



Swami Ramanand Teerth Marathwada University, Nanded

School of Commerce and Management Sciences

Master of Business Administration (M.B.A.)
(Program Code: 137-1)

(CBCS System)

Under the Faculty of Commerce & Management Science

PROGRAM STRUCTURE

(Revised with effect from June 2019)

(A) PROGRAM DETAILS

Name of the Program: Master of Business Administration (MBA)

Intake: 60 + 09 (NRI and PIO Quota)

Total credits: 112

Total Marks: 2800

Eligibility: Any Graduate along with CET of DTE, Maharashtra being cleared

Course Duration: Two years (Full Time) (Spread over 4 semesters)

Medium of Instruction: English

Methods of instructions:

1. Formal lectures as well as visiting speakers (Resource Persons) from universities / business and industry
2. Seminar/ Group discussion/ tests/ tutorials / home assignments/Journals/ practicals /Lab exercises/ Surveys/ projects /Case discussions and Presentations / Role-plays/ Syndicates/ Management Games
3. Teaching aids: Use of video, audio clips, Projector etc will be made teaching- learning more effective

(B) OBJECTIVES OF PROGRAM

The objectives of M.B.A. program are as under.

1. To provide basic understanding in various functional areas of management such as finance, marketing, human resources, operations etc.
2. To equip the candidates with a high level of conceptual, analytical and descriptive abilities.
3. To enable them to comprehend and understand complex environment and handle their job competitively and effectively.
4. To strengthen decision-making skills.
5. To increase business awareness and entrepreneurial abilities among educated youth for speeding up the process of industrialization required for industrially backward region like Marathwada.

B1) Measuring the attainment of these objectives

(C) EXAMINATION PATTERN: (Course wise)

Internal assessment	50 marks	2 credits
University examination	50 marks	2 credits
Total	100 marks	4 credits

Internal Assessment of 2 Credits

A. Distribution of internal marks per course as shown below:

Test 1	Test II	Tutorial	Seminar	Total
10	10	10	20	50

(Except for those courses carrying Computer practical examination)

Break up of seminar/field survey marks are as follows: Seminar will be assessed on the basis of communication skill, presentation style, Analytical ability, audience interaction & query handling etc)

Seminar write-up/survey report	10 marks
Seminar Presentation	10 marks
Total	20 marks

Course pattern of University Examination for all courses for 2 credits

No. of credits 02, Total marks 50, Duration 3 hours

Nature of Question paper

Question No. 1 and 6 are compulsory and carrying 10 marks each.

Q1 will be short answers (8 sub questions will be given out of that any 5 have to be answered each carrying 2 marks) &

Q 6 will be based on case study or numerical problem.

All questions carry 10 marks each.

Question No. 2 to 5 will be descriptive or numerical questions. The candidate has to answer any 3 questions. All questions carry equal marks. (Paper pattern for 4 credit course will be as per CBCS pattern which does not have any sections)

Standards of passing:

The passing rules of this program shall be as per the CBCS pattern of this university applicable from time to time.

The internal and external assessment will constitute separate heads of passing and they will be shown separately in the transcripts including seminar/field survey credits.

For each course with 4 credits the ratio of marks of continuous internal assessment (CA) in relation with external university examination (UA) shall be as per CBCS pattern i.e. 50:50.

Marks in CA should be communicated to the University before commencement of semester end examination.

The UA shall be based on the term end written examination to be held at the end of each semester for each course.

For CA / assessment passing will be for 25 marks out of 50 marks and also for UA passing will be for 25 marks out of 50. Head wise passing (CA/UA) will be for 50% of total marks. In case of fraction, next integer number will be taken for passing e.g. out of 25 marks passing will be 13 marks instead of 12.5 marks.

Candidate attending less than 75% of classes will not be allowed for CA/ UA in partial or full.

All other rules of grades, conversion / A.T.K.T. / grace / CPI & final grade marks etc. will be given as per CBCS pattern of this University.

It is mandatory to pass in CA for validating the passing in UA for example a candidate clearing UA but failed in CA, will be required to appear again in both internal and external examination in subsequent examination.

Project report & Viva-Voce:

* Project report will carry 50 Marks 2 credits

* Viva-voce on project 50 Marks 2 credits

Total 100 Marks 4 credits

Project reports and pre project submission seminar will be evaluated by internal teacher for 50 marks of 2 credits and Via-voce will be conducted by a committee consisting of project guide, HOD, and one Expert from School/ other university and one expert compulsorily from other university department appointed by the university. Grades, conversion of marks & CPI & final grade etc will be as per CBCS pattern.

Important Instructions and Key Points

1. A.T.K.T. & grace marks will be given as per university rules from time to time.
2. The questions to be asked in the class tests / tutorials / home assignments / seminar presentation will be prepared by the concerned teachers and communicated to the candidates at appropriate time.
3. At the Semester end examination (external assessment) total marks 50 per course. The duration of the examination for all courses is three hours for university examinations. It is the responsibility of subject teacher to set and assess the question paper in the time framework as per university rules.
4. The candidates by opting for the open electives will be abided by the following rules:
 - a. The open elective will consist of external examination only
 - b. The options should be communicated in writing before the commencement of first semester for semester I & II; and before the commencement of third semester for semester III & IV.
 - c. Options once communicated to the School Director cannot be changed.
 - d. In case the candidate fails to communicate the option in due time, the head of the department will allot an appropriate option for that candidate and communicate accordingly to the concern candidate and the Director of the School.
 - e. The examination form of the candidate should reflect the same options which were communicated by the candidates in writing to the School Director.
5. For computer-based courses, (Computer applications in Management, e-Business and MIS)

University examination is of 50 marks (2 credits), if applicable and Practical examination is of 25 marks and will be conducted by the concerned teacher through a duly constituted committee approved by the Director of the School consisting of the subject teacher, Head of the Department and an Expert from outside. It is the responsibility of concern teacher to arrange this practical examination as per the rules. The averaging of the marks of committee members given individually will constitute the final marks. For remaining 25 internal marks, candidates will be required to submit a journal with details of lab exercises performed throughout the term, to the subject teacher.

6. In case of any grievance to the candidates about internal marks given by the teachers, following procedure will be adopted. Director of the school will appoint 'Three members committee with prior approval of Hon'ble Vice Chancellor for the constitution of committee. The committee will be made up of three members. Director of the school will be chairman of the committee, one external subject expert will be member and one internal school faculty will be member. They will investigate and submit report to the chairman and corrective actions could be taken by the approval of Vice-Chancellor and final report will be submitted to examination section of this University for further necessary action.

COURSE STRUCTURE AND WORKLOAD
MBA Syllabus JUNE w. e. f. 2019-20 (CBCS)
SCHOOL OF COMMERCE & MANAGEMENT SCIENCES
Name of the Class: M.B.A. (First Year: I Semester)

Program Code	Course Code	Subject/Title of the Course	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
SCM-C-MBA-PG	I/137-1/C1	Principles & Practice of Management	4	4	50	50	100
SCM-C-MBA-PG	I/137-1/C2	Accounting for Managers	4	4	50	50	100
SCM-C-MBA-PG	I/137-1/C3	Managerial Economics	4	4	50	50	100
SCM-C-MBA-PG	I/137-1/C4	Legal aspects of Business	4	4	50	50	100
SCM-C-MBA-PG	I/137-1/C5/A	Quantitative Techniques & Business Mathematics OR	4	4	50	50	100
SCM-C-MBA-PG	I/137-1/C6/B	Computer Applications in Management (including 2 credits for practical exam conducted by internal examiner only at end of the semester)	4	4	50	50	100
SCM-C-MBA-PG	I/137-1/C7	Organizational Behavior	4	4	50	50	100
Total			24	24	300	300	600

M.B.A. (First Year: II Semester)

Program Code	Course Code	Subject/Title of the Course	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
SCM-C-MBA-PG	II/137-1/C8	Marketing Management	4	4	50	50	100
SCM-C-MBA-PG	II/137-1/C9	Financial Management	4	4	50	50	100
SCM-C-MBA-PG	II/137-1/C10	Production & Operations Management	4	4	50	50	100
SCM-C-MBA-PG	II/137-1/C11	Human Resource Management	4	4	50	50	100
SCM-C-MBA-PG	II/137-1/OE 1	<i>Open Elective OR</i>	4	4	0	50	100
SCM-C-MBA-PG	II/137/SEC1	E- Business	4	4	50	0	
SCM-C-MBA-PG	II/137-1/C 12	Business Environment	4	4	50	50	100
SCM-C-MBA-PG	II/137-1/SEC2/A	Management of Creativity and Innovations OR	4	4	50	50	100
SCM-C-MBA-PG	II/137-1/SEC3/B	Principles of Banking And	2	2	0	50	
SCM-C-MBA-PG	III/137-1/GE1/B	Tally (Practical) \$	2	2	50	0	
Total			28	28	350	350	700

