

**ALABBAR SCHOOL OF MANAGEMENT
RAFFLES UNIVERSITY, NEEMRANA**



**RAFFLES
UNIVERSITY**

**Course Structure & Syllabus
of Teaching & Evaluation**

For

**MASTER OF BUSINESS ADMINISTRATION
(MBA)**

(Dual Specialization)

**(Four Semester - Two Years Full Time Programme)
For the session 2026-27 onwards**

Effective from the Session: 2026-27

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MBA

Management education provides a manager with tools and skills needed to identify new opportunities for organizational success. Management programs are designed to make one aware of different approaches that have traditionally helped in managing organizations. They aim to enable students to understand the fundamentals of business; equip them with analytical skills, which will help them take decisions in the dynamic and ever-changing environment. Alabbar School of Management has reached out to managers in the financial sector, and industrialists to understand their expectations of an MBA graduate. Keeping their expectations and with the help of academicians, an exclusive MBA course has been designed by the school, which can help students to face challenges in the real world today.

1. DESCRIPTION OF THE COURSE

The two-year Master of Business Administration (MBA) with specialization in Marketing, Human Resource, Finance, Production & Operations, International Business, and Supply Chain, is a full-time program, spread over four semesters.

1.1. Total courses to be cleared by a candidate:

Type of courses	No. of Courses for Core-Specialization
Core course	18
Specialization Course	06
Skill Course	02
Summer Internship & Project Report & Viva Voce	01
Research Project and Viva Voce	01
Total Credit	18*4+6*4+2*4+4+6=114

1.2. Definition of the Programme

The Programme is a postgraduate full-time programme. On successful completion of a Postgraduate programme, titled Master of Business Administration will be awarded. The number of seats available for the Programme will be revealed at the time of admission.

1.3. Medium of Instruction

The medium of instruction will be English.

1.4. Duration of the Programme

The duration of the Programme shall be **two years/ 4 Semesters**. Each year will comprise two Semesters. Each Semester shall normally have 90 instructional days.

1.5. Admission, Eligibility to the Programme

Candidate having a minimum three-year Bachelor's Degree from a recognized University and fulfilling the AICTE norms. The candidate who has appeared in the final year of the qualifying Examination, whose result is awaited, will be admitted provisionally by paying the requisite fee for admission as per the fee Schedule. Such a

candidate should produce their result by a cut-off date indicated at the time of admission, failing which their admission will be cancelled.

Regular admission will be done strictly on a merit basis through an open counselling conducted by the University. MAT/CAT/C-MAT Scores or any other common entrance Exam or the entrance test conducted by the University may be considered as merit for admission.

Candidates should verify the requisite qualifications and eligibility criteria before applying for admission. In case the total admitted candidates to the Programme is less than 10% of the number of seats declared available for the Programme at the time of admission, the University, through its Academic Council, reserves the right to cancel all the admissions to the Programme and discontinue the programme. The candidate has to be declared medically fit by a Resident Medical Officer (RMO) and should attach a fitness certificate along with the application form.

1.6. Sports Quota at Raffles University

Alabbar School of Management, Raffles University, proposes up to 5% relaxation in the admission criterion in the MBA for exceptional sportspersons, dancers, singers, debaters, artists, and actors. Students seeking admission have to go through a rigorous selection procedure, which is followed by the authorities. Candidates have to undergo tests/trials for selection for admission:

Trials are further divided into two categories:

- Direct Admission without any Sports trial: A sportsperson, who has represented their country in Olympics Games, Para-Olympic Games, Common Wealth Games, world championships under International sports federation, Asian Games by the Olympic Council of Asia, Asian Championships, (all recognized under Indian Olympics Association/ Ministry of Youth Affairs and Sports/ Affiliated games), (recognised by the State Government) get direct admission.
- Admission based on Sports trial: Candidates are required to qualify a skill test, game performance test, fundamentals of the game/sports test, game fitness test, etc. A sportsperson has to qualify for any of the two fitness items- Strength (Standing broad jump), Endurance (1000 mts. Run/walk) and Speed (50 mts. Dash). For games like chess, archery, and shooting, students have to qualify any one fitness item.

The students are required to submit participation/ achievement certificates of the activities and events they have participated in/ won. For the sports category, students who have achieved distinction in the last 3 years (from the date of applying) in the sports events recognized by the Association of Indian Universities and the Indian Olympics Association are eligible to apply.

Note: The applicant needs to secure a minimum of 30% marks in the Sports Trial to be eligible for admission under sports quota.

Distribution of Marks: 25% weightage is given to the certificates earned by the student, and 75% weightage is given to the trials conducted by Sports Council and Cultural Council of Raffles University.

List of activities included under Sports Quota:

- Archery
- Athletics
- Badminton
- Basketball
- Body Building
- Boxing
- Chess
- Cricket
- Cross country
- Cycling
- Football
- Gymnastics
- Handball
- Hockey
- Judo
- Kabaddi, etc..

2. COURSE STRUCTURE OF TEACHING & EVALUATION (MBA)

2.1. MBA: Semester-I

SN	Paper Code	Course Title	Periods			Evaluation Scheme					Credits
			L	T	P	Sessional Exams			ETE	Total	
						MT	TA	Total			
1	MGTM-101	Principles of Management	4	0	0	20	40	60	40	100	4
2	MGTM-102	Managerial Economics	4	0	0	20	40	60	40	100	4
3	MGTM-103	Accounting for Managers	4	0	0	20	40	60	40	100	4
4	MGTM-104	Business Communication	4	0	0	20	40	60	40	100	4
5	MGTM-105	Information Technology for Managers	3	0	2	20	40	60	40	100	4
6	MGTM-106	Quantitative Techniques for Managers	4	0	0	20	40	60	40	100	4
7	MGTM-107	Organizational Behaviour	4	0	0	20	40	60	40	100	4
Total										700	28

2.2. MBA: Semester-II

SN	Paper Code	Course Title	Periods			Evaluation Scheme					Credits
			L	T	P	Sessional Exams			ETE	Total	
						MT	TA	Total			
1	MGTM-201	Business Environment	4	0	0	20	40	60	40	100	4
2	MGTM-208	Fundamentals of Business Analytics	3	0	2	20	40	60	40	100	4
3	MGTM-203	Human Resource Management	4	0	0	20	40	60	40	100	4
4	MGTM-204	Corporate Finance	4	0	0	20	40	60	40	100	4
5	MGTM-205	Marketing Management	4	0	0	20	40	60	40	100	4
6	MGTM-206	Operations Management	4	0	0	20	40	60	40	100	4
7	MGTM-207	International Business	4	0	0	20	40	60	40	100	4
Total										700	28

2.3. MBA: Semester-III

SN	Paper Code	Course Title	Periods			Evaluation Scheme					Credits
			L	T	P	Sessional Exams			ETE	Total	
						MT	TA	Total			
1	MGTM-301	AI for Competitive Advantages	4	0	0	20	40	60	40	100	4
2	MGTM-302	Legal Aspects of Business	4	0	0	20	40	60	40	100	4
3	MGTM-303	Business Strategy	4	0	0	20	40	60	40	100	4
4		Elective-I	4	0	0	20	40	60	40	100	4
5		Elective-II	4	0	0	20	40	60	40	100	4
6		Elective-III	4	0	0	20	40	60	40	100	4
7	MGTM-304	Summer Internship/ Project (PAP/PCP)							100	100	4
Total										700	28

2.4. MBA: Semester-IV

SN	Paper Code	Course Title	Periods			Evaluation Scheme					Credits
			L	T	P	Sessional Exams			ETE	Total	
						MT	TA	Total			
1	MGTM-401	Project Management	4	0	0	20	40	60	40	100	4
2	MGTM-402	Entrepreneurship	4	0	0	20	40	60	40	100	4
3	MGTM-403	Business Ethics	4	0	0	20	40	60	40	100	4
4		Elective-IV	4	0	0	20	40	60	40	100	4
5		Elective-V	4	0	0	20	40	60	40	100	4
6		Elective-VI	4	0	0	20	40	60	40	100	4
7	MGTM-404	Research Project							100	100	6
Total										700	30

Total credit = 114

Specialization electives for III semester:		
Specialization Area	Elective	Specialization paper
Marketing	MGTM-301M	Retail Management
	MGTM-302M	Consumer Behaviour
	MGTM-303M	Marketing Research
Human Resource	MGTM-301H	Human Resource Planning & Development
	MGTM-302H	Compensation Management
	MGTM-303H	Management Training & Development
Finance	MGTM-301F	Security Analysis & Portfolio Management
	MGTM-302F	Financial Markets and Institutions
	MGTM-303F	Financial Services
Production & Operations	MGTM-301P	Production and Operation Management
	MGTM-302P	Procurement Management
	MGTM-303P	Material Management
International Business	MGTM-301I	International Economics
	MGTM-302I	International Business Laws
	MGTM-303I	International Marketing
Logistics & Supply Chain Management	MGTM-301S	Essentials of Supply Chain Management
	MGTM-302S	Procurement Management
	MGTM-303S	Service Operations Management
Specialization electives for IV Semester:		
Specialization Area	Elective	Specialization paper
Marketing	MGTM-404M	Sales & Distribution Management
	MGTM-405M	Brand Management
	MGTM-406M	Digital Marketing
Human Resource	MGTM-404H	Labour Law
	MGTM-405H	Industrial Relations
	MGTM-406H	Performance Appraisal and Evaluation
Finance	MGTM-404F	Financial Derivatives and Risk Management
	MGTM-405F	Corporate Tax Planning
	MGTM-406F	International Finance Management
Production & Operations	MGTM-404P	Total Quality Management & Six Sigma
	MGTM-405P	Process Management and Consultancy
	MGTM-406P	Enterprise Resource Planning
International Business	MGTM-404I	Global Brand Strategy
	MGTM-405I	International Business Operations & Logistics
	MGTM-406I	Export Import Procedures & Documentation
Logistics & Supply Chain Management	MGTM-404S	Application of Quality Management
	MGTM-405S	Process Management & Consultancy
	MGTM-406S	Big Data Analytics

Core-Specialization: - Includes 3 papers of chosen elective (Any One Elective) in 3rd and 4th Semesters respectively.

3. SYLLABUS FOR THE MBA I SEMESTER COURSES

MBA: Semester-I

3.1. Paper MGT-101: PRINCIPLES OF MANAGEMENT

Duration: 3Hrs.

Marks: 100

Credits: 4

Objective

This module provides students with a wide-ranging introduction to management and understanding its key principles, concepts & theories and tools & techniques. The objective of this course is for each student to be able to know, comprehend, apply, analyze, synthesize and evaluate the basic principles of the fundamentals of managing organizations. Students will complete specific activities, as identified in the syllabus, related to each of the four functions of management: planning, organizing, leading and controlling.

Course Learning Outcomes

After completing the course, the student shall be able to:

C01: Discuss the evolution & growth of management thought.

C02: Describe and apply the concept of planning, organizing & direction.

C03: Apply the concept of motivation, control & coordination in an organization.

C04: Apply the modern approaches to management in an organization.

C05: Discuss the Contemporary Issues like Social Responsibility & Ethics, Globalization & Management, Inventing & Reinventing Organizations, Culture & Multiculturalism

Course Contents

Unit I: Evolution & Growth of Management Thought

Concepts, Theory and Practice: The Evolution of Management Thought – Scientific Management School, Behavioural School, Quantitative School, Integration School, Contemporary School, McKinsey's 7-S approach.

Unit II: Planning, Organizing & Direction

Planning- Nature, Purpose, Types & Process of Planning; Concept of MBO, MBE & MBWA.

Decision Making- Approaches, Decision Making under certainty, uncertainty & risk; Group Decision Making.

Organizing- Line/ Staff Authority, Decentralization & Delegation, Effective Organizing.

Direction- Supervision, Span of Supervision, Graicuna's Theory of Span of Management.

Unit III: Motivation, Control & Coordination

Motivation- elements, importance, methods, theories.

Controlling- Control Process, Importance, Critical Control Standards & Techniques, Maintenance Vs Crisis Management, Overall Control Process.

Coordination- Definition, Characteristics, Objectives, Techniques.

Unit IV: Modern approaches to Management

Concept of Knowledge management, change management, technology management, supply chain management, process and project quality standards – six sigma, CMM, CMMI, PCMM, Impact of IT quality management systems, learning organizations

Unit V: Contemporary Issues

Social Responsibility & Ethics,
Globalization & Management
Inventing & Reinventing Organizations
Culture & Multiculturalism

Recommended Books

- Koontz, Essentials of Management, Tata McGraw Hill
- L. M. Prasad: Principles of Management
- Robbins, De Cenzo, Bhattacharya and Agarwal, (2009): Fundamentals of Management- Essential Concepts & Applications 6e, India, Pearson
- Hellriegel, Jackson and Sloceum, (2008): Management- A Competency Based Approach 10e, India, South- Western Cengage Learning.
- Stoner, Freeman, Gilbert, Jr., (2006), Management 6e, India, Prentice- Hall
- Anil Bhat, Arya Kumar, Management Principles, Process and Practices, Oxford.

Note: Latest edition of readings may be used

Teaching Learning Process

Interactive class room sessions with the help of power point presentations, case discussions and group discussions to ensure active participation and continuous learning.

Assessment Methods

Class tests/Assignments, Class participation, Presentations, End-semester examination

Keywords

Principles of Management, Management Thoughts, Planning and Decision Making, Organizing and Directing, Controlling and Coordination, Contemporary Management Issues.

MBA: Semester-I

3.2. Paper MGTM-102: MANAGERIAL ECONOMICS

Duration: 3Hrs.

Marks: 100

Credits: 4

Objective

The basic objective of this course is to make the students aware of the various economic issues that they are expected to face as managers at the corporate level and to equip them with the tools and techniques of economic analysis for improving their decision-making skills.

Course Learning Outcomes

Upon successful completion of the course a student will be able to:

- CO1: Understand the significant of economics in decision making.
- CO2: Understand the links between household behaviour and the economic models of demand.
- CO3: Understand the links between production costs and the economic models of supply.
- CO4: Analyse operations of markets under varying competitive conditions.
- CO5: Understanding the concept of national Income and application of the same for various managerial decisions.

Course Contents

Unit I: Introduction to Economics

Nature and Scope of Management Economics, Significance in decision-making and fundamental concepts. Objectives of a firm. Gap between theory and practice and role of managerial economist.

Unit II: Demand Analysis

Law of Demand, Exceptions to the law of Demand, Determinants of Demand. Elasticity of Demand- Price, Income, Cross and Advertising Elasticity; Uses of Elasticity of Demand for managerial decision making, measurement of Elasticity of Demand. Demand forecasting meaning, significance and methods.

Unit III: Supply Analysis

Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision making. Production concepts & analysis; Production function, single variable-law of variable proportion, two variable- Law of returns to scale. Cost concept and analysis, short-run and long-run cost curves and its managerial use.

Unit IV: Market Equilibrium and Average Revenue Concept. Market Structure

Perfect Competition, features, determination of price under perfect competition. Monopoly: Feature, pricing under monopoly, Price Discrimination. Monopolistic: Features, pricing under monopolistic competition, product differentiation. Oligopoly: Features, kinked demand curve, cartels, price leadership. Pricing Strategies; Price determination, full cost pricing, product line pricing, price skimming, penetration pricing.

