readings in Cross Border Management*, Chicago Irwin.
- Dowling, P.J.(1994). *International Dimensions of Human Resources Management*, 2nd edition, California, Wadsworth.

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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- 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

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. The instructions for external examiners would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA Part-II Sem-IV
435-Foreign Language for Business

Course Overview

The objective of this course is to have a good understanding of Foreign Language for Business as applicable in real life Business Management. The main objective of the course is to make students averse and conversant about the importance and applicability of foreign language. At the end of the course, the students should be able to - (1) develop the skills to identify the appropriate foreign language; (2) analyse the business problems, and (3) learn about foreign language are inter-linked, structured and regulated.

Course Content

Group-I:

Grammar: Definite and Indefinite Articles, Singular and Plural of Nouns, Feminine and 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.

Grammar: Comparative Adjectives, Superlatives, Possessive Pronouns, Personal Pronoun.

Note: Students will receive an input of minimum 40 (class) contact hours in each paper. In addition, students are also required to undertake a variety of practical assignments and group work under the supervision of the faculty in every paper.

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 in each class. Class participation is scored for each student for 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:

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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- 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

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA Part-II Sem-IV
436-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.

At the end of this course, the students should be able (1) to understand the supply chain management. (2) To familiar with the concept of retailing. (3) to understand the concept of transport decisions.

Course Content

Group-I:

Introduction to Supply Chain and Its Role and Objectives. Logistics Strategy and Planning. Logistics and Customer Service. Lotics Product - Nature of Product, Functional vs. Innovative Products, Product Life cycle- Product Characteristics.

Retailing- Role of Information, Information Flow, and 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.

Group-II:

Strategic Advantages of Information Systems in Logistics - Improved Product Availability, Improved Assortment, Improved Return on Investment. 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:

Extensive use of technology in the class rooms, Online modules of MOOCs, Research-based teaching, use of concerned articles from journals and magazines.

Case/Class Discussions:

Students will work in a group to prepare a brief write-up, due before the start of class, covering the case study. Questions in the case study would include the quantitative analysis of the problem-solving and decision-making.

Class Participation:

Attendance will be taken in each class and class participation is scored for each student for 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

- Robert B. Handfield, Ernest L. Nichols(1998). *Introduction to Supply Chain Management*. Prentice Hall of India, New Delh.
- James, A. O'Brien(2005). *Introduction to Information Systems*. Tata McGraw-Hill Publishing Co. Ltd., New Delhi, .
- Sunil Chopra and Peter Meind (2008). *Supply Chain Management*, Pearson Education, 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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- 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

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. The instructions for external examiners would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA Part-II Sem-IV
437- Merchandising Planning and Strategies

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;

Merchandise Purchasing;

Branding Strategies- manufacturer's brand, private label brands;

Managerial issues in global sourcing decisions;

Merchandise purchasing and handling process;

Ethical and legal issues in merchandise purchasing;

Group II:

Setting the retail price –price setting objectives, price setting determinants;

Pricing Strategies and Practices –Everyday low pricing (EDLP), high/low pricing, coupons, rebates, leader pricing.

Price bundling- Multiple pricing;

Price lining: Old pricing, Methods of Setting Prices, Adjustments to the Initial Rate 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 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:

Attendance will be taken by the instructor after every class. Class participation would be recorded for each student by the instructor.

Texts and Reading:

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

- Berman, B. and Evans J. R.(2002). *Retail Management*, Pearson Education. New Delhi.
- Roger Cox and Paul Britain, *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

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 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
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- 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

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

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MBA Part-II Sem-IV
438- 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.

At the end of this course, the students should be able (1) to understand the of Retail Market Strategy. (2) To familiar with the concept of Retail Strategic Planning Process. (3) To understand the concept of Strategic Profit model.

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.

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.

Group II:

Strategic Profit Model- An Overview. 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 Turnover. Liabilities and Owners Equity.

Pedagogy:

Extensive use of technology in the class rooms, Online modules of MOOCs, research-based teaching, use of concerned articles from journals and magazines.

Case/Class discussions:

Students will work in a group to prepare a brief write-up due before the start of class covering the case study. Questions in the case study would include the quantitative analysis of the problem, solving and decision-making.

Class Participation:

Attendance will be taken in each class and class participation is scored for each student for each class.

Texts and Reading:

- Berman, B. and Evans J. R.(2002). *Retail Management*, Pearson Education. New Delhi.
- Ferrell, O.C. and Michael H. (2007). *Marketing Strategy*. Thomson Publication, 3rd Edition.
- Walker, M. and Boyd L. ,(2007). *Marketing Strategy*. Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 5th 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 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
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- A minimum of 75% of classroom attendance is required in each subject

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. The instructions for external examiners would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA Part-II Sem-IV
439-Store Management

Course Overview

The objective of this course is to make students aware about the Importance of store management so that they can handle the retail operations efficiently and effectively.

At the end of this course the students should be able (1) to understand the of Store Management. (2) To familiar with the concept of Cost Controls. (3) To understand the concept of Estimating Sales Potential

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 Shoplifting;

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.

Group-II:

Store Security - Customer Theft, Employee Theft, Supplier Pilferage, Credit Management;

Selecting the Store Location- Market 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 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:

Attendance will be taken by the instructor after every class. Class participation would be recorded for each student by the instructor.

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 are:

- Varley R. and Rafiq M.(2004). *Principles of Retail Management*, Palgrave Macmillan, New York.
- David G. (2003). *Retail Marketing Management*, Pearson Education, New Delhi.
- Patrick M. Dunne and Robert F. L. (2004). *Retailing*, Thomson South Western Publisher, Cincinnati, 5th 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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- 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

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. The instructions for external examiners would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."

MBA Part-II Sem-IV
440-Essentials in Customer Relationship 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.

At the end of this course the students should be able (1) to understand the of Fundamental Concepts in Relationship Marketing. (2) To familiar with the concept Learning Organization. (3) To understand the concept of Planning Retail Communication Program.

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.

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.

Group-II:

Planning Retail Communication Program-Establishing Objectives, Determining Promotional Budget, Objectives and Task Method, Thumb Rule Method. 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:

Extensive use of technology in the class rooms, Online modules of MOOCs, research-based teaching, use of concerned articles from journals and magazines.

Case/Class Discussions:

Students will work in a group to prepare a brief write-up, due before the start of class, covering the case study. Questions in the case study would include the quantitative analysis of the problem-solving and decision-making.

Class Participation:

Attendance will be taken in each class and class participation is scored for each student for each class.

Recommended Texts:

- Barnes James G.(2000). *Secrets of Customer Relationship Management*. McGraw-Hill, 1st Edition .
- Swift Ronald S.(2000). *Accelerated Customer Relationships*, Prentice-Hall of India, New Delhi.
- Gosney, John W., and Boehm, Thomas P.(2000). *Customer Relationship Management Essentials*. Prentice-Hall of India, New Delhi.
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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 50 marks shall be reserved for internal assessment and the remaining 50 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 factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- 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

As per RUSA Scheme the syllabus is divided into two parts Group-I & II. **The instructions for external examiners** would be as follows:-

- "The external paper will carry 50 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 four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question)."