Open Electives (OE) for Inter Credit Transfer: Research methodology (4 credits)/Online course from NPTEL or MOOC / SWAYAM of 4 credits

M.B.A. (Second Year: III Semester)

Program Code	Numerical Code	Subject/Title of the Course	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
SCM-C-MBA-PG	III/137-1/C13/A	Business Policy & Strategic Management OR	4	4	50	50	100
SCM-C-MBA-PG	III/137-1/SEC4/B	Foreign Language : Spanish/ French AND	2	2	0	50	
SCM-C-MBA-PG	III/137-1/SEC5/B	Productivity and Quality Management	2	2	50	0	
SCM-C-MBA-PG	III/137-1/SEC5	Entrepreneurship Development	4	4	50	50	100
SCM-C-MBA-PG	III/137-1/C14	International Business Management	4	4	50	50	100
SCM-C-MBA-PG	III/137-1/C15	Managerial Communication	4	4	50	50	100
SCM-C-MBA-PG	III/137-1/OE2	OPEN ELECTIVE OR	4	4	50	50	100
SCM-C-MBA-PG	III/137-1/SEC4	E-Business					
Total			20	20	250	250	500
FUNCTIONAL ELECTIVES I (Marketing) Group A							
Program Code	Numerical Code	Subject/Title of the Course	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
SCM-C-MBA-PG	III/137-1/DSE1/A	Consumer Behavior & Marketing Research	4	4	50	50	100
SCM-C-MBA-PG	III/137-1/DSE2/B	Advertising, Sales Promotion, Sales & Distribution Management	4	4	50	50	100
SCM-C-MBA-PG	III/137-1/DSE3/C	Rural and Industrial Marketing	4	4	50	50	100
Electives Total			12	12	150	150	300
FUNCTIONAL ELECTIVES II (Finance) Group B							

Program Code	Numerical Code	Subject/Title of the Course	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
SCM-C-MBA-PG	III/137-1/DSE4/A	Security Analysis & Portfolio Management.	4	4	50	50	100
SCM-C-MBA-PG	III/137-1/DSE5/B	Strategic Financial Management and Financial Derivatives	4	4	50	50	100
SCM-C-MBA-PG	III/137-1/DSE6/C	International Financial Management	4	4	50	50	100
Electives Total			12	12	150	150	300
FUNCTIONAL ELECTIVES III (HRM) Group C							
Program Code	Numerical Code	Subject/Title of the Course	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
SCM-C-MBA-PG	III/137-1/DSE7/A	Leadership Skill and Change Management	4	4	50	50	100
SCM-C-MBA-PG	III/137-1/DSE8/B	International Human Resource Management	4	4	50	50	100
SCM-C-MBA-PG	III/137-1/DSE9/C	Management of Industrial relations & Employment Laws and	4	4	50	50	100
Electives Total			12	12	150	150	300
FUNCTIONAL ELECTIVES IV (Information Systems) Group D							
Program Code	Numerical Code	Subject/Title of the Course	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
SCM-C-MBA-PG	III/137-1/DSE10/A	Structured System Analysis & Design	4	4	50	50	100
SCM-C-MBA-PG	III/137-1/DSE11/B	Software Engineering & Management	4	4	50	50	100
SCM-C-MBA-PG	III/137-	Database Management Systems	4	4	50	50	100

	1/DSE12/ C						
Electives Total			12	12	150	150	300
Total			68	32	400	400	800

Open Electives (OE) of 4 credits either from foreign language or any other.

- Candidates can opt for the online NPTEL (<https://onlinecourses.nptel.ac.in>), SAWYAM, MOOC OR any other government recognized Management related course offered for 4 credits on his/her own, complete it successfully before admission in third semester, and submit the completion certificate to the director of the school. Through this he/she can avail the benefit of waiving the four-credit course in third semester in open elective.

**M.B.A. (Second Year: IV Semester
Compulsory subjects**

Program Code	Numerical Code	Subject/Title of the Course	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
SCM-C-MBA-PG	IV/137-1/SEC7/A	Operations Research OR	4	4	50	50	100
SCM-C-MBA-PG	IV/137-1/SEC8/B	Research Methodology	4	4	50	50	
SCM-C-MBA-PG	IV/137-1/GE2/A	Corporate Governance, Business Ethics & Ethos OR	4	4	50	50	100
SCM-C-MBA-PG	IV/137-1/SEC8/B	Logistics & Supply chain management OR	4	4	50	50	
SCM-C-MBA-PG	IV/137-1/SEC9/C	Management Control System OR	4	4	50	50	
SCM-C-MBA-PG	IV/137-1/SEC10/D	Startup & New Venture management	4	4	50	50	
SCM-C-MBA-PG	IV/137-1/GE3/A	Management Information Systems OR	02+02=04	4	50	50	100
SCM-C-MBA-PG	IV/137-1/GE4/B	Disaster Management	4	4	50	50	
Compulsory Total			12	12	150	150	
FUNCTIONAL ELECTIVES – I (Marketing Management)							
Program Code	Numerical Code	Subject/Title of the Course	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
SCM-C-MBA-PG	IV/137-1/DSE13/I	Project Report and Viva Voce (on Major Elective (specialization))	4	4	50	50	100
SCM-C-MBA-PG	IV/137-1/DSE14/I	Services & Relationship Marketing	4	4	50	50	100
SCM-C-MBA-PG	IV/137-1/DSE15/I	Retail Management	4	4	50	50	100
SCM-C-MBA-PG	IV/137-1/DSE16/I	Product & Brand Management	4	4	50	50	100
Electives Total			16	16	200	200	400

FUNCTIONAL ELECTIVES – II (Financial Management)							
Program Code	Numerical Code	Subject/Title of the Course	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
SCM-C-MBA-PG	IV/137-1/DSE 17/II	Project Report and Viva Voce	4	4	50	50	100
SCM-C-MBA-PG	IV/137-1/DSE18/II	Corporate Income Tax and Planning (Business Taxation)	4	4	50	50	100
SCM-C-MBA-PG	IV/137-1/DSE19/II	Financial Services Management	4	4	50	50	100
SCM-C-MBA-PG	IV/137-1/DSE20/II	Banking Services Operation	4	4	50	50	100
Electives Total			16	16	200	200	400
FUNCTIONAL ELECTIVES – III (Human Resource Management)							
Program Code	Numerical Code	Subject/Title of the Course	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
SCM-C-MBA-PG	IV/137-1/DSE 21/III	Project Report and Viva Voce	4	4	50	50	100
SCM-C-MBA-PG	IV/137-1/DSE22/III	Human Resource Training & Development	4	4	50	50	100
SCM-C-MBA-PG	IV/137-1/DSE23/III	HRP and Strategic Human Resource Management	4	4	50	50	100
SCM-C-MBA-PG	IV/SC30/DSE24 /III	Performance Management & Retention Strategies.	4	4	50	50	100
Electives total			16	16	200	200	400

FUNCTIONAL ELECTIVES – IV (Information Systems Group D)							
Program Code	Numerical Code	Subject/Title of the Course	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
SCM-C-MBA-PG	IV/137-1/DSE 25/IV	Project Report and Viva Voce	3+1=04	4	50	50	100
SCM-C-MBA-PG	IV/137-1/DSE26/IV	Strategic Management of Information Technology	3+1=04	4	50	50	100
SCM-C-MBA-PG	IV/137-1/DSE27/IV	Information Systems Audit & Control	3+1=04	4	50	50	100
SCM-C-MBA-PG	IV/137-1/DSE28/IV	Emerging Trends in Information Technology	4	4	50	50	100
Electives Total			16	16	200	200	400
Total			66	28	350	350	700

Summary of Credit System

Class	Total credit in the semester
M.B.A. Semester I	24
M.B.A. Semester II	28
M.B.A. Semester III	32
M.B.A. Semester IV	28
Total	112

M.B.A. Mark Distribution

Semester	Internal	University Exam	Total
M.B.A. Semester I	300	300	600
M.B.A. Semester II	350	350	700
M.B.A. Semester III	400	400	800
M.B.A. Semester IV	350	350	700
Total	1400	1400	2800

Types of courses in MBA curriculum

1	Core	15
2	Open elective	2
3	SEC	10
4	GE	4
5	DSE	28
Total courses		59

M. B. A. I Semester
PRINCIPLES AND PRACTICE OF MANAGEMENT
PROGRAMME CODE; SCM-C-MBA-PG
COURSE CODE: I/137-1/C1

|| **University Examination 50 Marks** || **Internal Assessment 50 Marks** || **Total 100 Marks** ||

Course objective:

To familiarize the student with basic management concepts, the principal activities of the management process, the different skills that managers must have and the roles that they can fill

Unit I: Introduction to Management: Definition, Characteristics and Nature of Management, The Management Process, Management levels and hierarchy, Managerial Roles, Management skills, Universal applicability of Management.