Unit V: National Income

Concepts and various methods of its measurement, Inflation, types and causes, Business Cycle, Profit concept and major theories of profits; Dynamic Surplus theory, Risk & Uncertainty bearing theory and Innovation theory.

Recommended Book:

- Dwivedi D.N., Managerial Economics, Vikas Publication, 7th Edition.
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Reference Books:

- Paul A Samuelson, Economics, Mc-Graw Hill, 2011.
- Petersen, Jain, Managerial economics-4e, Prentice Hall.
- Mehta, P. L.; Managerial Economics, Sultan Chand & Sons., 2010.
- Peterson, Lewis; Managerial Economics, 4th Pearson Education, 2010.

Note: Latest edition of readings may be used

Teaching Learning Process

Interactive classroom sessions with the help of PowerPoint presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods

The assessment method of this course is properly aligned with teaching learning processes and anticipated learning outcomes. It includes oral and written tests, problem solving exercises, presentations and end semester examinations.

Keywords

Micro Economics, Law of Demand, Law of Supply, Consumer Behavior, Theory of Production, Cost Function, Pricing, National Income.

MBA: Semester-I

3.3. Paper MGTM-103: ACCOUNTING FOR MANAGERS

Duration: 3Hrs.

Marks: 100

Credits:

4

Objective

This module provides students with a comprehensive introduction to Financial Accounting and Cost accounting, its meaning, principles, core concepts and usage. By the end of the module, students will be fully equipped with the knowledge and skills required to prepare and understand the financial and cost records.

Course Learning Outcomes

Upon successful completion of the course a student will be able to:

CO1: Describe the accounting principles and standards and rules.

CO2: Interpret the business transactions for making the summery for final accounting purpose.

CO3: Prepare the financial statement of an organization.

CO4: Identify various costs and apply techniques of costing.

CO5: Prepare cost sheet and cost accounts and apply the concept of standards costing.

Course Contents

Unit I: Introduction to Accounting

Meaning, Objectives, Basic accounting terms, Accounting principles, Meaning and nature, Accounting concept and conventions, Basis of accounting – Cash and Accrual, Origin of Transactions – Source documents and vouchers, Accounting equations, Rules of Debit and Credit, Difference between Financial Accounting, Cost accounting and Management accounting.

Unit II: Recording of transactions

Books of Original entry- Journal, How to record a Transaction in Journal; Subsidiary Books; Book of Principal Entry-Ledger, Opening of Accounts, Posting and Balancing, Closing of Accounts; Trial Balance- Meaning, Objective & Preparation.

Unit III: Financial Statements

Meaning of Capital Expenditure, Revenue expenditure and Deferred Revenue Expenditure; Meaning of Financial Statement; Preparation of Manufacturing Account Trading Account, Profit and Loss Account and Balance Sheet. Depreciation: Concept, WDV and SLM methods.

Unit IV: Introduction to Cost Accounting

Meaning of Cost, Costing and Cost Accounting; Objectives of Cost Accounting, Types of Costs; Cost and Expense- Meaning & Differences; Cost Centre-Meaning, Purpose, Types, Methods and Techniques of Costing.

Unit V: Cost Records & variance analysis

Meaning of Cost Sheet, Objectives of preparing Cost Sheet, Preparation of Cost Sheet. Cost Accounting System: Job Costing, Process Costing, Contract Costing, Service/ Operating Costing. Cost Analysis: Make or buy decisions, Accept or reject decisions, Process Costing

Concept of Standards Costing, Setting and revision of Cost Standards, Concept Variance, Calculating Material, Labour and Overhead Variance.

Recommended book:

- P.C. Tulsian, Financial Accounting, Pearson
- Hanif & Mukherjee, Financial Accounting, Tata McGraw Hill
- M.N.Arora, Cost Accounting, Principles & Practice, Vikas Publishing House

Reading List

- Dr. D.K.Goyal, Accountancy, Arya Book Depot
- Khan & Jain, Cost Accounting, Tata McGraw Hill
- Hongren, Datar, Foster, Rajan, Ittner, Cost Accounting, A Managerial Emphasis, Prentice Hall
- Nigam & Jain, Cost Accounting, Principles & Practice, Prentice Hall
- P. C. Tulsian, Cost Accounting, Pearson

Note: Latest edition of readings may be used.

Teaching Learning Process

Theory/ numerical with examples, Problem solving sessions.

Assessment Methods

Class tests/Assignments, Class participation, Presentations, End-semester examination.

Keywords

Financial Statements, Depreciation, Inventory Valuation, Cost Sheet, Standard costing.

MBA: Semester-I

3.4. Paper MGT-104: BUSINESS COMMUNICATION

Duration: 3Hrs.
4

Marks: 100

Credits:

Objective

Communication is a two-way interactive process and its importance can be found in our professional as well as in our daily personal lives. We have intentionally taken a holistic approach in this module. This communication module is focused on the effective use and handling of communication situations, that individuals find themselves in both professional and personal environments. This module focuses on communication processes and key elements. It specifically explores the linkages between perception, personality, and communication including non-verbal communication. The prime purpose is to educate learners to effectively use and interpret verbal and nonverbal communication and understand what communication styles and skills can be adopted for different persons so as to ensure effective communication.

Course Learning Outcomes

Upon successful completion of the course a student will be able to:

- CO1: Recognize importance of communication in corporate world.
- CO2: Differentiate between formal and informal communication.
- CO3: Understand the use of skills in the process of communication.
- CO4: Acquire the skills of grammar for effective writing and communication.
- CO5: Write business letters, e-mail messages, and learn telephone etiquettes.

Course Contents

Unit I: Elements of Communication

Communication: Meaning, Importance and Process
Objectives of Communication
Media and Types of Communication

CT-Lab

Phonetic Symbols and Transcriptions
Word Formation.

Unit II: Basics of Communication

Verbal and Non-Verbal Communication
Formal and Informal Channels of Communication
Qualities of Good Communication

CT-Lab

Affixes

Listening and speaking Skills

Unit III: Skills of Communication

Barriers to Communication

Professional Communication

Interpersonal Communication and methods to improve it

CT-Lab

Words often Mis-spelt and Mis- Pronounced

One Word for Many.

Unit IV: Grammar

Subject-Verb Agreement (Concord)

Linking Words (Conjunctions)

Relative Clauses

Common Errors

CT-Lab

Synonyms and Antonyms

Seminar Presentation.

Unit V: Composition

Resume Writing

Business Letter Writing: Sales, Credit, Enquiry, Order, Claim, Complaint, Job Applications, etc

E-mail messages

Telephone Etiquettes

CT-Lab

Group Discussion.

Job Interview.

Recommended Book:

- Essentials of Business Communication by Mary Ellen Guffey
- Business Communication Today by Courtland L. Bovee and John V. Thill

Reference Books:

- Communication Skills for Engineers and Scientists, Sangeeta Sharma and Binod Mishra, PHI Learning Pvt. Ltd. (New Delhi)
- Current English Grammar and Usage with Composition, R.P. Sinha, Oxford University Press (New Delhi)
- Business Communication, Meenakshi Raman & Prakash Singh, Oxford University Press (New Delhi)
- Professional Communication, Aruna Koneru, Tata McGraw Hills, New Delhi.

- A Practical Course for Developing Writing Skills in English, J.K. Gangal, PHI Learning Pvt. Ltd., New Delhi.
- Advanced Manual for Communication Laboratories and Technical Report Writing, D.Sudha Rani, Pearson, (New Delhi)
- A Course in Phonetics and Spoken English, J. Sethi & P.V. Dhamija, PHI Learning Pvt.Ltd. (New Delhi)
- English Language Laboratories: A Comprehensive Manual, Nira Konar, PHI Learning Pvt .Ltd. (New Delhi)
- Communication Skills for Engineers and Scientists, Sangeeta Sharma and Binod Mishra, PHI Learning Pvt. Ltd.(New Delhi).
- Oxford English Learning Package.(With CDs: Headway Series)
- Tata McGraw Hills English Learning Package (With CDs)\
- “Oxford Advanced Learners’ Dictionary” published by Oxford University Press (New Delhi)

Note: Latest edition of readings may be used.

Teaching Learning Process

Interactive class room sessions with the help of power point presentations, case discussions and group discussions to ensure active participation and continuous learning.

Assessment Methods

Class tests/Assignments, Class participation, Presentations, End-semester examination

Keywords:

English, Oral Communication, Business letters, Basic Grammar, Reported Speech.

MBA: Semester-I

3.5. Paper MGMT-105: INFORMATION TECHNOLOGY FOR MANAGERS

Duration: 3Hrs.
4

Marks: 100

Credits:

Objectives: The primary objective of this course is to familiarize the student with basic concepts of information technology and their applications to business processes.

Course Learning Outcomes

Upon successful completion of the course a student will be able to:

CO1: Understand computer hardware and number system.

CO2: Understand and apply different computer software used in business.

CO3: Understand data communication and Networks system.

CO4: Acquire the skills functional and enterprise systems for the business decision making.

CO5: Understand the security issues in information technology

Course Contents

Unit I: Computer Hardware and Number System

CPU, Basic Logic Gates, Computer Memory and Mass Storage Devices, Computer Hierarchy, Input Technologies, Output Technologies. Number Systems and Arithmetic: Basic understanding of Decimal, Binary, Octal and Hexadecimal Number System.

Unit II: Computer Software

Application and System Software, Programming Languages and their Classification, Assemblers, Compilers and Interpreters. Operating Systems- Functions of Operating Systems, Types of Operating Systems (Batch Processing, Multitasking, Multiprogramming and Real time Systems).

DBMS: Traditional File concepts and Environment, Database Management Systems Concepts, Types of Data Models, ER Modeling, Integrity Constraints, SQL queries.

Unit III: Data communication and Networks

Concepts of data communication, Types of data communication Networks, Communications Media, Concepts of computer networks, Primary Network Topologies, Network Architectures-The OSI Model, Inter-networking devices. The Internet, Intranet and Extranets: Operation of the Internet, Services provided by the Internet, World Wide Web.

Unit IV: Functional and Enterprise Systems

Data, Information and Knowledge concepts, Decision making process, Physical components of Information systems, Classification of Information systems.

Unit V: Security Issues in Information Technology

Overview of Security Issues in Information Technology, Ransomware attack, Code injection, Cross-Site Scripting (XSS) Attack, Data Breach, Malware and Virus Infection, DDoS Attack, Weak Passwords and Authentication Issues, SPAM and Phishing, No Backups, Not Updating or Patching Regularly.

Recommended book:

- ITL Education Solutions (2009). Introduction to Information Technology, Pearson Education.
- Turban Efraim, Ephraim McLean, James Wetherbe (2006), Information Technology for Management–Transforming organizations in the digital economy, 6th Edition, Wiley India.

Reference books:

- Sinha, P.K. and Sinha, Priti, *Computer fundamentals*, BPB Publications, New Delhi, Sixth Edition, 2011.
- Norton, P. (2001). Introduction to computers. TMH
- Rajaraman, V. (2004). Introduction to Information Technology. PHI.
- Ram, B. (2003). Computer Fundamentals. New Age Publications

Note: Latest edition of readings may be used.

Teaching Learning Process

Theory/ numerical with examples, Practical Lab Lectures

Assessment Methods

There shall be 4 credit hours for lectures + one credit hour (Two Practical Periods per week per batch) for practical lab + one credit hour for tutorials (per group).

Class tests/Assignments, Class participation, Presentations, End-semester examination

Keywords

Binary, Database Management Systems, OSI Model, Microsoft Office, Information Technology, Primary Network Topologies.

MBA: Semester-I

3.6. Paper MGT-106: QUANTITATIVE TECHNIQUES FOR MANAGERS

Duration: 3Hrs.

Marks: 100

Credits:

4

Objective

The focus of this course is to equip the students with the knowledge of various statistical tools and techniques used in business decision making. The course aims at providing fundamental knowledge and exposure to the students to use various statistical methods in order to understand, analyze and interpret data for managerial decision making.

Course Learning Outcomes

Upon successful completion of the course a student will be able to:

- CO1: Understand scope and limitation of statistics and different graphs and diagrams used for business decision.
- CO2: Understand and apply concept of measures of central tendency and dispersion in decision making.
- CO3: Understand and interpret association among various variables.
- CO4: Use index numbers and time series for decision making.
- CO5: Understand and apply the concept of probability for solving business problems.

Course Contents

UNIT-I

Statistics: Meaning, evolution, scope, limitations and applications; data classification; tabulation and presentation: meaning, objectives and types of classification, formation of frequency distribution, role of tabulation, parts, types and construction of tables, significance, types and construction of diagrams and graphs.

UNIT-II

Measures of Central Tendency and Dispersion: Meaning and objectives of measures of central tendency, different measure viz. arithmetic mean, median, mode, geometric mean and harmonic mean, characteristics, applications and limitations of these measures; measure of variation viz. range, quartile deviation mean deviation and standard deviation, co-efficient of variation and skewness.

UNIT-III

Correlation and Regression: Meaning of correlation, types of correlation – positive and negative correlation, simple, partial and multiple correlation, methods of studying correlation; scatter diagram, graphic and direct method; properties of correlation coefficient, rank correlation, coefficient of determination, lines of regression, co-efficient of regression, standard error of estimate.

UNIT-IV

Index numbers and time series: Index number and their uses in business; construction of simple and weighed price, quantity and value index numbers; test for an ideal index number, components of time series viz. secular trend, cyclical, seasonal and irregular variations, methods of estimating secular trend and seasonal indices; use of time series in business forecasting and its limitations, calculating growth rate in time series.

UNIT -V

Probability: Basic concepts and approaches, addition, multiplication and Bayes' theorem. Probability distributions - meaning, types and applications

Recommended book:

- Gupta, S.P. & M.P. Gupta, Business Statistics
- Gupta, C.B., An Introduction to Statistical Methods
- Richard I. Levin, David S. Rubin Statistics for Management by Pearson

Reference books:

- Business Statistics By Mr. R. S. Bharadwaj , pub: Excel Book
- Business Statistics by Richard Levin
- Business Statistics by Ken Black, pub: Tata Macgraw Hill
- Schaum's Series for problem practice
- Mathematical Statistics by Ray, Sharma and Choudhary
- Business Statistics by V. K. Kapoor, pub: S. Chand

Note: Latest edition of readings may be used.

Teaching Learning Process

Interactive class room sessions with the help of power point presentations, case discussions and group discussions to ensure active participation and

continuous learning.

Assessment Methods

Class tests/Assignments, Class participation, Presentations, End-semester examination

Keywords:

Statistics, Central tendencies, Dispersion, Correlation, Regression, Probability, Bays' Theorem.

MBA: Semester-I

3.7. Paper MGTM-107: ORGANIZATIONAL BEHAVIOR

**Duration: 3Hrs.
4**

Marks: 100

Credits:

Objective

This module provides students with an elaborative understanding of organizational behavior, its key principles, concepts & theories. The range of concepts & theories that students will be introduced to include foundation of organizational behavior, groups & group dynamics, motivation, leadership, organization design, organization structure, work stress, organization culture, organization effectiveness and development. By the end of the module, students will be fully equipped with the knowledge and skills required to understand & deal human behavior in the organization as individual, group member & organization as a whole.

Course Learning Outcomes

Upon successful completion of the course a student will be able to:

- CO1: Discuss the conceptual framework of organizational behaviour and individual dimensions of organizational behaviour.
- CO2: Explain group dynamics and demonstrate skills required for working in groups (team building).
- CO3: Analyze and compare different models used to explain individual behaviour related to motivation and leadership.
- CO4: Explain organizational culture and describe its dimensions and to examine various organizational designs.
- CO5: Discuss the implementation of organizational change.