Unit II: Theories of Management: The Evolution of Management Theory: Early thinking about Management, **Classical Theories:** Scientific Management School, Administrative Management, Bureaucratic Management **Neo-classical theories:** Human Relations school- Behavioral approach, Quantitative or Management science approach **Recent development in management theory:** Systems approach, Contingency approach etc.

Unit III: Corporate Social Responsibility and Managerial Ethics: Social responsibilities of Management, Arguments for and against social responsibilities of Business, Social stakeholders, Managerial ethics

Unit IV: - Functions of Management - I Planning- Characteristics, Nature, Importance, Steps, Limitations, Types of Planning, & Plans Management by Objectives (MBO) **Decision Making**—Concept, Nature, Process, Types of decisions **Organizing-** Concept, Nature, Importance, Principles, Centralization, Decentralization. Structure- Line and Staff authority, Functional, Product, Matrix, Geographical, Customer, organization- virtual etc.

Unit V: Functions of Management - II: Staffing- Concept, Nature, Importance, Steps. **Directing-** Concept, Nature Importance. **Leadership** –Concept, Nature, Importance, Attributes of a leader, Leadership theories **Controlling** - Concept, Importance, Process of controlling, Types of Control, Control

Course outcome:

The student is acquainted with the context in which he/she needs to work, the tasks to be shouldered and the challenges to be met in the light of environmental happenings

Books Recommended:

1. Management - Stoner, Freeman, Gilbert, Prentice Hall of India
2. Management Concepts, Practice and Cases – Karminder Ghuman, K.Aswathappa, Tata McGraw Hill Education Pvt. Ltd., 2010
3. Management Tasks, Responsibilities, Practices – Peter F. Drucker, Allied Publishers
4. Management Theory and Practice (Text and Cases) – Dr. P. Subba Rao, Himalaya Publishing House, 2012.
5. Principles of Management: Concepts and Cases – Rajeesh Viswanathan, Himalaya Publishing House

M. B. A. I Semester
ACCOUNTING FOR MANAGERS
PROGRAMME CODE; SCM-C-MBA-PG
COURSE CODE: I/137-1/C2

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

Course objective:

The objective of this course is acquainting candidates with the accounting tools and techniques of accounting & Utilization of financial and accounting information of planning and decision making helpful for managers.

Unit-1: Introduction of Management Accounting: Definition, Nature, objectives and tools of Management Accounting. Comparison between financial and management accounting, benefit and limitations.

Unit-2: Financial Accounting System: Meaning & Nature of financial Statement, basic accounting terms, Classification of Accounts, Writing of journal entries in journal book, preparation of ledger accounts and preparation of trial balance, numerical problems on final account of sole trading concern.

Unit-3: Analysis and interpretation of Financial Statements, types of analysis, advantages of analysis and interpretation. Ratio Analysis - its types, and numerical problems on ratios.

Unit-4: Costing: Standard Costing and Variance Analysis, Techniques and Significance, Problems on Computation of material cost and labour cost variances. Marginal Costing – Cost Volume Profit Analysis, BEP, and Numerical Problems. Budget and Budgetary control, Types of budgets, numerical problems on production budget, cash budget and flexible budget.

Unit-5: Responsibility Accounting: Meaning, Definition, Objectives of Responsibility Accounting. Organizational structure of Responsibility Centers- Cost Centre, Revenue Centre, Profit Centre and Investment Centers. Numerical problems on responsibility centers.

Course outcomes:

- I. *Students will be able demonstrate progressive learning in the elements of managerial decision making, including planning directing and controlling activities in business environment.*
- II. *To encourage the acquisition of knowledge and skills relating to the application of accounting concepts and techniques for business decisions.*

III. Students will learn relevant managerial accounting career skills, applying data quantitative and qualitative knowledge to their future careers in business.

References:

1. I.M. Pandey, Management Accounting, Vikas Publishing House, New Delhi.
2. Khan and Jain, Management Accounting, Tata Mc Graw Hill, Delhi.
3. Dr. A.P. Rao, Management Accounting.
4. Jawaharlal, Cost Accounting.
5. Khan & Jain, Theory & Problems in Management & Cost Accounting.
6. S. M. Inamdar, Cost and Management Accounting.
7. Dr. Mahesh Kulkarni, Management Accounting.
8. Khan & Jain, Management Accounting-3rd Edition.
9. Ashish K. Bhattacharya, Principles and Practice of Cost Accounting.

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M. B. A. I Semester
MANAGERIAL ECONOMICS
PROGRAMME CODE: SCM-C-MBA-PG
COURSE CODE: I/137-1/C3

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

Course objectives:

The objective of the course is to provide conceptual understanding on theories of Managerial economics and appreciate its role in decision making and forward planning and develop skills required for planning and forecasting of Demand.

Unit I: Introduction to Managerial Economics: Nature and Scope of Managerial Economics, Role and Responsibility of a Managerial Economist. The fundamental concepts of Managerial Economics, theory of the firm and the role of profits Theory of Demand –concept, determinants of Demand, Demand Function and econometric techniques. Theories of Supply-concept, determination, analysis, supply function. Elasticity of Demand- concept, measurement. Demand forecasting.

Unit II: Cost Functions: Analysis and costs estimation-economic Concept of Cost, Different Types of Cost: Managerial use of cost Function; Production Function to cost function-long run and short run Total cost. Production and cost-Return to scale, cost curves.

Unit III: Market Structure and pricing decisions: The competitive and monopoly model, monopolistic competition and oligopoly, pricing of multiple products.

Unit IV: National Income: Concept and measurement. GDN, GNP, Business cycles, fiscal policy, monetary policy and inflation.

Unit V: Case studies /numerical problems on the above topics.

Course outcome:

After end of this course the student is expected to make the applications of Demand function, Supply function, Production and cost function for efficient forward planning and decision making in dynamic macroeconomic environment.

Books Recommended:

1. Varshney & Maheshwari: Managerial Economics, Sultan Chand & Sons, New Delhi.

- 2.Mehta: Managerial Economics, Sultan Chand & Sons, New Delhi.
- 3.Joel Dean: Managerial Economics, Prentice Hall, New Delhi.
- 4.Mote, Paul & Gupta: Managerial Economics- Concepts and Case, Mc Graw Hill, New Delhi.
- 5.D. M. Mithani: Managerial Economics- Himalaya Publishing, Mumbai
- 6.Prasad, Sinha, Mnagaerial Economics- Pragati Publising, Meerut
- 7.H.L. Ahuja, Managerial Economics, S. Chand Publictaion
- 8.Geetika, etal, Managerial Economics, Tata Mc Graw Hill Publishing, New Delhi
- 9.G. S. Gupta, Managerial Economics Tata Mc Graw Hill Publishing, New Delhi

M. B. A. I Semester
LEGAL ASPECTS OF BUSINESS
PROGRAMME CODE: SCM-C-MBA-PG
COURSE CODE: I/137-1/C4

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

Course objective:

The objective of this course is to provide the theoretical knowledge about various laws along with case studies, along with legal environment in which a consumer and businesses operates.

UNIT I: Introduction: What is law? Meaning and sources of mercantile law, Contract Law: The Indian Contract Act 1872; Establishing the contract, Offer and Acceptance, Consideration, Competency of Parties, Free consent, Legality of Object, Void agreements, Contingent Contracts, Performance and Discharge of Contract, Remedies for Breach of Contract, Indemnity and Guarantee, Bailment and Pledge, Agency

UNIT II: The Sales of Goods Act 1930; Nature of Contract of Sale; Conditions and Warranties; Transfer of Ownership and Delivery; Rights of Unpaid Seller and Rights of Buyer. The Indian Partnership Act 1932; Nature of Partnership; Formation of Partnership; Rights, Duties and Liabilities of Partners; Dissolution of a Partnership Firm, Intellectual Property Laws: Subject /matter of Intellectual Property; Aim & objectives; Classification of Intellectual Property Rights; Emerging issue in Intellectual Property.

UNIT III: The Negotiable Instruments Act 1881; Meaning and Definition of Negotiable Instruments; Competence and Liability of Parties to Negotiable Instruments, Negotiation and Assignment; Presentment of Negotiable Instruments; Dishonor and Discharge of Negotiable Instruments; The competition Act 2002; Aim and objectives of competition commission; concept and provisions.

UNIT IV: The Companies Act 1956; Nature and Kinds of Companies; Formation of Companies; Company Management; Company Meetings; Winding Up of a company. The Consumer Protection Act 1986; Features, aim and objectives; Rights of consumer.

UNIT V: The Information Technology Act 2000; Aim, objectives, scopes, concept, provisions; Attribution, Acknowledgement and dispatch Electronic record; Digital Signature Certificate; Penalties and Adjudication, Environment Protection Act: Environment vs Environmental

Law; General Legislation; Forest & Wildlife Protection Legislating; Water Pollution Protection Legislation; Air Pollution Protection Legislation.

Course outcome:

On completion of this course, students will be able to:

- 1. Appreciate the relevance of business law to individuals and businesses and the role of law in an economic, political and social context.*
- 2. Identify the fundamental legal principles behind contractual agreements.*
- 3. Examine how businesses can be held liable in tort for the actions of their employees.*
- 4. Understand the legal and fiscal structure of different forms of business organizations and their responsibilities as an employer.*
- 5. Acquire problem solving techniques and to be able to present coherent, concise legal argument.*

Reference Books:

1. Elements of Mercantile Law by N.D. Kapoor, Sultan Chand & Sons
2. Business Law by N.D. Kapoor, Sultan Chand & Sons
3. Legal Aspects of Business by Akhileshwar Pathak, Tata McGraw Hill
4. Business Law by Tejpal Sheth, PEARSON
5. Business Law by D. Chandra Bose, PHI Learning Private Limited
6. Business Law (6th Edition) by MC Kuchhal & Vivek Kuchhal, Vikas.
7. Mercantile Law (8th Edition) by MC Kuchhal & Vivek Kuchhal, Vikas
8. Mercantile Law (3rd Edition) by S.S. Gulshan, Excel Books
9. Business and Corporate Laws by G. Prasad, Jai Bharat Publications
10. Company Law (12th Edition) by Ashok K Bagrial, Vikas Publishing House Pvt. Ltd.
11. Legal Aspects of Business 3rd Edition, Ravinder Kumar, Cengage

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M. B. A. I Semester
QUANTITATIVE TECHNIQUES AND BUSINESS MATHEMATICS
PROGRAMME CODE: SCM-C-MBA-PG
COURSE CODE: I/137-1/C5/A

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

Course objectives:

To impart basic concepts in quantitative techniques and business mathematics, to develop skills in structuring and analysis problems and develop aptitude to implement the solutions of the decision problems. To assist in decision making and problem solving.

Unit I Quantitative Techniques: Meaning and Classification of Quantitative Techniques, Programming Techniques, Role of Quantitative Techniques in Management Decision - making.

Unit II Transportation and Assignment Problems: Transportation Model, Problem Statement, Loops in Transportation Table, Steps in Transportation Method. North – West Corner Rule, Least Cost Method (Matrix Minima), Column Minima, Row Minima Method, Vogel's Approximation Method (VAM), Modified Distribution (MODI) Method. Hungarian Assignment Method (HAM), Maximization Case.

Unit III Queuing Theory: Queuing system. Arrival Process, Service system queue structure, Operating Characteristics of queuing system- Basic concepts in queuing theory, Queuing models; (1) Poisson, exponential, single server model infinite population (2) Poisson, exponential, single server model finite population (3) Poisson exponential multiple server model (4) Erlang's Method.

Unit IV Game Theory, Replacement Models: Game Theory – Two Person – Zero Sum – Game. Saddle Point, Value of Game, Dominance Strategy, Mixed Strategy, Replacement Models.

Unit V Business Mathematics: Determinants & Matrices, Permutations & Combinations.

Course outcome:

After learning this course, the learner of this course will be able to solve Transportation and Assignment Problems, queuing theory (strategy to avoid waiting line) solutions; game and replacement strategies will be learnt along with application of business mathematics in business world.

Books Recommended:

- 1. Quantitative Techniques in Management. (TMH)– by N.D. Vohra, Tata Mc Graw Hill*
- 2. Quantitative Techniques by C.R. Kothari, Vikas Publishing House, Delhi.*
- 3. Statistical Methods - by S.P. Gupta, Sultan Chand & Sons*

MBA I Semester
Computers Application in Management – (External)
PROGRAMME CODE: SCM-C-MBA-PG
COURSE CODE: I/137-1/C6/B
Internal Examination 50 Marks
Journal 20 Marks
Field Study report 20 Marks
Minor Project 10 Marks

Suggestive List of Experiments to be carried by each individual for the internal assessment

Candidates are expected to perform the experiments based on the contents of MBA syllabus of their

1. Study of different operating systems and their features.
2. Study of networks, their Features and Configurations for business management
3. Study MS OFFICE and its features.
4. Study of menu bar, Tool Bar, Task bar.
5. Use of MS OFFICE features for data and file management.
6. Study of MS WORD for Business Management.
7. Study of MS POWER point for Business Management.
8. Study of different applications of MS OFFICE for Business Management.
9. Study of different applications of computer In Business Management.
10. Minor project showing hands on skills acquired by the candidate based on above.

MBA I Semester
Computers Application in Management – Excel Lab (Internal)
PROGRAMME CODE: SCM-C-MBA-PG
COURSE CODE: I/137-1/C6/B
Internal Examination 50 Marks
Journal 20 Marks
Field Study report 20 Marks
Minor Project 10 Marks

Suggestive List of Experiments to be carried by each individual for the internal assessment

Candidates are expected to perform the experiments based on the contents of MBA syllabus of their

1. Study of different features of EXCEL.
2. Study of Menu Bar, Tool Bar, Task Bar in EXCEL.
3. Worksheet Manipulation Using of EXCEL.
4. Data Entry operations and applications using MS EXCEL.
5. Data Tabulation & Representation MS EXCEL.
6. Use of MS EXCEL for plotting various types of Graphs.
7. Study of MS EXCEL for data processing & Formula Management applications.
8. Study of connectivity between MS EXCEL and MS POWER point for Business Presentations.
9. Study of connectivity between MS EXCEL and MS WORD for Business Management.
10. Minor project showing hands on skills acquired by the candidate based on above.

M. B. A. I Semester
ORGANIZATIONAL BEHAVIOUR
PROGRAMME CODE: SCM-C-MBA-PG
COURSE CODE: I/137-1/C7

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

Course Objective:

To familiarize students with the behavioral patterns of human beings at individual and group levels in organizational context.

Unit I Organizational Behavior: Definition, assumptions, significance-Historical Evolution- Fundamental concepts of OB, OB- as an emerging challenge of managing diversity.

Unit II Individual Behavior and Managing diversity, Factors affecting individual behavior, Personality Development: meaning and determinants, theories of Personality development, managerial consideration for further developing of personality development of employee. Perception: Meaning and definition, Perceptual process, Managerial implications of perception in business situations, Perceptual errors i.e. factors influencing perception.

Unit III Motivation: Nature and importance, basic process- theories of motivation: Maslow's hierarchy of needs theory, Herzberg theory, Alderfer's ERG theory, McClelland's Achievement Motivation Theory, Expectancy theory, Theory X & Y.

Unit IV Group Behavior: Group formation: formal and informal group, stages of group development, Group decision making, group effectiveness and self-managed teams.

Unit V Conflict and Stress Management: Meaning, process, functional and dysfunctional conflict, conflict handling- nature, causes and consequences of Stress. Management of change: concept, Lewin's stages of change, forces of change, resistance to change and Managing planned change.

Course Outcomes:

By the end of this course students shall be able to:

- 1. Identify and evaluate OB challenges faced by managers.*
- 2. Analyze workplace behaviors from one or more theoretical perspectives.*

3. *Recommend solutions for key OB related challenges managers face.*

Books Recommended:

1. *Diagnostic approach to Organizational Behavior* by Gordon J.R., Allyn and Bacon, New York, 1987.
2. *Essentials of Organizational Behavior* by Robbins S.J., Text N.D.
3. *Organizational Behavior Processes* by Parle K.U., Rowat Publishers, Jaipur, 1988.
4. *Organizational Behavior* by Robbins P. Stephen, McGraw Hill Inc. New York.
5. *Organizational Behavior, Concepts, Controversies and Applications* – by Robbins P. Stephen, Prentice Hall of India, N.D. 1985.
6. *Management of Organizational Behavior Utilizing Human Resources-* by Paul Hersey & Ken Blanchard, Prentice Hall of India; N.D. 1985.
7. *Managing in Turbulent Times* by Drucker. Peter F., Pan Books Ltd. London, 1980.
8. *Organizational Behavior- Text, Cases and Games-* by K. Aswathappa, Himalaya Publishing House.