Course Contents

Unit I: Foundations of Organizational Behavior

Conceptual framework of OB- Nature & Scope of Organizational Behavior, Determinants of Organizational Behavior, Challenges of Organizational Behavior. Individual Dimensions of OB- Nature of Human Behavior, Personality, Perception, Learning, attitudes & Values, Emotional Intelligence, Individual Decision Making, OB Mod

Unit II: Group & Group Dynamics

Defining and classifying groups, group structure and processes, individual vs group behavior, group dynamics theories, group decision making process, organizational conflicts, types and causes, techniques of conflict resolution.

Team vs groups, team development, Ingredients of effective teams, team life cycle, interpersonal skills - Johari window and transactional analysis, employee counseling.

Unit III: Motivation & Leadership Theories

Motivation - Needs, contents and processes, Maslow's hierarchy of needs, Herzberg's two factory theory, ERG theory, Vroom's Expectancy theory, Reinforcement theory and Behavior modification.

Leadership - Ohio State Studies, Michigan studies, and managerial grid. Contingency theories - Fiedler's model, Hersey and Blanchard's situational theory, leader-member exchange theory, path goal theory, and charismatic leadership.

Unit IV: Structural & Cultural Dimensions of OB

Design of Organization Structure, Forms of Organization Structure, works Design & Work Stress, Organizational Climate & Culture.

Unit V: Organization Effectiveness & Change

Organization Effectiveness, Organization Change, Organization development

Recommended book:

- L. M. Prasad, (2011): Organizational Behavior, India, Sultan Chand & Sons
- Robbins, Judge & Sanghi, (2009): Organizational Behavior 13e, India, Pearson, Prentice Hall

Reference books:

- Hersey, Blanchard & Johnson, (2009), India, Pearson/ Prentice Hall
- Keith Davis: Organizational Behavior
- Fred Luthans: Organizational Behavior

Note: Latest edition of readings may be used.

Teaching Learning Process

Interactive class room sessions with the help of power point presentations, case discussions and group discussions to ensure active participation and continuous learning.

Assessment Methods

Class tests/Assignments, Class participation, Presentations, End-semester examination

Keywords

Organizational Behavior, Personality traits, Group behavior, Motivation, Leadership, Stress Management.

4. SYLLABUS FOR THE MBA II SEMESTER COURSES

MBA: Semester-II

4.1. Paper MGMT-201: BUSINESS ENVIRONMENT

Duration: 3Hrs.

Marks: 100

Credits: 4

Objective

The basic objective of this course is to familiarize the participants with various aspects of economic, social, political and cultural environment of India. This will help them in gaining a deeper understanding of the environmental factors influencing Indian business organizations.

Course Learning Outcomes

Upon successful completion of the course a student will be able to:

CO1: Explain the micro and macro environment of business.

CO2: Understand and implement the provisions of industrial and legal environment.

CO3: Understand and analyze demographic and social environment of business.

CO4: Explain monetary and fiscal environment and apply the concepts for betterment of a business.

CO5: Understand and discuss international business environment.

Course Contents

Unit I: An Overview of Business Environment

Type of Environment-Internal, External, Micro and Macro Environment, Competitive Structure of Industries, Environmental Analysis and Strategic Management, Nature of the economy, structure of the economy, economic policies. Nature of Indian planning, Planning Commission. Achievement and failure of economic planning in India. Recent GNP trends, Major economic reforms.

Unit II: Industrial & Legal Environment

Industrial policy up to 1991, the new industrial policy, Public, private, joint and cooperative sectors, privatisation through disinvestment, village and small industries, industrial sickness, Regulatory role of the government, MRTP act, trade practices act, FEMA, patents and trade mark. Competition act 2000. Rational and extent of state intervention.

Unit III: Demographic and Societal Environment

Size of Population, Age Structure, Other demographic trends, population control policy, human development. Impact of foreign culture on business. Business and society, Business ethics and corporate governance. Social responsibility of business, social audit, consumer rights and business. Poverty and unemployment in India, planning for poverty elevation.

Unit IV: Monetary and Fiscal Environment

Measure of money supply, Monetary and fiscal policies, liquidity and interest rate environment. Overall structure and trends of taxation; direct taxes; recommendations of the 10th plan advisory Group; Kelkar Committee Recommendations, indirect taxes - Kelkar Committee Recommendations; fiscal

deficit and its management, alternate deficit concepts, deficit trends, challenges of deficit management, public borrowings in the fiscal environment.

Unit V: International Business Environment

Evaluation of WTO, function of WTO, Doha declaration, significance of foreign investment, FDI in India trends and pattern, FII, cross-border M&As. Trade balance and BOP. Globalisation of world economy, trend in globalisation, foreign trade policy, export promotion, EXIM policy, EPZs, EOUs, TPs & SEZs.

Recommended Book

- Aswathappa, K., (2000), Essentials of Business Environment, 7th edition, Himalaya Publishing House.
- Cherunilam, Francis, (2007), Business Environment - Text and Cases, Himalaya Publishing House.

Reference Book

- Gupta C. B., (2008), Business Environment, 4th edition, Sultan Chand.
- Bedi, Suresh, ((2004)), Business Environment Excel Book
- Agrawal Raj, Business Environment, Excel book
- Shaikh, Saleem, (2010), Business Environment, 2nd edition, Pearson Education.

Note: Latest edition of readings may be used.

Teaching Learning Process

Interactive class room sessions with the help of power point presentations, case discussions and group discussions to ensure active participation and continuous learning.

Assessment Methods

Class tests/Assignments, Class participation, Presentations, End-semester examination

Keywords

Business Environment, Societal Environment, Monetary and fiscal policies, WTO, FDI, FII, EXIM policy.

MBA: Semester-II

4.2. Paper MGT-208: FUNDAMENTALS OF BUSINESS ANALYTICS

Duration: 3Hrs.

Marks: 100

Credits:

4 Objective

Any body of knowledge cannot develop without the underlying research. This module introduces the fundamentals of research, its process and the way in which findings of a research initiative is presented and reported. It exposes the students to the various statistical tools being used to analyze data and draw inferences.

To provide a fundamental understanding of the research process, its tools and techniques and to help the students learn the art and science of presenting research finding in the form of a well formatted report.

Course Learning Outcomes

Upon successful completion of the course a student will be able to:

CO1: Understand some basic concepts of research and its methodologies. CO2:

Understand and implement data collection techniques.

CO3: Apply the concept of sampling design.

CO4: Apply data processing and data analysis techniques.

CO5: Write a research report, thesis and research proposal for grants.

Course Contents

Unit I: Introduction to Research

Meaning, types, process, research problem, Research design: Meaning, types of research design, features of a good research design, components of theory – definitions, concepts, constructs, variables, hypothesis, process of research and structure of research proposal.

Unit II: Data collection techniques

Data: Meaning, types, Data collection methods, Data collection instruments, Questionnaire vs. Schedule, Allied data collection instruments: Warranty cards, Distributor/Store audits, Pantry audits, Consumer panels, Mechanical devices, Projective techniques, Depth interviews, Content analysis, Case study method, its advantages & disadvantages.

Unit III: Sampling design

Introduction, Methods of the sampling: Sampling concepts, non-probability sampling, probability sampling, dependent and interdependent methods, Merit and limitation of sampling, sampling and non-sampling error, Test of hypothesis chi square test & goodness of fit.

Unit IV: Data compilation and analysis

Data processing: Editing, Coding, Classification, Tabulation, Issues in data processing

Data analysis: Types, Percentage analysis, Computer aided Charts (Pie chart, Bar diagram, Doughnut, Line diagram), Descriptive analysis, t-test, F-test, Z test and interpretation of the results.

Unit V: Report writing

Steps of writing research report, Report Layout: Preliminary pages, Main text, End matter, Mechanics of writing research report, Bibliography and references format, Precautions in writing research report.

Recommended books:

- Kothari, C. R., Research Methodology Methods and Techniques, New Age International Publishers, New Delhi, 2nd Edition.
- Paneerselvam, R., Research methodology, PHI Learning Pvt. Ltd., New Delhi.

Reference books:

- Green, Paul E., Tull, Donald S. and Albaum, Gerald, Research for marketing decisions, Prentice Hall of India Pvt. Ltd., New Delhi
- Saunders, Mark, Lewis, Philip and Thornhill, Adrian, Research methods for business students, Pearson Education, New Delhi
- Krishnaswamy, K.N., Sivakumar, Appa Iyer and Mathirajan, M., Management Research Methodology, Dorling Kindersley (India) Pvt. Ltd., New Delhi, Fourth Impression, 2010

Note: Latest edition of readings may be used.

Teaching Learning Process

Interactive class room sessions with the help of power point presentations, case discussions and group discussions to ensure active participation and continuous learning.

Assessment Methods

Class tests/Assignments, Class participation, Presentations, End-semester examination

Keywords:

Statistics, Central tendencies, Dispersion, Correlation, Regression, Probability, Bays' Theorem.

MBA: Semester-II
4.3. Paper MGTM-203: HUMAN RESOURCE MANAGEMENT

Duration: 3Hrs.

Marks: 100

Credits: 4

Objective

This module introduces the students with the key concepts, theories, tools & techniques of human resource management. The range of concepts that students will be introduced to include philosophy of HRM, human resource planning, job analysis, recruitment & selection, training & development, compensation & labor relation. By the end of the module, students will be fully equipped with the skills & techniques required to plan & manage the human resource in the organization.

Course Learning Outcomes

After completing the course, the student shall be able to:

C01: Understand basic concept, nature and importance of human resourcemanagement.

C02: Understand and analyze the purpose of human resource planning and practice of recruitment and selection.

C03: Realize the importance of training & development performance appraisal and compensation administration.

C04: Understand and analyze the concepts of grievance handling and industrial relation.

C05: Understand and apply the concept and principles of promotion, transfer and separation.

Course Contents

Unit I: Human Resource Management - An Overview

Human Resources Management (HRM): Meaning, Nature and Scope, Difference between HRM and Personnel Management, HRM functions and objectives, Evolution of HRM environment – external and internal. HRM within organization structure.

Human Resources Development in India: evolution and principles of HRD, HRD vs. Personnel functions, Role of HR managers. Strategic Human Resource Management

Unit II: Human Resource Planning (HRP), Recruitment and Selection

Human resources planning: definition, purposes, processes and limiting factors; human resources information systems (HRIS): personnel records and statistics, the use of information systems in HRM, HR accounting and audit.

Recruitment: recruitment policy, recruitment procedures, job analysis, job description, job specification, recruitment methods, and evaluation.

Selection: the selection procedure, the design of application form, selection methods, the offer of employment, and evaluation of process.

Unit III: Training & Development Performance Appraisal and Compensation Administration

Training and development: purpose, methods, and issues in training and management development programs.

Performance appraisal: definition, purpose of appraisal, procedures and techniques including 360 Degree Appraisal, the appraisal interview, and follow up.

Compensation Administration: Nature and Objectives of compensation, components of pay structure in India, Wage Policy in India – Minimum Wage, Fair Wage and Living Wage.

Incentive Payments: Meaning and Definition, Prerequisites for an effective incentive system, Types and Scope of incentive scheme, Incentive Schemes in Indian Industries, Fringe Benefits.

Unit IV: Grievance Handling and Industrial Relation

Discipline and grievance procedures: definition, disciplinary procedure model, the other procedures, grievance procedures and interview

Industrial relations: aspect of industrial relations (IR), nature and importance of union-management relations

Unit V: Promotion, Transfer and Separation

Promotion and Transfer: Promotion: purpose, principles and types; Transfer – reason, principles and types.

Separation: retirement, resignation, and termination of contract: layoff and exit interviews. Dealing with the human aspects of terminations: procedures for terminations, counseling, training and notice of dismissal.

Recommended Book

- K. Aswathappa, (2009): Human Resource Management- Text & Cases 5e, India, McGraw Hill.

Reference Books

- Dessler & Varkkey, (2010): Human Resource Management 11e, India, Prentice Hall.
- Decenzo & Robbins, (2006): Fundamentals of Human Resource Management, Wiley.
- Dipak Kr. Bhattacharyya, (2010): Human Resource Management 2e, India, Excel Books.
- Bernardin, (2007): Human Resource Management- An Experimental Approach, India, TATA McGraw Hill.
- Snell & Bohlander, (2008): Human Resource Management, India, South- Western Cengage Learning

Note: Latest edition of readings may be used.

Teaching Learning Process

Interactive class room sessions with the help of power point presentations, case discussions and group discussions to ensure active participation and continuous learning.

Assessment Methods

Class tests/Assignments, Class participation, Presentations, End-semester examination

Keywords

Human Resource Management, Recruitment, Selection, Training & Development, Performance Appraisal, Promotion, Transfer.

MBA: Semester-II
4.4. Paper MGT-204: CORPORATE FINANCE

Duration: 3Hrs.

Marks: 100

Credits: 4

Objective

The focus in this paper would be on issues related to finance in the Indian Corporate Sector. The contents are related to the practices observed in Indian Corporate Sector. The objective is to enable and equip the future managers with basic tools for applying financial analysis.

Course Learning Outcomes

After completing the course, the student shall be able to:

CO1: Recognize the importance of financial management from a strategic perspective.

CO2: Understand and analyze valuation of securities and investment decisions.

CO3: Compute cost of capital and develop innovative financial strategies related to capital structure.

CO4: Understand and compute risk and return on securities.

CO5: Discuss the financial leverage and dividend policy of a firm.

Course Contents

Unit I: Introduction to Financial Management

Meaning, objectives and scope, conflicts in profit versus wealth or value maximization principle, Time value of money.

Unit II: Valuation of Securities and Investment Decisions

Definitions. Types of Securities, Valuations of Bond, Types of Yield associated with Bond, Valuation of Preference share, Valuations of Equity. Capital budgeting techniques-Net Present Value Method, Internal Rate of Return Method. Cost of Capital-equity and debt.

Unit III: Cost of Capital and capital Structure

Cost of individual source of finance, cost of debenture, cost of preference share, cost of equity, cost of Term loan, weighted cost of capital, theory of capital structure, traditional approach, Net income, Net operating Income, MM approach.

Unit IV: Risk and Return

Calculating risk and return for individual security, Beta estimation, overview of capital market theory, Characteristic line, Securities market line.

Unit V: Short term financing, Leverage and Dividend Policy:

Management of Working Capital, Cash management, Inventory Management, Receivables Management, working capital leverage. Leverage- operating, financial and composite leverage, Dividend policy. Graham-Dodd model, Walter Model, Gordon model, MM model.

Reading List

Recommended Book

- I. M. Pandey, (2010): Financial Management, Vikas Publishing House

Reference Books

- M Y Khan & P K Jain, Financial Management- Text, problems and cases, Tata McGraw Hills
- Dr. R. P. Rustagi (2011): Financial Management- Theory, concept and problems, Taxman Publications.

Note: Latest edition of readings may be used.

Teaching Learning Process

Theory/ numerical with examples, Problem solving sessions.

Assessment Methods

Class tests/Assignments, Class participation, Presentations, End-semester examination.

Keywords

Financial Management, Time value of money, Investment decisions, Cost of capital, Risk and return, Financial Leverage, Dividend policy.