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M. B. A. II Semester
MARKETING MANAGEMENT
PROGRAMME CODE: SCM-C-MBA-PG
COURSE CODE: II/137-1/C8

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

Course objectives:

To understand the meaning of marketing, marketing concept, marketing management; how marketing concept and marketing mix are integrated in practice, thus resulting in marketing process and strategy; and the relevance of marketing in a developing economy.

Unit - I: Introduction to Marketing: Marketing Concepts, Understanding Marketing Management, Emerging issues in Marketing.

Unit – II: An Overview of Indian Marketing Environment: Marketing Information System, Marketing Research, Marketing Mix: Concept and Components, Marketing Strategy-Market Segmentation, Targeting and Positioning, Consumer behavior.

Unit – III: Product mix: Concept & Classification, Product Life Cycle and Marketing Strategies, New Product Development Process

Unit – IV: Pricing decisions: Objectives, Process, and Methods; Place decisions – Channels of Distribution, Physical Distribution, and Market Logistics.

Unit – V: Promotion mix: Advertising, Sales promotion, Personal selling, Public relations, Publicity, Direct Marketing - Major Channels for Direct Marketing, Online Marketing- Promises and Challenges of Online Marketing.

Course outcome:

The student comprehends the personality of a marketer, the dynamics of marketing environment and the tasks as well as activities to be performed for ensuring success in marketing

Books Recommended:

- 1) Marketing Management – Philip Kotler, Prentice Hall of India Private Ltd., and New Delhi.
- 2) Marketing Management Planning, Implementation and Control the Indian Context – V. S. Ramaswamy and S. Namakumari, McMillan India Ltd.
- 3) Marketing Management – Biplab S. Bose, Himalaya Publishing House
- 4) Marketing Management- Karunakaran

5) Marketing Management- Willian Stanton

6) Marketing Management- Michael Porter

M. B. A. II Semester
FINANCIAL MANAGEMENT
PROGRAMME CODE: SCM-C-MBA-PG
COURSE CODE: II/137-1/C9

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

Course Objective:

To provide students with theoretical background and the quantitative tools to make sound financial decisions in managerial roles leading to the maximization of the value of the firm.

UNIT I: Environment of Business Finance: Definition of Finance Definition of Business Finance, Types of Finance, Definition of Financial Management, Scope of Financial Management, Objectives of Financial Management, Functions of Finance Manager, Importance of Financial Management.

UNIT II: Techniques of Financial Analysis: Meaning and Definition: Income statement, Position statement, Statement of changes in owner's equity, Statement of changes in financial position, Types of Financial Statement Analysis, Techniques of Financial Statement Analysis: Comparative statement analysis, Comparative balance-sheet analysis, Comparative profit and loss account analysis, Trend analysis, Common size analysis, Funds Flow Statement Analysis (Working Capital Basis), Cash Flow Statement Analysis, Difference between funds flow and cash flow statement, Ratio Analysis.

UNIT III: Capital Budgeting: Introduction, Definitions, Need and importance of capital budgeting, Capital Budgeting Process, Kinds of Capital Budgeting Decisions, Methods of Capital Budgeting of Evaluation: Pay-back period, Un even cash inflows, Post pay-back profitability method, Accounting rate of return or Average rate of return, Net present value, Internal rate of return, Excess present value index, Capital rationing, Risk and Uncertainly in Capital Budgeting.

UNIT IV: Working Capital Management: Introduction, Meaning of Working Capital, Definitions, Concept of Working Capital, Gross working capital, Net working capital, Component of working capital, Operating Cycle, Types of Working Capital: Permanent working capital, Temporary working capital, Semi variable working capital, Needs of Working Capital, Working capital position/Balanced working capital position, Assessment of Working Capital Requirements, Computation (or Estimation) of Working Capital, Working Capital Financing.

UNIT V: Capital Structure and Firm Valuation: Introduction, meaning of capital structure, Definition of capital structure, Financial Structure, Optimum Capital Structure, Objectives of capital structure, Forms of capital structure, Factors Determining Capital Structure: Leverage (Types of Leverage), Cost of capital, Capital Structure Theories, Traditional approach, Assumptions, Net Income (NI) approach, Net Operating Income (NOI) approach, Modigliani and Miller approach, WACC.

Course Outcomes:

By the end of this course students shall be able to:

1. *Critically evaluate the financial objectives of various types of organizations and the respective requirements of stakeholders.*
2. *Explain alternative sources of finance and investment opportunities and their suitability in particular circumstances.*
3. *Assess the factors affecting investment decisions and opportunities presented to an organization.*
4. *Analyze a company's performance and make appropriate recommendations.*

Books Recommended:

- 1) Financial Management: Khan and Jain, Tata McGraw Hill Publications
- 2) Financial Management: I.M. Pandey, Vikas Publications
- 3) Fundamentals of Financial Management: SheebaKapil, Pearson Publications
- 4) Financial Management: V.K. Bhalla, S. Chand Publications
- 5) Financial Management: Khan and Jain, Tata McGraw Hill Publications
- 6) Financial Management: C. Paramasivan, T. Subramaniam, New Age Publications

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M. B. A. II Semester
PRODUCTION & OPERATIONS MANAGEMENT
PROGRAMME CODE: SCM-C-MBA-PG
COURSE CODE: II/137-1/C10

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

Course objectives:

The objective of the course is to explore students to operations management and appreciate role of operations planning & control & other tools of operations management in decision making in production function of an organization.

UNIT – I Overview of Production/Operations management: Nature, Scope, Importance and Functions - Evolution from manufacturing to operations management - evolution of the factory system - Production systems: Issues and environment, Maintenance Management, Industrial Safety.

UNIT – II Productivity and PPC: Production system design Planning and Control: Basics of PPC, Work system design, Work Study, Work Sampling, Scheduling and Sequencing Models

UNIT – III Types of Industries: Variety of Businesses–Methods of Manufacturing -Project / Jobbing, Batch Production, Flow/Continuous Production, Process Production -Characteristics of each method.

UNIT – IV Facilities Location & Layout: Strategic importance - Factors affecting location & layout –Single location, multi-location decisions, Models of plant location, Principles and Types of Facilities Layout. Plant capacity and line balancing
Net-Work Analysis: Introduction to PERT and CPM; Application areas of PERT and CPM.

UNIT – V Material Management: An Overview, Dependent and Independent Demand System, Material Handling Principals- Equipment, - In Mass Production in Batch/Job Order Manufacturing.: Inventory Control- JIT, JOT, Zero inventory. Systems of inventory control deterministic models & probabilistic models. EOQ safety stock ABC, VED FNSD analysis. Quality Management, recent trends.

Course outcome:

After end of this course the student is expected to understand rationale behind operations strategy. Tools such as layout engineering, Work study, PPC to be used for increasing industrial productivity. Further he should be able to solve basic issues related with network analysis with the help of CPM and PERT, he should be able to use of inventories efficiently avoiding stock outs.

Books Recommended:

1. B.S. Goel, production operations management, Pragati Publication, Meerut
2. J. P. Saxena, Production and d Operations Management, Tata McGraw Hill, New Delhi
3. P. Ramamurthi, Production and operations Management, New Age international Publisher, New Delhi
4. Buffa E.S. Modern Production Management, John Wiley, New York; 1973
5. Aswathappa K & Shridhara Bhat K.: Production and Operations Management, Himalaya Publishing House, Mumbai, 2009
6. Elwood S. Buffa & Rakesh K. Sarin: Modern Production/Operations Management, Wiley Edition, 2009
7. Chunawalla & Patel: Production and Operations management, Himalaya Publishing House, Mumbai, 2009

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M. B. A. II Semester
HUMAN RESOURCE MANAGEMENT
PROGRAMME CODE: SCM-C-MBA-PG
COURSE CODE: II/137-1/C11

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

Course Objectives:

Develop the student's ability to think critically and analyze opportunities to improve organizational performance through human resources management. Provide the student with analytical skills to utilize Human Resources metrics and technological applications to enhance the effectiveness of recruitment, training, development and retention of human resources. Strengthen the student's understanding how the alignment of human resources strategy with the organization as a whole. Develop the student's ability to make ethical decisions based on human resource professional standards and practices that are in the best interest of the organization. Strengthen the student's abilities to work in and lead teams that culturally and geographically diverse.