MBA: Semester-II
4.5. Paper MGTM-205: MARKETING MANAGEMENT

Duration: 3Hrs.

Marks: 100

Credits: 4

Objective

The course introduces a wide range of marketing concepts and explores the various functional areas of marketing management. The course provides an opportunity to the students to explore and relate the conceptual and applied learning of the subject to the real market situations.

Course Learning Outcomes

After completing the course, the student shall be able to:

- C01: Describe the basic concepts of marketing and marketing environment.
- C02: Employ the concepts of consumer behaviour to choose the relevant STP strategy.
- C03: Discuss marketing environment, marketing research process and customer value.
- C04: Describe the concept of market segmentation, targeting and positioning.
- C05: Apply the concepts of product mix in marketing decision making in a firm.

Course Contents

Unit-I: Introduction to Marketing

Marketing defined, Marketing process, Core marketing concepts (Need, want, demand, market offering, marketing myopia, Markets), Marketing Management orientations (Production, Product, Selling, Marketing, Societal marketing), Marketing vs. Selling, Marketing mix (4 P's of marketing).

Marketing environment, Internal environment, External environment, Micro environment, Macro environment and their impact or influences on marketing decisions.

Unit-II: Consumer Behavior

Introduction to Consumer buying behavior, Buyer Vs Consumer, factors influencing the Consumer buying behavior

Classification of CB (High & Low involvement) Dissonance reducing Buying Behavior, Habitual Behavior, Complex Buying Behavior, Variety Seeking Buying Behavior, Impulse Behavior, Buying Decision process, Stimulus Response model.

Unit-III: Market research & Customer oriented marketing

Marketing information system, Sources of customer related information

Marketing research, Concepts, Steps of marketing research process

Customer oriented marketing: Market segmentation, bases of market segmentation, patterns of segmentation, Targeting, Differentiation & Positioning, positioning maps

Strategic Marketing plan: Contents of a structured marketing plan.

Unit-IV: Segmentation, Targeting and Positioning:

Introduction to STP, STP Process, Requirement for Effective Segmentation, Bases for Segmenting Consumer Markets, Steps in STP, Segmentation Strategy.
Market Targeting (developing selection criteria), Types of Market Targeting, Targeting Strategy,
Positioning, Positioning for Competitive Advantage, Steps & Positioning Strategy.

Unit-V: NPD & Marketing Mix

Product life cycle & strategies, BCG Matrix, SWOC Analysis, Porters five force Model.
Product: Introduction to Product, Level of the product, New product development, Product mix & strategies.
Price: pricing objectives, selection of pricing policy, approaches to price adjustment, pricing strategies.
Distribution: Channel Management & Distribution methods.
Promotion: Promotion mix, Promotion strategies.

Recommended book:

- Kotler, Philip; Armstrong, Gary; Agnihotri, Prafulla and Haque, Ehsan Ul., *Principles of Marketing A South Asian Perspective*, Dorling Kindersley (India) Pvt. Ltd., New Delhi, 13th Edition.

Reference books:

- Panda, Tapan K, *Marketing Management Text and Cases*, Excel Books, New Delhi, 2nd Edition.
- Ramaswamy, V.S. and Namakumari, S, *Marketing management Global perspective Indian Context*, Macmillan Publishers India Ltd., New Delhi, 4th Edition, 2009.

Note: Latest edition of readings may be used.

Teaching Learning Process

Theory with examples, case study, market research etc.

Assessment Methods

Class tests/Assignments, Class participation, Presentations, End-semester examination.

Keywords

Marketing Management, Consumer behaviour, Market Research, Product Mix, Segmentation, Targeting, Positioning.

MBA: Semester-II
4.6. Paper MGTM-206: OPERATIONS MANAGEMENT

Duration: 3Hrs.

Marks: 100

Credits: 4

Objective

Production/operations management involves the integration of numerous activities and processes to produce products and services in a highly competitive global environment. Many companies have experienced a decline in market share as a result of their inability to compete on the basis of product design, cost or quality. Most now agree that world class performance in operations i.e., in product design, manufacturing, engineering and distribution, is essential for competitive success and long-term survival.

Course Learning Outcomes

After completing the course, the student shall be able to:

- CO1: Apply the concept of operations management in manufacturing and service sector and will be able to plan and implement production and service-related decisions.
- CO2: Plan production schedules and plan resources (material and machine) required for production.
- CO3: Apply the concepts of purchase, stores and inventory management and analyze and evaluate material requirement decisions.
- CO4: Apply the concept of operation research decision making for various decisions related to operation.
- CO5: Understand the concept of logistics management.

Course Contents

Unit-I: Introduction to Operations management

Importance and functions of operation management, types of production system, facilities location, facilities layout and materials handling, Product design and process selection, Types of layouts, Analysis and selection of layout-product and process layout, Computer integrated manufacturing system and line balancing.

Unit-II: Production planning and control,

Introduction, functions aggregate planning and master production scheduling; materials requirement planning. BOM, capacity requirement planning, techniques, problems in MRP and CRP, business process reengineering, TPM, method study & work measurement.

Unit-III: Materials management

Introduction, meaning, importance and functions; purchasing management; stores management and inventory management, types of inventories, inventory control systems-perpetual, periodic, JIT, KANBAN; quality assurance-six sigma concepts acceptance sampling, statistical quality control; quality movement, quality circles, ISO quality certification and types, maintenance management.

Unit-IV: Operations Research

Introduction, Linear programming –Graphical method, Trans-shipment, Transportation problems, Assignment model, travelling salesman problems, PERT/CPM, Inventory Model, Game theory

Unit-V: Logistics Management

Introduction to logistics management, significance of logistics, Total distribution concepts, Integrated logistics, Materials handling packaging and transportation system. Case-special cases on Japanese manufacturing systems.

Recommended book

- Panneerselvam, Production and Operations Management, Prentice Hall of India, N. Delhi.

Reference books

- Krajewski Lee J. & Ritman, Larry P.; Operations Management: Strategy & Analysis; 5th edition; Pearson Education; New Delhi; 1999.
- Chase Richard B., Aquilano, Nicholas J, et al; Production & Operations Management Manufacturing & Services; 8th edition; Tata McGraw Hill., New Delhi; 1999.
- Adam, Everett E. & Ebert, Ronald J.; Production and Operations Management: Concepts,
- Models and Behaviour; 5th edition; Prentice Hall of India Private Ltd., New Delhi.
- Kaizen-[One Small Step Can Change Your Life: The Kaizen Way](#) by [Robert Maurer](#)

Note: Latest edition of readings may be used.

Teaching Learning Process

Theory/ numerical with examples, Problem solving sessions.

Assessment Methods

Class tests/Assignments, Class participation, Presentations, End-semester examination.

Keywords

Operations Management, Production Planning, Material Management, Operation Research, Logistic.

MBA: Semester-II
4.7. Paper MGMT-207: INTERNATIONAL BUSINESS

Duration: 3Hrs.

Marks: 100

Credits: 4

Objective

To get the knowledge of the business ramifications of Globalization. To understand the meaning and rationale of Globalization. To get an awareness about the international orientations and stages of Globalization. To have a detailed knowledge about the environment of international business. To examine the significance of economic, political, socio-cultural, demographic, natural and technological factors for international business. To get an idea of the trade strategies and their implications for international business. To get an understanding of the tariff and non-tariff barriers to trade. To get an overview of Multilateral Trade Negotiations. To understand the functions, role, functions and impact of GATT and WTO. To get an overall idea of the WTO Agreements. To get an overall knowledge about the concepts such as International Corporation, Multinational Corporation, Global Corporation and Transnational Corporation. To know the elements of the Code of Conduct for MNC's. To understand the types of foreign investment. To get an idea about the theories of foreign investment and factors affecting Foreign direct investment and Portfolio investment.

Course Learning Outcomes

After completing the course, the student shall be able to:

C01: Understand the current theory and techniques of the major business discipline.

C02: Know about international economic institutions and agreements.

C03: Discuss about multinational corporations and theory of international investment.

C04: Describe the concept international financial environment.

C05: Discuss emerging developments in internationally specially India's competitive advantage in industries.

Course Contents

Unit I: International Business Environment

Introduction, Concept, Scope, Trends, Challenges and Opportunities; Globalization - Forces, Meaning, dimensions and stages in Globalization - Introduction to theories of International Trade by Adam Smith, Ricardo and Ohlin & Heckscher, Firm Specific Theories like Product Life Cycle Theory by Raymond Vernon and the Porter's Competitive Advantage Theory by Porter - Trading Environment of International Trade - Tariff and Non-tariff Barriers - Trade Blocks – Forms of Integration like Free Trade Area, Customs Union, Common Market, Economic Union and Economic Integration-NAFTA, SAPTA, SAARC, Indo-Lanka Free Trade Agreement, India-Singapore CECA- Rise of new economies like Japan, South East Asia and China (with comparison to India)

Unit II: International Economic Institutions and Agreements

General Agreement on Trade and Tariffs (GATT), The Uruguay Round, WTO (Seattle & Doha and Hongkong round of talks), Agreement on Textiles and Clothing (ATC), TRIPS, TRIMS, GATS- Dispute Settlement IMF, Asian Bank, World Bank, IBRD, IFC,

IDA, UNCTAD, ILO, WIPO, UNIDO- GSP, GSTP and other international agreements and strategic alliances; International Commodity Trading and Agreements.

Unit III: Multinational Corporations and Foreign Direct Investment

Nature of Multinational Corporations; MNC's and International Trade; Dominance of MNC's; India's Presence; Goals of MNC's; Fundamental Goals of Host Governments; Defenders and Critics of MNCs; In Defense of MNC's Foreign investments - Introduction, Patterns, Structure, Issues and Effects; Types of Foreign Investment-like FDI and Portfolio Investments; Theories of International Investments; FDI AND Production Linkages; Foreign Investment in India; Foreign Investment by Indian Companies; Cross-Border Mergers and Acquisitions

Unit IV: International Financial Environment

Financial Markets and Instruments - Introduction to Export and Import Finance - Methods of payment in International Trade – International Trade Financing- Institutional Finance for Trade-EXIM Bank-Forfaiting- Balance of Trade and Balance of Payments- Components of balance of payments- balance of payment disequilibrium and correction of disequilibrium-Financing of BOP deficit.

Unit V: Emerging Developments and Other Issues

Globalization and internal reform process - India's competitive advantage in industries like IT, pharmaceuticals, Steel, Textiles, Gems and Jewelry etc. – Potential Opportunities and threats

Recommended books:

- International Business by Hill and Jain, Sixth Edition Published by Tata McGraw Hill, New Delhi
- International Business by K Aswathappa, 4th Edition published by Tata McGraw Hill, New Delhi

Reference books:

- International Business by Justin Paul, 4th Edition published by Prentice Hall of India, New Delhi
- International Business-Text and Cases by Francis Cherunilam, 4th Edition, Published by Prentice Hall of India

Note: Latest edition of readings may be used.

Teaching Learning Process

Theory/ numerical with examples, Problem solving sessions.

Assessment Methods

Class tests/Assignments, Class participation, Presentations, End-semester examination.

Keywords

Operations Management, Production Planning, Material Management, Operation Research, Logistic.

5. SYLLABUS FOR THE MBA III SEMESTER COURSES

MBA: Semester-III

5.1. Paper MGT-301: MANAGEMENT INFORMATION SYSTEM

Duration: 3Hrs.

Marks: 100

Credits: 4

Objective

Today, the management of information systems is mostly associated with databases, the Internet, and server rooms. However, “information management” has been around since before the invention of these tools. It is as old as commerce itself, as traders, bankers, and merchants have always had reason to track sales and inventory. Creditors must be aware of how much capital has been lent to borrowers and how much money has been deposited at banks. In its most general terms, information systems encompass any interactions between organized data and people.

MIS can be the means by which information is transmitted (such as the Internet), the software that displays the information (such as Microsoft Excel), or the systems that manage the data. In this course, you will learn about the various components of information systems and how to leverage them in business.

Course Learning Outcomes

Upon successful completion of the course a student will be able to:

CO1: Relate the basic concepts and technologies used in the field of management information systems.

CO2: Understand networking system of management information system.

CO3: Creating a virtual company and improve business quality.

CO4: Develop MIS Systems.

CO5: Apply enterprise resource planning (ERP) and customer relationship management (CRM).

Course Contents

Unit-I: Introduction

Concept of Data and Information, Information Systems, Classification, Operations Support System (OSS), Management Support System (MSS), Transaction Processing System (TPS), Process Control System (PCS), Enterprise Collaboration System (ECS), Management Information System (MIS), Decision Support System (DSS).

Unit-II: Artificial Intelligence (AI)

Artificial Intelligence (AI), Applications of Artificial Intelligence, Neural Networks, Fuzzy Logical Control System, Virtual Reality, Expert System (ES), Executive Information System (EIS), Cross Functional Information Systems.

Unit-III: Role of MIS

Strategic Advantage with MIS, Competitive Strategy Concept, The Value Chain and Strategic IS, Using IT for Strategic Advantage, Business Process Re-engineering, Creating a Virtual Company, Improving Business Quality, Total Quality Management, Becoming an Agile Company, Building a Knowledge Creating Company.

Unit-IV: Developing MIS Systems

System Development Life Cycle, Investigation Phase, Prototyping, Feasibility Analysis, System Analysis (DFD and ER Diagram), System Design, Implementing Business Systems, Testing, Documenting, Training, Conversion and Maintenance.

Unit-V: Applications

Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Security and Ethical Challenges of IT, Ethical Responsibility - Business Ethics, Technology Ethics; Cyber Crime and Privacy Issues.

Recommended Book

- Laudon K C and Laudon J P - Management Information Systems: Managing the Digital Firms (Prentice Hall, 1 Ed.)
- O'Brien James - Management Information System (Tata Mc Graw Hill, 12 Ed.)
- Jawedkar W S - Management Information System (Tata Mc Graw Hill, 3 Ed.)

Reference Books

- Arora Ashok, Bhatia Akshaya – Management Information System (Excel, 1 Ed.)
- Davis & Olson – Management Information System (TMH, 2 Ed.)
- Murdick, Ross, Claggett – Information System For Modern Management (PHI, 3 Ed.)
- Stair & Reynolds – Fundamentals of Information Systems (Thompson, 2 Ed.)

5.2. Paper MGTM-302: LEGAL ASPECTS OF BUSINESS

Duration: 3Hrs.

Marks: 100

Credits: 4

Objective

'Ignorantia juris non excusat' meaning thereby, 'ignorance of law cannot be excused'. So whether a person is aware of law or not, any violation of law even if unintentional, attracts penal action. It is therefore essential for a businessman to understand the fundamental legal aspects which directly affect the business operations. Some of such 'must-understand' legal areas covered in this module include provisions relating to Contracts, Sale of goods and matters associated with the formation and functioning of companies in India.

To provide a fundamental understanding of the various provisions of Indian Contract Act, 1872 Sale of Goods Act, 1930, Negotiable Instrument Act, 1881, Indian Companies Act, 1956 and the consumer Protection Act, 1986 pertaining to Indian business scenario.

Course Learning Outcomes

Upon successful completion of the course a student will be able to:

CO1: Evaluate the provisions of Law of Contract, 1872.

CO2: Examine various provisions of Sale of Goods Act, which includes formation, conditions and warranties in sale.

CO3: Compare and contrast different types of negotiable instruments and its applicability in the money market.

CO4: Know the provisions of the Companies Act 2013.

CO5: Relate and apply various provisions related to Consumer Protection Act. They would be aware of the rights of consumer and various consumer forums.

Course Contents

Curriculum

Unit I: The Indian Contract Act 1872

The Indian Contract Act 1872: Meaning and Essentials of contract; Kinds of contract based on validity, formation & performance; law relating to offer and acceptance, consideration, competency to contract, free consent, void agreements, performance of contracts, discharge of contracts, breach of contracts and quasi contract; Special contracts: contract of indemnity and guarantee, bailment and pledge, and agency.

Unit II: Sale of Goods Act 1930

Sale of Goods Act 1930: Sale and agreement to sell, implied conditions and warranties, sale by non-owners, rights of unpaid seller.

Unit III: Negotiable Instruments Act 1881

Negotiable Instruments Act 1881: Meaning of negotiable instruments, type of negotiable instruments, promissory note, bill of exchange, cheque.

Unit IV: The Companies Act 2013

The Companies Act 2013: Meaning and types, Incorporation, Memorandum & Articles of association, Prospectus, Issue of shares and bonus shares, rights issue, sweat equity, role of directors, share qualification, company meetings. The Limited Liability Partnership Act 2008: Meaning and nature of limited partnership, formation, partners & their relations, extent and limitation of liability.

Unit V: Consumer Protection Act 1986

Consumer Protection Act 1986: Objectives and machinery for consumer protection, defects and deficiency removal, rights of consumers. The Right to Information Act 2005: Salient features and coverage of the act, definition of terms information, right, record, public authority; obligations of public authorities, requesting information and functions of PIO. Information Technology Act 2000: The rationale behind the act, Digital signature and Electronic signature, Electronic Governance

Recommended books:

- Tulsian, P C, Business Law, Tata McGraw Hill Education Private Limited, New Delhi.
- Garg, Sharad, Case Laws in Mercantile Law, Ramesh Book Depot, Jaipur.
- Kuchhal, M C, Modern Indian Company Law, Shree Mahavir Book Depot, New Delhi.

Reference books:

- Aggarawal, Rohini, Mercantile & Commercial Laws, Taxmann Publications, New Delhi, 2012.
- Majumdar, A K and Kapoor, G K, Company Law, Taxmann Publications, New Delhi, 2012.
- Gogna, P P S, A Text book of Mercantile Law (Commercial Law), S Chand, New Delhi.
- Singh Avtar, Principle of Mercantile Law, Eastern Book Company.

5.3. Paper MGTM-303: BUSINESS STRATEGY

Duration: 3Hrs.

Marks: 100

Credits: 4

Objective

Strategy is at the heart of general management education. It explores how firms compete and what they need to do to be successful. Clear strategic thinking should inform the decisions of every general manager and is the basic competence of management consultants everywhere. The Course structure gives an insight into the strategic planning process done by organizations. The student is required to learn basics of that how a strategy is formed and finally implemented by organization.

Course Learning Outcomes

Upon successful completion of the course a student will be able to:

C01: Understand the concept of strategy.

C02: Analyze and diagnose the business environment.

C03: Understand the process of strategic choice.

C04: Identify the inter-relationship between formulation and implementation.

C05: Understand the techniques of strategy evaluation.

Course Contents

Unit I:

Concept of strategy: Defining strategy, Levels at which strategy operates, Strategic Decision Making and Approaches to Strategic Decision making, essence of strategic thinking, replacing planning with strategic thinking, strategic management process, Mission and Purpose, Objectives and Goals, Strategic Business Units.

Unit II:

Environment Analysis and Diagnosis - Concept of Environment and its components, Environment scanning and appraisal, organizational appraisal, Strategic advantage analysis and diagnosis, SWOT analysis.

Unit III:

Grand Strategies –Stability, growth, retrenchment & combination strategies-Modernization, Diversification, Integration, Merger, Take-over and Joint Venture strategies, Turnaround – divestment and Liquidation strategies. Strategies for competing in globalizing markets. Process of Strategic Choice – Process of strategic choice – Gap analysis. Industry analysis, competitor analysis - Porter's Five forces Model of competition. SWOT

analysis- Synergy and Dysergy, Mckinsey's 7's framework; GE-9 Cell Model, Bostan's Consultancy Model. Distinctive competitiveness; Factors affecting Strategic Choice.

Unit IV:

Inter-relationship between formulation and implementation; Issues in strategy implementation, Resource Allocation, Budgets, Behavioural Issues – Leadership styles – Charismatic, transformational, visionary, team, cross-cultural & ethical leadership, Corporate culture and values power Social Responsibilities – Ethics, Building capable organization.

Functional Issues – Financial, Marketing, Operations and Personnel Plans and policies. Strategy and Structure: Organization structure, Structural Considerations, Structure for strategies, Organizational design and change, Matching structure and strategy.

Unit V:

Strategy Evaluation: Importance, Overview of strategic evaluation, strategic control, techniques of strategic evaluation and control, Operational Control.

Corporate Governance – Introduction & meaning, stakeholders, ownership & management, governing board, governance issues, governance & strategic implementation.

Recommended books:

- Business policy and strategic Management, Azhar Kazmi, Tata McGraw -Hill

Reference books:

- Strategic management and business policy, William F. Glueck, Tata McGraw -Hill
- Strategic Management, Michael Porter, Prentice hall of India
- Cases in Strategic Management, S.B. Budhiraja & Atheya, Excel Books

5.4. Paper MGT-307: SUMMER INTERNSHIP/ PROJECT (PAP/PCP)

Marks: 100

Credits: 4

Objective

Student has to undergo a practical training of minimum forty-five days after second semester. MBA being professional course it is essential for each student to practically apply or understand theoretical concepts what he/she learn during the course. During the training programme student is expected to collect vital information through internal and external source so as to reach concrete conclusions on the given subject. Student has to prepare the project report under the guidance of internal teacher. Director/Principal of the institution/college will decide the last date of submission of final copy. Student should submit two typed copies to the Institute. One copy for the institute and another copy for his/her personal record. Students may prepare additional copies for the organization, guide etc.

A viva-voce examination will be conducted before the Semester III examination. A viva-voce committee of minimum two members will be appointed by the university.

Course Learning Outcomes

Upon successful completion of the course a student will be able to:

C01: Construct the company profile by compiling the brief history, management structure, products / services offered, key achievements and market performance for his / her organization of internship.

C02: Assess its Strengths, Weaknesses, Opportunities and Threats (SWOT).

C03: Determine the challenges and future potential for his / her internship organization in particular and the sector in general.

C04: Test the theoretical learning in practical situations by accomplishing the tasks assigned during the internship period.

C05: Apply various soft skills such as time management, positive attitude and communication skills during performance of the tasks assigned in internship organization.

Course Contents

Guidelines for the project report

Declaration from the student that the research work is not copied from any other existing reports. Certificate of the guide. Guide should certify that the research work is original and completed satisfactorily under his guidance.

The Chapter scheme for the project report will be as follows-

CHAPTER NO-I – Introduction to the study.

Introduction
 Objectives and importance of the study
 Scope and limitations of study
 Research Methodology

CHAPTER NO.II – Introduction to the organisation

Introduction to the industry
 Brief History of organisation
 Subsidiaries, Associates of the company
 Departments / Manufacturing process
 Important statistical information
 Future prospect
 Organisation Structure

CHAPTER – III - Theoretical Background

Basic concepts
 Necessary theoretical inputs may be added to support the research work.

CHAPTER –IV – Data Analysis and Interpretation

Data should be analyzed with help of various tools studied in the Subject "Application of Research Methods in Management".

CHAPTER-V Findings / Observations

CHAPTER VI- Suggestions / Conclusion

Appendix

Questionnaire / Charts / Data / Diagrams / Tables / etc.

Bibliography

The above guidelines are not the prescription on writing the project report but can be used as milestones while writing the Project Report. The guide has the every discretion to change the chapter scheme as per the requirement

Note

1. There should be proper linkage between objectives, data analysis and interpretation, findings and suggestions.
2. Student should not use logos and name of company on the project report pages. Header and Footer shall consist of university name and institute name respectively. No other information should be included in the Header and Footer.
3. Use of colors in text matter should be avoided.

MBA: Semester-III

5.5. Paper MGT-301F: SECURITY ANALYSIS

Duration: 3Hrs.

Marks: 100

Credits: 4

Objective

Integration of the world's Financial Markets has undoubtedly Increased the Investment Opportunities Manifold. A number of Transformations have taken place in India ever since the Economy was Opened up. A Constitution of Securities Exchange Board of India (SEBI) as Regulator was a Major Step in the Direction of Reforms in this subject, we Included Asense of Awareness is Included Among the Investors and they are encouraged to invest in the capital markets.

The aims of the students for taking a long -term view of the markets and taking wise investment decisions. it Covers in depth, the Investment Climate in India, Various Investment Avenues, Risk Return Profiles, Fundamental Analysis etc.

CO1 : Understand the framework of securities market and investment

CO2 : Understand the concept of risk and return, and diversification of risk

CO3: Understand the concept of fundamental analysis of the securities

CO4 : Understand the concept of Technical analysis, EMH

CO5: Create optimum portfolios of different securities

Curriculum:

Unit I

Investment Scenario:

Concept of Investment, Investment Objective and Constraints, Investment Classification, Financial Market, Real Investment Avenues.

Units II

Risk and Return:

Concept of Risk and Return, Reduction of risk through Diversification, Quantify Portfolio Return and Risk, Security Market lines and its Applications.

Unit III

Fundamental Analysis and Equity Valuation Model:

Objective and Beliefs of Fundamental Analysis, Industry Analysis, Structural Analysis, Company Analysis, Valuation Methods, Dividend Discount Models, Measures of Relative Value, Price Earnings Ratio, Price to Book Value Ratio, Price to Sales Ratio, Free Cash Flow Model to Equity Model.

Units IV:

Technical Analysis and EMH:

Concept of Technical Analysis, Fundamental vs Technical, Technical Trading Rule, The Dow Theory, Charting, Price Patterns, Trendiness, Advances Technical tools, EMH- Concepts of Efficiency of the Stock Markets Forms of EMH, Test of EMH in Indian Market.

Unit V:

Bond Valuation, Bond With Warrants and Embedded Options:

Role of Bond from an Investors point of View, Types of Bonds, Value of Bond, Bond Yield Measures, Forecasting Interest Rates and Determinants of Interest Rates, Theory of Interest Rates, Types of Risks, Duration, Immunization of Risk Convexity, Term Structure of Interest rates. Bond With Warrant, Convertible Bonds, Callable Bond.

Suggested Readings:

1. Investments :williams F. Sharpe, Gordon J .Alexander: PHI
2. Investments: Zvi Bodie, Alex Kane, Alan J . Marcus TMH.
3. Introduction to Investment :Herbert B . MAYO: Cengage Learning.
4. Investment management Yogesh Maheshwari.: PHI
5. Investment Analysis and Management.: Charles P. Jones: WILEY India

MBA: Semester-III

5.6. Paper MGT-302F: PORTFOLIO MANAGEMENT

Duration: 3Hrs.

Marks: 100

Credits: 4

Objective

Portfolio Management is the ultimate guide to understand the Various of Investment Management and How Managers run Money. The Selection of Investment vehicles ,how they are valued, and how various strategies can be used, this Understanding is essential to Accomplish Investment Objectives.

This subject, aims to Enable the Student of Portfolio Management to Specify Appropriate Investment Policy or to be Frame an Investment Policy for the Business Organizations.

CO1 :Understand the capital market theory

CO2 :Understand investment policy, framework and constraints

CO3 :Understand the Asset Allocation, various approaches of asset allocation

CO4 :Gain knowledge and skills in portfolio diversification

CO5 :Develop proficiency in performance measurement by understanding portfolio evaluation measures

Curriculum

Unit I

Capital Market Theories: Markowitz Portfolio Theory, Capital Asset pricing model(CAPM),Capital Market Line(CML), Security market line (SML), Arbitrage pricing theory(APT).

Unit II

Investment Policy: Investment Objectives, Individual Investors, Determination of Investment Policies, Institutional Investors, Investment Constraints.

Unit III

Asset Allocation: Asset Allocation Process, Types of Asset Allocation, Asset Allocation-Management Style, Different Approaches to Asset Allocation Decision.

Unit IV

Portfolio Revision: Portfolio Diversification, Portfolio Revision, Transaction Costs,Constraints in Portfolio Rebalancing, Portfolio Monitoring and Rebalancing, Portfolio Revision Techniques, Issues in portfolio Rebalancing,Selection and Revision of equity portfolios.

Unit V

Performance Measurement: Portfolio Evaluation Measures, measures of returns , portfolio segment measurement, Eugene Fama's portfolio decomposition, use of multiple benchmark and multiple index models for performance, performance attribution

analysis, monitoring influence of asset allocation decisions, sector and security selection, performance evaluation of the portfolio manager.

Suggested Readings:

1. Investments :williams F. Sharpe,Gordon J .Alexander: PHI
2. Investments: Zvi Bodie, Alex kane, Alan J . Marcus TMH.
3. Introduction to Investment :Herbert B . MAYO: Cengage Learning.
4. Investment management Yogesh maheshwari.: PHI
5. Investment Analysis and management.:CharlesP.james: WILEY India

MBA: Semester-III
5.7. Paper MGT-303F: FINANCIAL MARKETS AND SERVICES

Duration: 3Hrs.

Marks: 100

Credits: 4

Objective

The focus in this paper would be on issues related to the financial markets & instruments along with different financial services and current scenario of Indian financial system & markets.

This paper provides an introduction to the financial markets products and services, markets and market participants. The objective of this course is to familiarize the student with the operations of Indian financial markets and basic concepts of different financial services along with the banking system.

C01 : Understand the framework of financial system

C02 :Develop a comprehensive understanding of financial markets, including their structure, functions, participants

C03 :Gain a conceptual understanding of fund-based and fee-based financial services

C04 :Foundational understanding of the basic concepts of insurance and mutual funds, role of agencies

C05 :Understand banking, regulatory frameworks, and emerging trends in the banking sector

Curriculum

Unit I: Introduction to the Financial System

Nature and role of financial system, financial system and financial markets, government intervention in the financial system, informal and formal financial system, components of formal financial system- institutions, intermediaries, markets and services, functions and weaknesses of Indian Financial System.

Unit II: Introduction to Financial Markets

Money market and Capital market, money market instruments- T Bills, CPs & CDs. Capital Market-primary and secondary, methods of raising capital, Derivative concepts, Role of SEBI.

Unit III: Introduction to Financial services

Fund based and Fee based service. Conceptual aspect of factoring, forfeiting, credit rating, bill discounting, leasing, securitization and consumer finance. Evaluation of strategic decisions regarding factoring, leasing and merger & acquisitions.

Unit IV: Insurance and Mutual funds

Basic concepts of insurance and mutual funds, role of IRDA and AMFI

Unit V: Introduction to Banking

An overview of the different activities performed by a bank. Retail Banking: Concepts, forms and products of retail banking. Corporate Banking: meaning, nature, functions and products.