UNIT I: Concept and perspectives of Human Resource management: Development of HRM, environmental influence on HRM, HRM Philosophy and policy, organizational structure for HRM. **Discuss Case Studies.**

UNIT II: Acquiring Human Resource Management: Human resource Planning, Job Design, Job Analysis and Role analysis, Recruitment, Selection, Orientation and Placements. **Discuss Case Studies.**

UNIT III: Developing Human Resources- Human Resource Development System, Career system, Competency mapping, coaching and Mentoring, HRD in the government and public system, HRD in health sector. **Discuss Case Studies.**

UNIT IV: Managing performance and compensation: Performance appraisal of Employees, HR Audit, Compensation management, Incentives and benefits, Employee Turnover, Employee separation **Discuss Case Studies.**

UNIT V: Motivating and Mentoring HRM: Motivational perspective, Empowerment and participation, Human resource mobility, discipline and grievance management, Employee retention, outsourcing and HRM, Quality of work Life, Recent trends in HRM. **Discuss Case Studies.**

Course Objectives:

on completion of this course, students are able to: *Demonstrate proficiency in fundamental human resources theories and concepts and how they apply to real world situations.*

1. *Formulate human resources policies and practices that help promote the organization's strategic goals.*
2. *Use strategic decision making to resolve human resource challenges and make effective business decisions.*
3. *Employ statistical and computer tools to analyze complex questions and business problems and reach defensible conclusions.*
4. *Develop an understanding of the challenges of human resources management and successfully manage and resolve conflict.*
5. *Assume leadership positions in different organizations and manage many types of people and groups.*
6. *Evaluate legal and ethical issues as they apply to human resource management locally and globally.*
7. *Understand and engage in research utilizing sound methods learned to add value to his work and the community.*
8. *Demonstrate a commitment to lifelong learning by participation in professional development activities.*

Books Recommended:

1. K Aswathappa, Human Resource Management, Sixth Edition.
2. L. M. Prasad, Human Resource Management.
3. De Cenzo & Robbins : Personnel / Human Resource Management, 3rd (PHI)
4. McKenna & beach : The Essence of Human Resource Management (PHI)
5. Berdwell / Holden : Human resource Management A Contemporary Perspective
6. Michael Armstrong, "Human Resource Management", 2010, Kogan Page.
7. Mathis & Jackson, "Human Resource Management", 2009, Cengage.
8. David Lepak, Mary Gower, "Human Resource Management", 2009, Pearson.
9. Paul Banfield, Rebecca Kay, "Human Resource Management", 2009, Oxford.
10. Decenzo, "Human Resource Management", 2008, Wiley.
11. Madhurima Lal, S.Qzaidi, "Human Resource Management", 2009, Excel books.
12. Wayne & Caseia, Ranjeet Nambudri, "Managing Human Resource", 2010, TMH.
13. Human Resources Development (MS-22) IGNOU

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M. B. A. II Semester
RESEARCH METHODOLOGY (External – 2 Credits)
PROGRAMME CODE: SCM-C-MBA-PG
COURSE CODE:

|| **University Examination 50 Marks** || **Total 50 Marks** ||

Course objectives:

The primary objective of this course is to: develop understanding of the basic framework of research process, develop an understanding of various research designs and techniques and identify various sources of information for literature review and data collection. Also develop an understanding of the ethical dimensions of conducting applied research and appreciate the components of scholarly writing and evaluate its quality.

UNIT I: Research fundamental: Meaning and Objectives of Research, Research categories, Types of research Studies, Research Methods and research methodology, Research process. Scientific Method: Introduction, Methods of eliminate uncertainty, Steps in Scientific research, Difficulties in applying Scientific method in marketing research, Hypothesis- Types of Hypothesis, precaution while Setting Hypothesis, Types of Errors, Inductive v/s deductive logic.

UNIT II: Defining Research problems and Hypothesis Formulation: Defining the Research Problems, formulation of the Problems, Developing the research Plan, Importance of Hypothesis in decision making. Research design: Introduction, Types of research designs, Extension of true experimental design, selecting an Experimental Design Limitations of experimental design.

UNIT III: Methods of Techniques of data collection: Types of data, distinction between Primary and Secondary data, data Collection procedure for primary Data, Major Steps in conducting a Survey, Methods of secondary data Collection, schedule method Case study Method. Sampling: Introduction, Sample v/s Census, Criteria for Good Sampling, The Sampling Process, Types of Sampling methods/Techniques, Sampling and non- Sampling Errors.

UNIT IV: Attitude Measurement and Scale: Nature of Attitudes, Use of Attitude Measurement, Types of Scale, Potential Sources of error in Measurement, SPSS Procedure for Multidimensional Scaling. Questionnaire Design: Introduction, Techniques for Designing

Questionnaires, Types of Questions, Questionnaire Construction. Data Preparation and Preliminary Analysis: Editing, Coding, tabulation, Process and Analysis, Formal Investigation.

UNIT V: Research Report and Proposal Writing: Introduction, Research Proposal, an insight into Research report and proposal, types of research report, guidelines for writing a report, Size of Report, Steps in Writing Report, Report presentation, Typing the report and documentation and Bibliography.

Course outcome:

By the end of the subject students should be able to:

- 1. Demonstrate the ability to choose methods appropriate to research aims and objectives.*
- 2. Understand the limitations of particular research methods.*
- 3. Develop skills in qualitative and quantitative data analysis and presentation.*
- 4. Develop advanced critical thinking skills.*
- 5. Demonstrate enhanced writing skills*

Suggested Readings:

1. Research Methodology by Dr. S L Gupta
2. Research Methodology by C R Kothari
3. Kerlinger F.N. Fundamentals of behaviour Research Holt Rinehart & Winston Newyork
4. Sadha A.N. Singh Amerjit : Research Methodology in social sciences Himalaya Pub. 1980
5. Bajpai S.R. : Methods in social survey & Research kitab Ghar Kanpur

M. B. A. II Semester
STATISTICS FOR MANAGEMENT (Internal – 2 Credits)

PROGRAMME CODE: SCM-C-MBA-PG

COURSE CODE:

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

Course objectives:

To understand basics of statistics and their applications in business, to learn the measures of central tendency, to learn and understand the correlation and regression analysis, further students will learn time series analysis and use of statistical testing in business decision.

UNIT-I: Introduction: Statistics: Introduction, origin and growth of statistic, Statistic: science or Art, function of statistic, application of statistic, Classification and Tabulation of Data, Diagrammatic and Graphic presentation.

Unit II: Measures of Central Tendency: Mean, Median & Mode - Measurement of Dispersion: Mean Deviation & Standard Deviation.

UNIT-III: Correlation Analysis: Positive and Negative Correlation, Karl Pearson's Coefficient of Correlation, Spearman's Rank Correlation and Concept of Multiple correlation. **Regression Analysis:** Concept, Least Square fit of a Linear Regression, Two lines of Regression, and properties of Regression coefficients.

UNIT IV: Time Series Analysis: Components, measurement of Trends, Models of Time Series–Additive, Multiplicative and Mixed models- Trend analysis: Free hand curve, Semi averages, Moving averages, Least Square method.

UNIT-V: Statistical inference- Tests of Hypothesis, Chi-Square test, T-Test, Z-Test, F-test and Analysis of Variance-One Way and Two-Way ANOVA.

Course outcome:

After completion of this course students are able to: demonstrate their skills in understanding the statistics and their application in business, they also able to calculate the central tendency, correlation and regression and able to understand use of time series analysis and various statistical tests used in research and business.

Books Recommended for Reading:

1. Fundamental of statistics by P N Arora, S. Arora
2. Statistical Methods by SP Gupta
3. Statistics for Management, Levin R.I. and Rubin D.S., 7th edition, Prentice Hall of India Pvt. Ltd., New Delhi, 2001.
4. Statistics for Management, Srivastava TN, Shailaja Rego Tata McGraw Hill, 2008.
5. Statistics for Management, Anand Sharma, Himalaya Publishing House, Second

M. B. A. II Semester
E - BUSINESS
PROGRAMME CODE: SCM-C-MBA-PG
COURSE CODE: II/137/SEC1

|| **University Examination 50 Marks** || **Internal Assessment 50 Marks** || **Total 100 Marks** ||

Course objective:

This paper would help the students to understand modern business techniques and business automation in addition to the internet usage for the same.