Recommended books:

- "Financial Markets and Services" E. Gordon & K. Natarajan, Himalaya Publishing House

Reference books:

- "Financial Markets, Institutions and Financial Services" Clifford Gomez, Prentice Hall of India
- "Financial Markets and Institutions-An Introduction to the Risk Management Approach" A. Saunders & M. M. Cornett. Tata McGraw Hills Publication
- "Indian Financial System" Bharti Pathak, Pearson Education.
- "Financial Institutions and Markets- structure, growth and innovations" L. M. Bhole & Jitendra Mahakud. Tata McGraw Hills Publication

MBA: Semester-III

5.8. Paper MGTM-301H: HUMAN RESOURCE PLANNING & DEVELOPMENT

Duration:3Hrs.
4

Marks:100

Credits:

Objective

This paper has been designed keeping in mind the current need of organizations. Human resource planning and management has become a bigger challenge for organization due to growing globalization and emerging new trends specially because of changing environment. This paper addresses all those challenges and suggests ways to handle them efficiently.

The objective of this paper is to develop a conceptual as well as a practical understanding of Human Resource Planning and Development in organizations. It includes almost every basic aspect of human resource management orientation.

Curriculum

Unit-I

Overview of Human Resources, Historical evolution, Integrated HR function, Corporate and HR environment, Strategic environment, Strategic Management

Unit-II

HR planning at Enterprise level, Need for systematic planning, Planning process, Operating Environment- Internal & External, Job description, Models & techniques of Manpower demand and Supply forecasting. Retention-Redeployment and Exit strategies

Unit-III

Career management-Recruitment and Selection, Employee Induction Programme, Employee training, Training needs & objective setting, Methods of training, Development & Development needs, Human Resource Development, Development process

Unit-IV

Performance planning – Performance appraisal, Measures of appraisal, System components appraisal methods, Ethics of appraisal, Problems & issues

Unit-V

Human Resource Information System- Concept, Objectives of HRIS, Types of information, Sources of Information, Method of Data collection, Procedure of maintaining HRIS at Micro & Macro level

Recommended Book

- PraveenDurai(2010), Human Resource Management, Pearson Education, South Asia

Reference Books

- John Storey, Graeme Salaman, Christopher Mabey(1998): Strategic Human Resource Management: A Reader, SAGE Publications, 1998
- Christopher Mabey, Rosemary Thomson (2011): Developing Human Resources, Routledge, Taylor and francis group, New York, USA.
- Dessler&Varkkey, (2010): Human Resource Management 11e, India, Prentice Hall
- Richard D. Johnson, Michael J. Kavanagh, Mohan Thite (2011): Human Resource Information System 2e, SAGE Publications, 2011.

MBA: Semester-III

5.9. Paper MGT-302H: COMPENSATION MANAGEMENT

**Duration:3Hrs.
4**

Marks:100

Credits:

Objective

Compensation management has undergone a big change. Remuneration system now-a-days is framed in such a way that it serves the purpose for all types of employees. For example we have different pay system for sales person, scientist, upper management personnel and so on. This curriculum addresses those all problems and give a clear understanding of emerging trends in compensation management.

The course is designed to promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms of organizations and to impart skills in designing, analyzing and restructuring reward management systems, policies and strategies.

Curriculum

Unit-I

Job Evaluation - Definition - Techniques. Role of compensation in organization: economic and behavioural theories related to compensation; strategic perspectives of compensation; compensation as motivational tool.

Unit-II

Compensation - classification – types, incentives - fringe benefits- principles, Non-monetary benefits, Importance of remuneration system, factors influencing Employee remuneration – External factor, Internal factors, Challenges of Remuneration.

Unit-III

Theories of wages-Wage structure-Wage fixation- Wage payment-Salary administration.

Unit-IV

Rewards for sales personnel – Pay-commission-pay & commission-performance based pay system-incentives-Executive compensation plan and packages.

Unit-V

Wage Boards-Pay commissions-Compensation management in Multinational Organizations.

Recommended Book

- K. Aswathappa, (2009): Human Resource Management- Text & Cases 5e, India, McGraw Hill.

Reference Books

- Richard I. Hinderson(2006), Compensation Management in a Knowledge - based World 10e, India, Pearson prentice Hall.
- Peter T. Chingos(2002), Paying for Performance: A Guide to Compensation Management 2e, John Wiley & Sons Inc., New York.
- S.S. UPADHYAY(2009), COMPENSATION MANAGEMENT: Rewarding Performance, Global India Publications Pvt. Ltd., New Delhi.
- B.D. Singh (2009), Compensation and reward management, Excel books.

MBA: Semester-III

5.10. Paper MGTM-303H: MANAGEMENT TRAINING & DEVELOPMENT

**Duration:3Hrs.
4**

Marks:100

Credits:

Objective

Training and development is one of the key areas where rapid changes have been observed. Introduction of new technology in the market has made it compulsory for managers to train their employee for the survival of the enterprise. Secondly, training makes an employee efficient and effective resulting in better job satisfaction and increased overall production of the company which ultimately leads to profitability.

This paper has been designed, keeping in view the needs of the organizations. Successful managerial performance depends on the individual's ability to observe, interpret the issues and modify his approach and behavior. All organizations need to pay adequate attention to equip their employees. Rapid progress in technology has changed not only in the physical facilities but also in the abstract qualities required of the men who are using them. This paper will attempt to orient the students to tailor themselves to meet the specific needs of the organizations in training and development activities.

Curriculum

Unit-I

Training: Introduction - Conceptual framework of training - approaches on training - Difference between Training and Development - Training and applied psychology - principles of training - Learning and skills acquisition - Transfer and retention of skills.

Unit-II

Need for Training - Methods of Identification of Training needs - Training policy - Planning and organizing the training programmes - Methods of Training - on the job training - off the job training - choosing optimum method - the lecture -panel discussion - behaviour modeling - interactive demonstrations - brain storming - case studies, incident process, in-baskets, team tasks, agenda setting, role plays, simulations, business games, critical incidents, grouping methods, transactional analysis, exception analysis.

Unit-III

Management Development (MD) and Organisational Development (OD) - Difference between MD and OD - Aims and objectives of MD and OD - Methods of MD -OD interventions - Succession Planning and Career development.

Unit-IV

Evaluation of training-need for evaluation, Principles of evaluation, Criterion and Approaches: Return on investment in training, Process of calculating ROI in training; emerging trends in training and development; New perspectives on training- Cross culture training.

Unit-V

Technology in training: CBT, Multimedia training, e-learning/Online learning, Distance learning

Recommended Book

- B.L. Gupta(2011), Management Training and Development, Vrinda Publication, New Delhi.

Reference Books

- Alan M. Saks, Robert R. Haccoun (2010): Managing Performance Through Training and Development, 5e, Nelson Education ltd. USA.
- Craig Eric Schneier, Craig J. Russell (1994): The Training and Development Sourcebook
- 2e, Human Resource Development Press Inc, USA.
- Wendell L. French, Cecil. H. Bell (2008): Organization Development, 6/e, India, Pearson Prentice Hall.
- Donald L. Anderson (2012): Organization Development: The Process of Leading Organizational Change, 2e, sage publication Inc.

MBA: Semester-III

5.11. Paper MGTM-301I: INTERNATIONALECONOMICS

Duration: 3Hrs.

Marks: 100

Credits: 4

Objective

The course stresses policy topics that are topical. It is intended to provide an introduction to select economic and policy issues for advanced economies, the economies in transition, and emerging and developing countries

Course learning outcomes:

CO1. Identify the basics of international economics, difference between inter-regional and international trade, understand how international economics has helped countries to acquire goods at cheaper cost and explain it through the various international trade theories.

CO2. Show the benefits of international trade in a way how nations with strong international trade have become prosperous and have the power to control world economy and how global trade can be one of the major contributors of reducing poverty.

CO3. Explain how restrictions to international trade would limit a nation in the services and goods produced within its territories and at the same time explain that a rise in international trade is essential for the growth of globalization.

CO4. Show the importance of maintaining equilibrium in the balance of payments and suggests suitable measures to correct disequilibrium as well.

CO5. Be aware of trade policy and the changes in the composition as well as direction of foreign trade after international trade and know the causes and effects of deficits in the balance of payments, measures adopted to correct the deficits and identify the need for having trade reforms.

Curriculum

Unit-I: Meaning, Nature and Scope of International Economics:

Theoretical and descriptive international economics; features of global economy; categories of economies; developing and developed economies; characteristics of developed and developing economies; growing economic power of developing countries; factors promoting global economic co-operation; India and the global economy

Unit-II: The Pure Theory of International Trade

Features of international trade; International trade equilibrium-some analytical tools; the classical theory of comparative advantage; the classical theory of comparative costs; refinements of the comparative costs theory; the modern theory of factor endowments: the Heckscher-Ohlin theory; international trade and factor prices; factor intensity reversals: Stopler-Samuelson and Rybezynski Theorems; New theories of international trade; economic growth and international trade; technical progress and international trade; the gains from trade; the terms of trade; terms of trade and economic development.

Unit-III: Commercial Policy:

Free trade versus protection: Tariffs; effective rate of protection; on-tariff barriers; import quotas; dumping; exchange control; international cartels; state trading; international economic integration; ASEAN and NAFTA

Unit-IV: Balance of Payments:

Meaning and components; adjustment mechanism of the balance of payments; balance of payments policies; internal and external balance; income adjustment: foreign trade multiplier; foreign exchange rate; foreign exchange rate policy; devaluation; optimum currency area; the foreign exchange market; international capital movements; the transfer problem.

Unit-V: Trade Policy and Co-operation:

Trade strategy; trade barriers; social issues in international trade; south-south co-operation; SAARC; SAPTA; Indo-lanka free trade agreement; Indo-Singapore CECA; GSTP

Recommended Book

- International Economics by Francis Cherunilam published by Tata McGraw Hill, New Delhi
- International Economics by M.L Jhingan published by Vrinda Publications

MBA: Semester-III

5.12. Paper MGTM-302I: INTERNATIONAL BUSINESS LAWS

Duration: 3Hrs.

Marks: 100

Credits: 4

Objective

This course is an introduction to International Business Law and legal systems of various countries. Students who intend to become internationally oriented professionals will learn how firms' doing business between more than 185 countries are governed and regulated. Students will also learn the role of international organizations in the process of regulating international business, as well as international treaties, conventions and agreements. Students will learn to analyze countries' legal and business conditions, as well as develop and deliver written presentation.

Course learning Objectives:

CO1. Students will be able to understand the concept of international law and legal international framework.

CO2: Students will be able to describe the business law contracts

CO3: Students will be able to work effectively with international trade in India.

CO4: Students will be able to understand international level litigation and disputes settlement.

CO5: Students will be able to know about the taxation of foreign income.

Curriculum

Unit I: Introduction to Law

Meaning of Law, Law and Society, Systems of Law, Development of Law, Sources of Law, Legal Environment of International Business

Unit II: Business Law Contracts

Sanctity of Contracts, Principles of Governing the formation, Performance and Termination of Contracts, Contractual remedies, Special contracts such as indemnity, guarantee, Bailment, Agency, Partnership

Unit III: International Business Law

Law relating to international trade in India, International Sales Contract, Contracts related to Credit, carriage and insurance, international legal conventions, conflict of Laws and Contracts, contracts retailing to consultancy and technology transfer, -Joint ventures, FDI

Unit IV: International Litigation and dispute Resolution

Provisions in contracts- Litigation- Jurisdiction applicable Law, recognition Enforcement, ADRs Types, International Conventions, and Law in India, Process and Procedure for settlement of Disputes

Unit V International Taxation and other matters

Indian Law Governing taxation of foreign income, avoidance of double taxation treaties, anti dumping and countervailing duties, product liability, environmental law and international sales

Recommended Book:

- Richard Schaffer and others, International Business Law and its Environment , Cengage, 2009

Reference Books:

- Leo D'arcy, Carole Murray and Barbara clave "Schmitthoff's Export Trade" The Law and Practice of International Trade ,2009.
- Motiwal O.P, International Trade Law and Practice, 2009.

MBA: Semester-III

5.13. Paper MGTM-303I: INTERNATIONAL MARKETING

Duration: 3Hrs.

Marks: 100

Credits: 4

Objective

To improve the learning and knowledge of the students about the concepts of International marketing; making the students understand marketing in all cultures; to create awareness about the economic, political and social changes that have occurred over the last decade which have altered the landscape of global business; to brief the students about the strategic implications of competition in different country markets.

Couse learning outcome

After successfully completing this course students will:

CO1: Develop an understanding of and an appreciation for basic international marketing concepts, theories, principles, and terminology.

CO2: Be able to demonstrate an awareness of global market and knowledge of the impact of global market factors (cultural, economic, institutional, legal and political) on international marketing activities.

CO3: Be capable of identifying international customers through conducting marketing research and developing cross-border segmentation and positioning strategies.

CO4: Be capable of developing a global marketing strategy by applying the basic concepts of product, pricing, promotion, and channels of distribution in international settings.

CO5: Be able to apply an integrated understanding of the course material by conducting an analysis of international marketing issues in relevant case studies and current events identifying factors that contribute to the challenges faced by marketers internationally, and developing corresponding solution options based on multiple perspectives.

Curriculum

Unit I: An Overview of International Marketing

The scope and challenges of international marketing: global perspective, international marketing defined, the international marketing task, environmental adaptation, the self-reference criterion and Ethnocentrism, stages of international marketing involvement, strategic orientation; The dynamic environment of international trade: global perspective, balance of payments, protectionism, easing trade restrictions, IMF and World Bank

Unit II: The Cultural Environment of Global Markets

Global perspective; geography and global markets; geography, nature and economic growth; social responsibility and environmental management; world population trends; world trade routes; communication links; historical perspective in global business; Cultural dynamics in assessing global markets:

Global perspective; culture: definition and scope; cultural knowledge: factual versus interpretive knowledge, cultural sensitivity and tolerance; cultural values: business customs in global markets; political risks in global business

Unit III: Assessing Global Market Opportunities

Developing a global vision through marketing research: breadth and scope of international marketing research, problems of availability and use of secondary data, problems in analyzing and interpreting research information; Emerging markets: marketing and economic development, marketing in a developing country, developing countries and emerging markets; strategic implications of marketing; patterns of Multinational Corporations; global markets and multinational markets.

Unit IV: Developing Global Marketing Strategies

Global Marketing Management: planning and organization; products and services for consumers; products and services for businesses; International marketing channels; Exporting and logistics: special issues for business; integrated marketing communications and international advertising; personal selling and sales management; pricing for international markets;

Unit V: Implementing Global Marketing Strategies

Negotiating with international customers, partners and Regulators; the danger of stereo types; the pervasive impact of culture on negotiation behavior; implications for managers and negotiators

Recommended Book:

- Cateora, Philip R and Graham, John L, *International Marketing*, Tata Mc Graw Hill, New Delhi

Reference Books:

- International Marketing: Analysis and Strategy by Sak Onkvisit and John J. shaw published by Pearson Education, Fifth Impression
- International Marketing by P. K. Vasudeva published by Excel Books, latest edition.
- International Marketing by Michael and IKKA, PUBLISHED BY South-Western Cengage Learning, latest edition

MBA: Semester-III

5.14. Paper MGT-301M: RETAIL MANAGEMENT

Duration: 3Hrs.

Marks: 100

Credits: 4

Objective

With International retailers like Wal-mart, Metro, Carrefour etc. expanding their arms in India, organized retailing is set to take Indian retail scenario by storm. The organized retailing sector is generating huge demand for management professionals to handle retailing operations in a professional manner. This necessitates the introduction of Retail management courses for the management professionals. This paper helps the students learn the functional aspects of organized Retailing and its management.