Unit I Introduction to E Business concept and scope, E Business v/s E Commerce, Types of Business Automation 'ON LINE, OFF LINE, REAL TIME, Digital economy, e-business, e-commerce markets and models.

Unit II Technological supports and needs for e-business framework, Tools, Gadgets, processors, network and communication devices, hardware and software support, web technology & software advantages for implementation of E Business.

Unit III Introduction and Overview Industrial Automation and Robotics, Modern Manufacturing tools and techniques, NC, CNC, SPM and their impact on business management, advantages and disadvantages.

Unit IV E Business Design and Applications: Steps in e-business design, integrating the supply chain management process. Study of applications in e-selling, e-buying, e-procurement, e-payments: Pre; Post and instant payment systems, e-banking, e-governance, e-learning, e-CRM, e-Business Strategy etc. into action.

Unit V Issues, Implications and Future of E-Business: Challenges in Enterprise architecture planning, Risks related to e-Security, Cryptography, e-transition issues, reversing the value chain, Govt policies, legal implications, Social media and its impact on e- business

Course outcome:

On successful completion, the students would be able to identify and suggest new business avenues in terms of technological aspects of applications.

Books Recommended:

01. Agrawal K.N.& Deeksha Agrawala, Business on the net: What's and How's of e-commerce, Mc Million New Delhi
02. Diwan, Prag and Sunil Sharma, Electronic commerce- A Manager's guide to e-business, Vanity books international New Delhi.
03. Janal D.S., On line Marketing Handbook, Van Nostrand Reinhold, New York.
04. Kosir David, Understanding electronic commerce, Microsoft press, Washigton.
05. Monoli & Minol, Web Commerce Technology Handbook, Tata McGraw Hill, New Delhi.
06. Damier Amor – The E-business Evolution – HP Professional books.
07. Ravi Kalakota – A.B. Whinstan – Frontiers of Electronic commerce.
08. Murthy C S V (2009), **E-Commerce – Concepts, Models, Strategies**, Mumbai, Himalaya Publishing House.
09. Rayudu C S (2008), E-Commerce – E-Business, Mumbai, Himalaya Publishing House.
10. Bharat Bhasker (2009), **Electronic Commerce – Framework, Technologies and Applications**, 3rd Edition, New Delhi, Tata McGraw Hill Publishing Company Limited.
11. Chaffey Dave (2009), **E-Business and E-Commerce Management**, 3rd Edition, New Delhi, Pearson Education.

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M. B. A. II Semester
BUSINESS ENVIRONMENT
PROGRAMME CODE: SCM-C-MBA-PG
COURSE CODE: II/137-1/C 12

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

Course objectives:

1. *To help students to develop among candidates the knowledge base of environmental factors affecting business.*
2. *To acquaint the students to the emerging trends in business environment.*
3. *To inculcate values of Environmental ethics amongst the students.*

SECTION – A

Unit I: BASICS OF BUSINESS ENVIRONMENT: Concept, Significance, Nature of Business Environment, Need of Environmental studies for Business, Environment Scanning, SWOT Analysis, Basic philosophies of Capitalism and Socialism, Concept of Mixed Economy

Unit II: TYPES OF BUSINESS ENVIRONMENT: Types of Business Environment- Internal Environment, Micro Environment, Macro Environment-Economic Environment, Socio-Cultural Environment, Political Environment and Technological Environment, Legal Environment

Unit III: INDIAN BUSINESS ENVIRONMENT: Government Policies - Industrial Policy, EXIM Policy, Technology Policy, Government policy regarding Small Sector Enterprises, Fiscal Policy, Planning in India-Planning Commission, New trade policy-1991 onwards, Industrial Licensing in India.

SECTION – B

Unit IV: INDIAN BUSINESS ENVIRONMENT: Liberalization, Privatization, Globalization, Multinational Corporations, Foreign Direct Investment (FDI), Disinvestments, Special Economic Zone (SEZ), An introduction to MRTP, Competition, FEMA, SEBI Act, Consumer Protection Act.

Unit V: NATURAL ENVIRONMENT: Natural Environment, Natural Resources, Renewable and Nonrenewable Resources, Limitations of non-renewable resources – Need of Renewable resources, Importance of Water & Land, Global Warming

Unit VI: Case studies on the above topics.

Course outcomes:

1. *Students will gain an understanding on Scanning of Business Environment*
2. *Students will be able to identify the Strengths & Weakness of the Companies & identify Opportunities & Threats in Business Environment*
3. *Students will come to know about different Policies of Government which Effect the Business*

Books Recommended:

1. Business Environment-Text and Cases, Justin Paul: Tata McGraw Hill 3rd Edition
2. Essentials of Business Environment, Aswathappa: Himalaya Publishing House.
3. Business Environment-Text and Cases, Cherunilam, Francis: Himalaya Publishing House.
4. Environmental Policy-By James Lester, Duke University Press
5. Environmental Management System ISO 14001-By Dr. Ashok Joshi, L. Ramkrishnan, Nivedita Sarnaik.

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M. B. A. II Semester
MANAGEMENT OF CREATIVITY AND INNOVATION
PROGRAMME CODE: SCM-C-MBA-PG
COURSE CODE: II/137-1/SEC2/A

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

Course objective:

To help students reflect on their own level of creativity and develop and innovative mindset, also create awareness of those factors, characteristics and procedures that make individuals and organizations creative and innovative.

Unit I - Realms of Creativity: Creativity: Concept- Determinants of Creativity – Process- Convergent and Divergent Thinking- Creative abilities- Roots of Human Creativity-Biological, Mental, Spiritual Social- Forms of Creativity-Essence, Elaborative and Expressive- Existential, Entrepreneurial and Exponential.

Unit II - Creative Personality: Traits - Congenial to Creativity- Blocks to Creativity- Strategies for unblocking Creativity-Conducive Environment: Formative Environment and Creativity- Environmental Stimulants- Motivation and Creativity- Strategies for Motivation for being creative, The creative intelligence - Fluency - Flexibility – Originality.

Unit III - Corporate Creativity: Creative Problems Solving, Techniques of Creative Problem Solving- Creative manager Creative Management Practices: Human Resource Management, Marketing Management, Management of Operations, Management of Product Design and Growth Strategies - Collective Creativity.

Unit IV - Creative Organization: Issues and approaches to the Design of Creative Organizations - Mechanisms stimulating Organizational Creativity- Successful innovative organization Structure - Creative Societies, Model of creative society.

Unit V - Management of Innovation:

Nature of Innovation-Technological Innovations and their Management, Managing innovation within firms, Innovative entrepreneurship - Agents of Innovation-Skills for Sponsoring Innovation, Practice cases and situations.

Course outcomes:

By the end of this course students shall be able to:

1. *Learn to apply tools to unlock creativity and innovation.*
2. *Improve their innovation capabilities as managers by developing a corporate culture conducive for creativity and innovation.*
3. *Develop an appreciate and influence the personal and organizational factors that influence organizational creativity and innovation.*

Books Recommended:

1. Pradip Khandwalla, Lifelong Creativity- An Unending Quest, Tata McGraw Hill,2006.
2. Pradip Khandwalla, The Corporate Creativity -The Winning Edge, Tata McGraw Hill, New Delhi.
3. Pradip Khanwalla, The Fourth Eye, Wheeler Publishing, New Delhi.
4. P. N. Rastogi, Managing Creativity of Corporate Excellence, Macmillan, New Delhi.
5. Jone Ceserani, Pater Greatwood- Innovation and Creativity, Crest Publishing House, New Delhi.
6. Christensen Clayton, Innovation and General Manager, Tata McGraw Hill.
7. Margaret. A,Whit & Gary D. Bruton- The Management of Technology Innovation- A Strategic Approach.
8. CSG Krishnama Charyulu & R. Lalitha- Innovation Management, Himalaya

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M. B. A. II Semester
PRINCIPLES OF BANKING AND FINANCE
PROGRAMME CODE: SCM-C-MBA-PG
COURSE CODE: II/137-1/SEC3/B

|| **University Examination 50 Marks** || **Internal Assessment 50 Marks** || **Total 100 Marks** ||

Course objective:

To study the Banking sector in India, i.e. RRB, NABARD, RBI, Negotiable instrument, Capital Markets – Money Markets, Role of SEBI etc.

Unit-1 – Bank Definition and Functions: - Methods of Credit Creation – A Brief Study of RRB – Investment Bank and Development Banks – A Study of RBI & NABARD - Recent Trends in Indian Banking.