Curriculum

Unit-I: Introduction to Retail Management

Retailing: Meaning, Retail format, types of retailers (store, non-store retailing), Indian retailing scenario, Functions performed by retailers.

Unit-II: Retail Consumer behavior and communication mix

Types of buying decisions, Retail buying process, Factors influencing retail buying decisions.

Retail communication mix: Meaning, methods, Retail communication process.

Unit-III: Retailing strategy

Definition, strategic retail planning process

Location & site analysis: Types of retail locations, factors affecting Trade area demand, factors affecting attractiveness of a site.

Unit-IV: Retail operations

Supply chain management: Meaning, process, importance, retail logistics.

CRM: Meaning, Importance, CRM process (customer data collection, data analysis, target customer identification, Development of CRM program implementation)

Retail Pricing: Pricing strategies (EDLP, HLP), Price adjustments (Mark downs, coupons, Rebates, Price bundling, multiple-unit pricing, variable pricing, online pricing)

Unit-V: Store management

Functions of store manager, Layout and Visual merchandising: Types of store layout designs, planograms, Merchandise presentation techniques.

Customer service: Importance, SERVQUAL GAPS MODEL.

Recommended book:

- Levy, Michael, Weitz, Barton A. & Pandit, Ajay, *Retailing Management*, Tata McGraw-Hill Education Private Ltd., New Delhi, Eighth edition, 2012

Reference book:

- Vedamani, Gibson G., *Retail Management*, Jaico Publishing House, Mumbai
- Pradhan, Swapna, *Retailing Management: Text and Cases*, Tata McGraw-Hill Publishing Company, New Delhi, 2nd ed.
- *Retail Management*, ICFAI Centre for Management Research, Hyderabad, May, 2003.

MBA: Semester-III

5.15. Paper MGT-302M: CONSUMER BEHAVIOUR & MARKET RESEARCH

Duration: 3Hrs.

Marks: 100

Credits: 4

Objective

The course introduces a wide range of behavioral concepts, and explores the strategic implications of customer behavior for marketers. The course challenges students to explore and relate the realities and implications of buyer behavior in modern cut throat markets.

The core objective of the course is to demonstrate to the student as to how an understanding of buyer behavior can help to improve and facilitate effective strategic decision making in the field of marketing. It also aims to help them understand and legitimize the behavior of a consumer in response to a variety of marketing stimuli.

Curriculum

Unit I: Consumer research, segmentation & motivation

- Consumer research, Quantitative vs. Qualitative research, Consumer research process
- Consumer segmentation, basis of segmentation, segmentation patterns, Targeting, Positioning
- Consumer motivation, Buying motives and their application in advertising appeals

Unit II: Consumer personality, perception & learning

- Personality concept, theories, Personality types (Type A, Type B) and their impact on consumer behavior
- Perception & individual information processing
- Learning, Cognitive learning (Classical conditioning, Instrumental conditioning)
- Brand equity, Brand loyalty

Unit III: Consumer attitude, reference group & family influence:

- Consumer attitudes, Measurement (Semantic differential scale, Likert scale), effecting attitude change
- Reference groups and their influence
- Family influences

Unit IV: Socio-cultural influence & consumer decision making:

- Social class, stratification in India, Social class mobility, Social class influence
- Culture, Sub-culture, their influences
- Consumer decision making, types, process

Unit V: Consumer behavior in market, post purchase behavior & organizational consumer

- Consumers in real markets, factors affecting outlet selection, In-store influences
- Consumer post purchase behavior, dissonance, consumer satisfaction/dissatisfaction
- Organizational consumer-Buying process, factors influencing organizational buying behavior

Recommended book:

1. Schiffman, Leon G. and Kanuk, Leslie Lazar, *Consumer behavior*, Dorling Kindersley (India) Pvt. Ltd., New Delhi, Ninth Edition.

Reference books:

1. Loudon, David L. and Bitta, Albert J. Della, *Consumer behavior Concepts and Applications*, Tata McGraw-Hill Publishing Company Ltd., New Delhi, Fourth Edition, 2008.
1. Blackwell, Roger D.; Miniard, Paul W. and Engel, James F., *Consumer behavior*, Cengage Learning India Pvt. Ltd., New Delhi, India Edition, 2009.

MBA: Semester-III

5.16. Paper MGT-303M: RURAL MANAGEMENT

Duration: 3Hrs.

Marks: 100

Credits: 4

Objective:

To get exposed to the rural kind of things and to support developmental plans and policies for rural development by research, training and demonstration and create functioning packages of social and physical technologies and economic policy strategies for the region.

Curriculum

Unit I: Rural Development:- Concept, Objectives, Importance, Nature and Scope; Characteristics of Rural Economy; Concept of Development, Distinction between Development and Growth, Indicators of Development; Prerequisites for Rural Development; Main Obstacles to Rural Development; Factors Governing Rural Development.

Unit II: Rural Management: Nature, Scope and challenges of marketing, operations, human resources, finance in rural area. Entrepreneurial opportunities in Rural area. Agriculture Business Management – Scope and Challenges.

Unit III: Rural Community Development: Concept of Community, Functions of the Community, Community profile: Process and tool Concept of community development, Characteristics, Principles and Scope, Panchayati Raj and community development in India

Unit IV: Sustainable Development: Biodiversity and its conservation, Environmental pollution: Air, Water and Soil pollution, Solid Waste Management, Social issues and Environment, Climate Change, Global warming, Ozone layer depletion, water conservation, rain water harvesting, watershed management.

Reference Books:

1. R.K. Lekhi, The Economics of Development and Planning, Kalyani Publishers, New Delhi.
2. Desai, Vasant. Fundamentals of Rural Development. New Delhi: Rawat Publications, 1991
3. SatyaSundaram, I., Rural Development. Mumbai: Himalaya, 2002.
4. Prasad, B.K. Rural Development: Concept, Approach and Strategy. New Delhi: Sarup& Sons, 2003.
5. Agriculture and Rural Development in India, by S. D. Chamola and BharatiAnirudh, Global Vision Publishing House
6. Rural Development Programmes in India, Meenu Jain.
7. Rural Development: Principles, Policies and Management – Katar Singh, (Sage Texts) 3rd Edition
8. Environmental Impact Assessment – Canter.
9. Environmental Sanitation – Salvador.
10. Municipal Sanitation – Ethers and Steel

11. Theories and Practices of Industrial waste treatment- Nelson Nemerow.
12. Manual on municipal solid waste management – Govt. of India Publication

MBA: Semester-III

5.17. Paper MGT301P: SUPPLY CHAIN & LOGISTICS MANAGEMENT

Duration: 3Hrs.

Marks: 100

Credits: 4

Objective

Supply chain management involves a number of decisions that benefit by quantitative techniques of analysis and design. The course will take up a few of these to explore modeling, computation and IT-enabled implementation of solutions in some areas of Supply Chain Management. The application areas include material flow management across the supply chain, value management and analysis of total supply chain costs, robust design of supply chains, co-ordination of supply chain decisions and handling of uncertainties in supply chain management. The emphasis will be on modeling, analysis and implementation issues, including a few case studies, but the relevant techniques will be covered as required.

C01 : Develop a comprehensive understanding of the basic concepts, philosophy, and essential features of supply chain management

C02 : Gain knowledge of logistics, understand logistics costs and the significance

C03: Develop proficiency in inventory management within the supply chain context

C04 : Develop strategic thinking skills to analyze and address key issues in supply chain management

C05: knowledge of Warehousing, apply aspect of integrated Logistics

Curriculum

UNIT I- Introduction to Supply Chain Management

- Basic Concept & Philosophy of Supply Chain Management; Essential features, Various flows (cash, value and information), Key Issues in SCM, benefits and case examples.

UNIT II- Logistics Management and Purchasing & Vendor management

- Logistics as part of SCM, Logistics costs, Inbound and outbound logistics, bullwhip effect in logistics, Centralized and decentralized purchasing, functions of purchase department and purchase policies, single vendor concept, management of stores.

UNIT III- Inventory Management in SC

- Inventory fundamentals, Basic EOQ models; Inventory review policies; Just-in-time manufacturing; Kanban System of Inventory Management, Enterprise resource planning.

UNIT IV- Strategic Issues in Supply Chain

- Quick Response Systems, Vendor Management Inventory, Supplier Relationship, Supplier Certification ; Supplier Selection Process, Supplier Contracts, Mass

Customization & Principle of Postponement, Role of network design in Supply Chains.

UNIT V- Warehousing decisions & Emerging Issues

- Warehousing and its uses and types; Total distribution concepts, Integrated logistics, Materials handling, Packaging and transportation system.

Recommended Book

- Chopra Sunil and Peter Meindl - Supply chain management (Pearson, 3rd Ed.)

Reference Books

- Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1st Ed.)
- Sahay B.S. - Supply Chain Management (Macmillan, 1st Ed.)
- Agarwal D.K. - A Text Book of Logistics and Supply chain management (Macmillan, 1st Ed.)

MBA: Semester-III

5.18. Paper MGTM-302P: PROCUREMENT MANAGEMENT

Duration: 3Hrs.

Marks: 100

Credits: 4

Objective

This course will put the emphasis on the design and management of processes and control systems of the inbound supply chain. The content that is covered in this course include procurement processes and strategies, risk pooling and multi-stage inventory control systems, value of collaboration and streamlined information and financial flow in supply chains, supplier relationship management as well as elementary and advanced methods for analysis and planning.

C01 :Develop a foundational understanding of procurement management

C02 : Acquire knowledge and skills in supplier identification, enabling effective supplier management

C03: Develop the skills and knowledge of global sourcing and international procurement

C04 : Understand of the nature of outsourcing, and successful outsourcing implementation

C05: Understand the meaning and functionalities of an e-procurement system, enabling effective utilization of e-procurement systems

Curriculum

Unit-I: Introduction to Procurement management

Function of procurement, purchasing cycle, roles in the purchasing organization for a large project, contribution of shipping and freight forwarding agents in procurement management, preparation of purchase specifications, nature and relevance of purchase requisition, importance of procurement management.

Unit-II: Supplier Selection

Supplier identification, Key issues in Supplier selection, Supplier selection Methods, Contract with the supplier, bidding process, Bargaining and Negotiation.

Unit-III: Sourcing

Global sourcing and international procurement, problems associated with international sourcing and recommend solutions, nature of arbitration in international sourcing, implications of customs and countertrade in global sourcing.

Unit-IV: Outsourcing

Nature of outsourcing, Meaning by outsourcing, Methodologies of outsourcing, Drawbacks of outsourcing and ways of avoiding or managing such drawbacks.

Unit-V: E-Procurement Systems

Meaning by an e-procurement system, Benefits of e-procurement, barriers to e-procurement, key indicators for measuring the benefits of e-procurement.

Recommended Book

- Peter Bailey et 2008; Procurement, Principles and Management. Prentice Hall

Reference Books

- Kenneth Lyons et al 2008; Excellence in Procurement: How to optimise costs and add value.
- Purchasing and Materials Management - K S Menon.

MBA: Semester-III

5.19. Paper MGTM-303P: MATERIAL MANAGEMENT

Duration: 3Hrs.

Marks: 100

Credits: 4

Objective

The course intends to equip students with updated knowledge of modern materials management concepts and aims to develop their functional expertise in the store and purchase management discipline. To increase the profitability of industry, the course intends to prepare the fleet of students equipped with latest tools and techniques of materials management so that they can face the challenges arising out of present scenario of competitiveness due to globalization of economy

CO1 : Acquire a foundation in materials management, logistics, and supply chain management

CO2 : Gain a comprehensive understanding of the advantages of Material Requirements Planning (MRP) systems over conventional planning methods

CO3: understand the fundamental of inventory, and various technique for management

CO4 : Gain a thorough understanding of inventory turn ratios and effective inventory management and continuous improvement in organizational operations.

CO5: Understand of purchasing management. Gain proficiency in materials handling techniques enhance overall supply chain performance.

Curriculum

Unit-I: Introduction to Material management

Introduction: Materials Management - Evolution, Importance, Scope and Objectives - Interface with other functions. Concept of Logistics and Supply Chain Management and evolution to 4PL, Trade off Customer Service & Cost.

Unit-II: Material Requirement Planning

Advantages over conventional planning (Order Point Method) – Input and output of MRP system - Forecasting – Overview of quantitative and qualitative methods of forecasting - Master Production Schedule - Bill of Materials – BOM Explosion - Material flow in MRP. MRP II. Concept of ERP.

(Numericals expected on BOM Explosion, estimating Net requirements)

Unit-III: Inventory Management: Need of Inventory, Costs associated with Inventory, Types of Inventory , Basic EOQ Model, EOQ with discounts, Classification of material, ABC Analysis, VED, HML, FSN, GOLF, SOS (Numericals expected on Basic EOQ, EOQ with discounts & ABC)

Unit-IV: Inventory control & Cost Reduction techniques

Inventory turns ratios, Standardization, need and importance, Codification, concept, benefits. Value Engineering and Value Analysis, concept and process.

Unit-V: Purchasing Management and Materials Handling

Responsibilities of Purchase Department, Purchase Cycle, Negotiation & Bargaining, Vendor relations, Purchasing Methods, Global sourcing.

Principles of Materials Handling system - Materials Handling Equipments – Safety issues.

Recommended Book

- An integrated approach to Materials Management – Gopalkrishnan & Sundersan
- Materials Management - Dutta

Reference Books

- Materials Management – Mr. K. K. Ahuja
- Purchasing and Materials Management - K S Menon
- Handbook of Materials Management - Gopalkrishnan
- Materials & Logistics Management - L.C.Jhamb

6. SYLLABUS FOR THE MBA IV SEMESTER COURSES

MBA: Semester-IV

6.1. Paper MGTM-401: PROJECT MANAGEMENT

Duration: 3Hrs.

Marks: 100

Credits: 4

Objective

This course examines business planning and project management in theory and practice. It offers a practical approach to managing projects, focusing on organizing, planning, and controlling the efforts of the project.

Course Learning Outcomes

Upon successful completion of the course a student will be able to:

CO1: Understand the concepts of project management.

CO2: Understand project planning tools & techniques and the control process.

CO3: Analyse risk associated with the projects.

CO4: Identify the most suitable project out of multiple projects and constraints.

CO5: Apply network techniques for project management.

Course Contents

Unit I: Introduction to Business Planning and Project management

Business Planning: Importance of Planning; the planning process-objectives vis-a vis a plan; the benefits of planning; types of plans used by the managers-short-range and long-range plans, strategic and operational plans; policies and procedures; budgets and projects.

Overview of the Project Management: Capital investment - Investment and Difficulties, Types of capital Investment, Phase of Capital Budgeting, Levels of Decision Making.

Unit-II: Planning Tools & Techniques and the Control Process

Forecasting; contingency planning; Benchmarking; Best Practices; use of staff planners; participatory planning; Importance of controlling; steps in the control process; types of controls; internal and external controls; organizational control; information and financial controls; operations management and controls.

Unit III:Project Risk Analysis:

Sources, Measures, and perspectives on Risk, Sensitivity Analysis, Scenario Analysis, Break even Analysis, Simulation Analysis, Decision tree Analysis Project selection under P

Unit IV:Multiple projects and Constraints:

Constraints, Method of Ranking, Mathematical programmingApproach,Linear ProgrammingApproach, Integer Linear Programing model, Goal Programing Model.

Unit V:Network Techniques for Project Management:

Development of Project network, Time Estimation, Determinations of Critical Path, PERT Model, CPM Model, Network Cost system.

Recommended Book

- Projects: Prasanna Chandra: Tata McGraw- HILL.
- Project Management :Panneerselvam:PHI

Reference Books

- Project Management: Choudhary: TMH.
- Project Management For Business and Technology: Nicholas,:Pearson

Note: Latest edition of readings may be used

Teaching Learning Process

Interactive class room sessions with the help of power point presentations, case discussions and group discussions to ensure active participation and continuous learning.

Assessment Methods

Class tests/Assignments, Class participation, Presentations, End-semester examination

Keywords

Project Management, Business Planning, Risk Analysis, Linear Programming Approach, Project network.

MBA: Semester-IV
6.2. Paper MGTM-402: ENTREPRENEURSHIP

Duration: 3Hrs.

Marks: 100

Credits: 4

Objective

The course aims to acquaint the students with challenges of starting new ventures and enable them to investigate, understand and internalize the process of setting up a business.

Course Learning Outcomes

Upon successful completion of the course a student will be able to:

CO1: Understand the concepts of entrepreneurship and entrepreneurial process.

CO2: Discuss the entrepreneurial plan.

CO3: Identify the international entrepreneurship opportunities.

CO4: Understand the family and non-family entrepreneur.

CO5: Explain the concept of venture capital.

Course Contents

Unit I: Introduction to Entrepreneurship

Definition of Entrepreneur, Internal and External Factors, Functions of an Entrepreneur, Entrepreneurial motivation and Barriers, Classification of Entrepreneurship, Theory of Entrepreneurship, Concept of Entrepreneurship, Development of entrepreneurship; Culture, stages in entrepreneurial process.

Unit II: Creativity and Entrepreneurial Plan

Creativity and Entrepreneurial Plan: Idea Generation, Screening and Project Identification, Creative Performance, Feasibility Analysis: Economic, Marketing, Financial and Technical; Project Planning: Evaluation, Monitoring and Control segmentation. Creative Problem Solving: Heuristics, Brainstorming, Synectics, Value Analysis, Innovation.

Unit III: International Entrepreneurship Opportunities

International Entrepreneurship Opportunities: The nature of international entrepreneurship, Importance of international business to the firm, International versus domestic entrepreneurship, Stages of economic development.

Institutional support for new ventures: Supporting Organizations; Incentives and facilities; Financial Institutions and Small-scale Industries, Govt. Policies for SSIs.

Unit IV: Family and Non-Family Entrepreneur

Family and Non-Family Entrepreneur: Role of Professionals, Professionalism vs family entrepreneurs, Role of Woman entrepreneur.

Unit V: Venture Capital

Venture Capital: Venture capital, Nature and Overview, Venture capital process, locating venture capitalists.

Recommended Book:

- Hisrich, Robert D., Michael Peters and Dean Shepherded, Entrepreneurship, Tata McGraw Hill, ND

Reference Books:

- Barringer, Brace R., and R., Duane Ireland, Entrepreneurship, Pearson Prentice Hall, New Jersey (USA).
- Lall, Madhurima, and Shikha Sahai, Entrepreneurship, Excel Book, New Delhi.
- Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi.

Note: Latest edition of readings may be used

Teaching Learning Process

Interactive class room sessions with the help of power point presentations, case discussions and group discussions to ensure active participation and continuous learning.

Assessment Methods

Class tests/Assignments, Class participation, Presentations, End-semester examination

Keywords

Entrepreneurship, Creative Performance, Govt. Policies, Family Entrepreneur, Non-Family Entrepreneur, Venture Capital

MBA: Semester-IV
6.3. Paper MGT-403: BUSINESS ETHICS

Duration: 3Hrs.

Marks: 100

Credits: 4

Objective

The main objective of teaching Business Ethics and Corporate Governance to students of Management is to provide detailed knowledge to the students about the significant contribution of ethics and corporate Governance in the welfare of the society at large. Ethics constitutes the value and social system for individuals and organizations. It promotes an orderly corporate life and a disciplined society. Ethics and values are deep rooted in our traditional heritage of culture and beliefs. In fact, it has been realized that a successful business is one that is ethical and upholds its contribution to the society at large. Similarly, corporate governance is the acceptance by the management of the inalienable rights of the shareholders as the true owners of the corporation and of their role as trustees on behalf of the shareholders.

To improve the learning and knowledge of the students about the concepts of values and ethics, display of values, role of ethics and values in building an organization, aligning individual and organizational values for optimal gains and also to improve the knowledge and learning of the students about the best corporate governance practices.

Course Learning Outcomes

Upon successful completion of the course a student will be able to:

CO1: Understand the management models in the socio-political environment.

CO2: Explain the normative ethics in management.

CO3: Analyse the factors associated with ethics compliance management.

CO4: Know about the SEBI committees on corporate governance

CO5: Know the corporate frauds and regulatory responses and multiple control mechanisms.

Course Contents

Unit I: Management Models in the Socio-Political Environment

Business and the new world, management challenges for the 21st Century, models of management in the current environment, management process and ethics, ethical issues, work ethics, promoting ethical climate in the business, relationship between values and behavior, similarities between attitudes and values, value system for managers

Unit II: Normative Ethics in Management

Theories of ethics, ethical reasoning, ethical relativism, ethical conflict and ethical congruence, normative ethics in management, categories of ethical theories, virtue ethics in business, strengths and weaknesses of virtue ethics

Unit III: Managing Ethics

Ethical activities, code of ethics, ethics training programs, ethics committees, law enforcing ethical conduct, company codes, key organizational and program design factors associated with ethics compliance management, recipients of intended ethical

action, the rational organization, Employees obligations to the firm, firm's duties towards employees.

Unit IV: SEBI Committee on Corporate Governance

The key mandatory recommendations focusing on strengthening the responsibilities of audit committees, improving the quality of financial disclosures including the proceeds from initial public offerings, corporate executive boards to assess and disclose business risks in the annual reports of companies, position of nominee directors, stock holder approvals and disclosures relating to compensation to non-executive directors

Unit V: Corporate Governance and Performance

Government failure: Corporate frauds and regulatory responses; an overview of corporate governance; internal control mechanisms; ownership concentration; contractual theory of the firm; executive compensation; outside control mechanisms; multiple control mechanisms; alternate governance systems.

Recommended Book:

- Business Ethics: Text and Cases by C.V.S Murthy published by Himalaya Publishing House, New Delhi

Reference Books:

- Ethics in Management and Indian Ethos by Biswanath Ghosh published by Vikas Publishing House
- Report of the SEBI Committee on Corporate Governance
- Takeover, Restructuring and Corporate Governance by Weston, Mitchell and Mulherin published by Pearson Education

Note: Latest edition of readings may be used

Teaching Learning Process

Interactive class room sessions with the help of power point presentations, case discussions and group discussions to ensure active participation and continuous learning.

Assessment Methods

Class tests/Assignments, Class participation, Presentations, End-semester examination

Keywords

Socio-Political Environment, Normative Ethics, Ethical code, SEBI, Corporate governance.

MBA: Semester-IV
6.4. Paper MGTM-404I: GLOBAL BRAND STRATEGY

Duration: 3Hrs.

Marks: 100

Credits: 4

Objective:

To develop the ability to Understand the methods of managing brands and strategies for brand management. Learn nature, scope and structure of International Business. Understand the influence of global environmental factors on international business operations.

Course Learning Outcomes:

On the completion of this course the student will be able to:

C01: Establish and sustain brands and lead to extensions a new global brand.

C02: Understand the geopolitical and roll and function of trade bodies

C03: Understand theoretical concepts of international brand environment.

C04: Learn the Service branding, familiarize with Product branding, understand brand portfolio.

C05: Analysis the brand management, market sizing, competitor analysis

Curriculum

Unit-I: Evolution of Global Branding:

Colonialism- a major force of globalization and created a multitude of cross-border trade links. The Second World War- new consumer brands came to Europe and Asia. Big push for branding - erosion and subsequent demise of communism. The fall of the Berlin Wall- opened up previously inaccessible markets to foreign brands in Eastern and Central European markets, other markets such as Chile and South Africa. Opening up of China- a massive market and a massive production location for U.S, Japanese and European Brands.

Unit-II: Defining a Global Brand:

A brand- a construct and not a living and breathing organism. Brands- created, stimulated and applied by people working in organizations seeking to create worthwhile experiences for their customers that will induce behaviour beneficial to the organization. Global brands- as brands that are available across multiple geographies, without specifying any lower limit or any continental requirements.

Unit-III: The Brand Environment:

The brand environment- brand's own expression, perception and recognition- surrounded by internal and external factors that have an influence on the brand. Operation of a brand in an environment- the elements of the strategic planning cycle and, on the other hand, organizational conventions, competitive forces, market structures, cultural factors, consumer motivation and media attention; the lenses and filters through which consumers perceive and experience the brand.

Unit-IV: The Management of Global Brands:

Local brands versus a global brand-multiple markets; a conflict between finding an optimum fit of the brand with local circumstances, and the desire to obtain brand consistency across markets; global and local brand management-a common basis for their brand strategy and planning.Common basis-a shared language, definitions, interpretations, assessments and most importantly a clear understanding of the relationships between the factors that shaped a brand in its global and local context; success and failure of global brands; the global brand proposition model-the internal and external analysis; emerging market firms and branding.

Unit-V: Applied Analytics In Brand Management:

Environmental Analysis,Competitor Analysis,Market Sizing, TAM, SAM, Target Market, R&D, Interviews, Surveys.

Recommended Book

- Global Marketing with a special Indian focus by Svend Hollensen and Madhumita Banerjee, 4th edition, published by Pearson
- Global Marketing by Johny K Johansson, 4th edition published by Tata McGraw Hill Publishing Limited, New Delhi

MBA: Semester-IV

6.5. Paper MGTM-405I: INTERNATIONAL BUSINESS OPERATIONS & LOGISTICS

Duration: 3Hrs.

Marks: 100

Credits: 4

Objective

Business today is set in a global environment. The global environment is forcing companies, regardless of their location or primary market base, to consider the rest of the world in their competitive strategy analysis. Firms cannot isolate themselves or ignore external factors such as economic trends, competitive situations, or technology innovation in other countries if some of their competitors are competing or are located in those countries. Now a days it not uncommon for a company to develop a new product in the United States, manufacture it in Asia, and sell it in Europe.

International markets are predominated by Multinational Corporations who have perfected the principles, procedures, and practices of operations management. Most of the International business originates from developed countries who have a long history of industrial growth and this has kept the MNC's in good stead. MNC's have deep pockets, spend vast sums on R&D, carve core competencies for themselves, come out with innovative products, maintain quality, and fix low prices for their products.

Course learning Outcomes:

C01: Develop basic understanding of operations and logistics, types of shipping, international laws related to logistics and transportation of goods, strategy process.

C02: Learn discussion of terms of global market, current global marking approach

C03: Discuss current practices, issues, and concerns in the field of international logistic operations.

C04: Understand the reason of existence of International Trade.

C05: Apply logistics principles in international business decisions.

Curriculum

Unit I: Global Operations & Logistics: Evolution and Design

Forces of Globalization; operations and logistics: application and objectives; Strategic role of operations and logistics; the strategic framework; flow management; global operations and logistics: an integrated approach; the concept of an operations and logistics strategy; the strategic process.

Unit II : The globalization of Operations and Marketing Strategies

The four driving forces of globalization process; global market, technological , cost, political and macroeconomic forces; changing consumer behaviour; global versus local marketing; functional integration of logistics and operations; the global product;

sectorial integration: Manufacturer/distributor; efficient consumer response (ECR); The need for a global marketing approach; current and future challenges.

Unit III: Global Operations and Logistic Planning

The evolving concept of outsourcing; the importance of channels of distribution in physical distribution; the architecture of a physical distribution network in a globalised operations approach; logistic service firms and Third Party Logistics; demand, volatility, information distortion and the Bullwhip Effect in supply chains; from domestic to global supply chains: added complexities and uncertainties; vertical integration issues in global supply chains.

Unit IV : Risk Management in Global Operations

Operating exposure to exchange rate; risk and its management; the concept of operating exposure; managing operating exposure; pricing strategies for exporting firms; use of operational flexibility to minimize operating exposure; global sourcing strategies under exchange rate uncertainty; impact of exchange rates and classification of hedging strategies in global sourcing; basic function of foreign exchange markets; micro and macro level strategies for managing exchange rate risk.

Unit V: Effective Management of Global Operations and Logistics

The global LIS/LITS (Logistics Information system/Global Logistics and Telecommunications System); characteristics of LITS; Logistics organization and its relationship with LITS; Functional and geographic dimensions of LITS; Operations and logistics control: key activities need performance information; measuring performance in functional integration; new organizations related to manufacturing and logistics operations; the organizational implications of sectoral logistics co-operation; the international factor in global organizations.

Recommended Book

- Global Operations and Logistics: Text and Cases by Dornier, Ernst, Fender and Kouvelis published by John Wiley and Sons

Reference Books

- International Business, 2nd Edition by Roger Bennett published by Pearson Education.
- International Business, 3rd Edition by K Aswathappa published by Tata McGraw Hill Publishing Company Limited, New Delhi
- International Business by Hill and Jain, Sixth Edition published by Tata McGraw Hill Publishing Company Limited, New Delhi
- International Business: Environment and operations, 11th Edition by Daniel, radabaugh and Sullivan published by Pearson Education.

MBA: Semester-IV

6.6. Paper MGTM-406I: EXPORT IMPORT PROCEDURES & DOCUMENTATION

Duration: 3Hrs.

Marks: 100

Credits: 4

Objective: To get students aware of the procedures of export and imports. MBA students will be able to compile the documents required for the purpose of the foreign trade. The roles of different regulatory and controlling bodies will be well known to the students.

Course learning outcomes:

C01: understand Import/export trade organizations, the procedure of licensing, documents required at the time of export and import.

C02: understand the nature of trading houses.

C03: understand export sales contract and its processing.

C04: understand export payment methods and Export-Import trade regulatory framework in India.

C05: understand institutional set up for export promotion and export assistance in India.

Curriculum

Unit-I

Significance of procedures and documentation in international trade; procedures and documentation astrade barriers; WTO provisions; Aligned Documentation System (ADS); official machinery for trade procedures and documentation;

Unit-II

ITC(HS) classification System ;Role of ICC; INCOTERMS; nature of export/trading houses.

Unit-II

Export order processing; export contract; export price quotations; shipping and custom clearance of export and import cargo; central excise clearance; main export and import documents; Role of forwarding agents; cargo insurance and claim procedure.

Unit-III

Methods of payment in international trade; documentary collection of export bills; UCPDC guidelines;realization of export proceeds – provisions of RBI's Exchange Control Manual;

Unit-IV

Pre-shipment and post-shipment finance; role of EXIM bank and ECGC in India.

Unit-V

Major export promotion schemes in India – EPCGS, duty exemption scheme; DEPB scheme; SIL; facilityfor deemed exports; Export promoting institution's – role of export promotion councils, commodity boards and ITPO.

Recommended Book

- M.D. Jitendra, Export Procedures and Documentation, Rajat Publications, Delhi.

Reference Books

- Pervin Wadia, Export Markets And Foreign Trade Management, Kanishka Publications, New Delhi.
- Nabhi's Exporters Manual and Documentation.
- Nabhi's New Import-Export Policy Procedures.