Unit-2 – Relationship between Banker and Customer – Negotiable Instruments – Cheques, Bills of Exchange and Promissory Notes, Endorsement and Crossing, Presentation, Collection and Payment of Negotiable Instruments, Dishonor of Cheques And its legal Provisions – Salient Features of The Banking Regulation Act.

Unit-3 – Structure of Financial System – Role of Financial System in Economic Development – Capital Markets – Money Markets – Primary Market Operations – Secondary Market Operations.

Unit-4 – Role of SEBI: - Regulation – Functions of Stock Exchanges - Listing – Formalities – Financial Services Sector Problems and Reforms.

Course outcomes:

1. *Introduce the Basics of Indian Banking Systems.*
2. *Students can understand the functioning of Money Market and Capital Market.*
3. *Provide the basic objectives of Regulating Agencies like SEBI.*

Suggested Books:

1. Bhole & Malinkud, Financial Institutions and Market, TMH, New Delhi.
2. V.A. Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai
3. DK Murthy and Venugopal, Indian Financial System, IK Int Pub House.
4. Anthony Sunders and MM Cornett, Fin Markets & Services, Vikas, New Delhi.
5. Punithavathi Pandian, Financial Markets & Financial Services, Vikas, New Delhi.
6. Vasanth Desai, Financial Markets & Financial Services, Himalaya, Mumbai.
7. Khan M. Y., Indian Financial System, Tata McGraw Hill Publishing Company Ltd., NewDelhi.
8. Pai Panandikar & NC Mehra, Rural Banking, National Institute of Bank Management, Pune.
9. Guruswamy S., Banking in the New Millenium, New Century Publications, New Delhi.
10. Uppal R.K. & Rimpi Kaur, Banking Sector Reforms in India, New Century Publications, New Delhi.
11. Indian Institute of Banking & Finance Rural Banking, Mumbai.
12. Uppal RK & Pooja, Transformation in Indian Banks Search for better tomorrow, Serup Book Publisher Private Ltd., New Delhi.

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M. B. A. II Semester
TALLY (PRACTICAL) \$
PROGRAMME CODE: SCM-C-MBA-PG
COURSE CODE: III/137-1/GE1/B

Open Electives (OE) for Inter Credit Transfer: Research methodology (4 credits)/Online course from NPTEL or MOOC / SWAYAM of 4 credits

M. B. A. III Semester
BUSINESS POLICY AND STRATEGIC MANAGEMENT

PROGRAMME CODE: SCM-C-MBA-PG

COURSE CODE: III/137-1/C13/A

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

Course objective:

This paper will help the students understand and scan through the business aspects of the policies and various strategies related to business management.

Unit – 1: Concept, evolution, meaning and scope of Strategy, Vision, Aim, Objectives, Mission, Goal, Road Map, Benchmarks, Milestones, Policy, Plan, Blue Book and their role in Management. Business Models, Business Sub Unit and Corporate Policy. Levels of Strategies, Strategic Choices and alternatives, Factors related to decision making.

Unit – 2: Types of Strategies, Diversification, Integration, Niche, Mergers & Acquisitions, Joint Ventures, Takeovers, Turnaround, Divestment and Liquidation and other options.

Unit – 3: Strategy Formulation and Design tools such as Industry Analysis, Business analytics, BCG, GE, ADL Matrix, PESTAL, SWOT, ETOP analysis, 7 S & 4 Cs, 5 Forces principles, Organizational Appraisal need & Procedure.

Unit – 4: Tools and Techniques of Strategy Implementation, evaluation, review and Control. Strategic Advantages, Core Competencies, Budgeting, Audit, Staffing, Systems & Synergy. Issues and Case Studies in versatile fields of Business on local as well as Global level in H.R., Finance, Marketing, I.T., Modernization of Management, Success and Failures.

Course outcome:

On completion the students will develop insight for the strategic planning development and control in tune to the management of the businesses.

Reference Books:

1. Azhar Kazmi -Strategic Management and Business Policy Tata McGraw Hill.
2. R.M.Srivastava -Management Policy and Strategic Management –Concepts, Skills and Practices- Himalaya Publishing House.

3. S. Namakumari Strategy Text& Cases the Indian Concept Macmillan Business Books.
4. Thomas L. Wheelen- Concepts in Strategic Management and J. David Hunger Business Policy-Krish Rangarajan Pearson Education.
5. R. Srinivasam- Strategic Management, Prentice Hall of India Pri.Ltd – Delhi.
6. Subba Rao,P Business Policy and Strategic Management -Himalaya Publishing House.
7. John A Pearce II Richard B Robinson, Jr. Amita Mital- Strategic Management Formulation, Implementation and Control, Tata McGraw Hill.

M. B. A. III Semester
FOREIGN LANGAUGE
PROGRAMME CODE: SCM-C-MBA-PG
COURSE CODE: III/137-1/SEC4/B

|| **University Examination 50 Marks** || **Internal Assessment 50 Marks** || **Total 100 Marks** ||

French I

Course objective:

This FLE (French as a Foreign Language) component of the M.B.A. program will introduce learners to the French language and culture. This course aims at teaching learners to communicate in basic daily life situations and to exchange basic information, in both oral and written form in French. It will introduce the basic concepts of French grammar and phonetics so that learners are able to carry out basic communication in French in formal and informal situations.

UNIT I: Communicative Functions : Communicative Functions: Formal and informal greetings- To introduce one self and to introduce others (written and oral) - Ask and give details of personal information: name, age, profession, nationality, address, e-mail, phone number - To give and ask for time and date- To describe oneself - Basic questions / answers to survive in the classroom and in a new place (conference/ visit abroad) - Formal and Informal Communication.

UNIT II: Context-Vocabulary: Certain nationalities, countries and languages- Parts of the day, days of the week and months- Numbers - Professions- Colors- Adjectives of Quality - Family- Parts of the body – Objects in the classroom – Vocabulary of time.

UNIT III: Contents of Grammar : Alphabet and phonology- Subject pronouns- Indicative Simple Present: Conjugation of -er, -ir, -re ending verbs (Regular verbs, selected irregular verbs être, avoir, aller, venir)- Basic negative and interrogative constructions - Gender and number- Articles and contractions - Interrogative pronouns: qui, où, quand, comment, combien de, etc.- Expressions like aller+inf., aimer+inf., Qu'est-ce que c'est?, C'est/ce sont –Introduction to Negation and Interrogation – Introduction to Prepositions – Tu/toyer/Vouvoyer

Reference Books:

- *Connexions Niveau 1*, by Régine Mérieux and Yves Loiseau, Didier, Paris, 2004. (Selected lessons)
- Assorted material from print and electronic sources.

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1पउं दक ढरमबजपअमेरु

१० ज्व कमअमसवच जीमे 1पससे विसपेजमदपदहए चमांपदहए तमंकपदह - तपजपदहए

२० ज्व तमंकं दक नदकमतेजंदके पउचसम जमगजेण

३० ज्व इमं इसम जवू तपजम इतपमजिमगजेण

४० ज्व इमं इसम जव सपेजमद जवे पउचसम जमगजे दकं दूेमतपदहु नमेजपवदे वद जीमउण

५० ज्वीअम बवदअमतेजपवदे ईमक वद अपेनंस जमगजेण

चैत्रैः ८

इवदेववदै मउमेजमत

ल्लज्जजैरु

ल्लज्ज १. ब्वउउनदपबंजपअम अदबजपवदे. च्त्तवदनदबपंजपवदं दक पदजवदंजपवद च्चंजमतदेरु

थ्वतउंसं दक पदवितउंस हतममजपदहेण ज्व पदजतवकनबम वदमेमसि दिक जव पदजतवकनबम वजीमतेण

ज्वीं दक हपअम कमजंपसे वचिमतेवदंस पदवितउंजपवदरु दंसमए हमाए चतवमिपवदए दंजपवदंसपजलए ककतमेए मउंस मजबण ज्व हपअमं दकं 1 वित जपउमं दक

कंजमण ज्व कमेबतपइम मअमतल कंलं बजपअपजपमे दकं 1इपज्जे पजी तिमुनमदबलण ज्व जंसा वितमसंजपवदे, पजी वजीमत चमतेवदेण ज्व जंसां इवनज वदमरे उपसलण

ल्लज्ज २. अदबजपवदंस हतंसउंतं चमत जीम चतमेबतपइमक जमगज इववाण

1सचींइमजं दक चतवदनदबपंजपवदं नइरमबज चमतेवदंस चतवदवनेण पदकपबंजपअमे पउचसम चतमेमदजरु बवदरनहंजपवद वी.ंतए. मतए. पतमदकपदह अमतइ

;तमहनसंत अमतइए तमसिमगपअम अमतइं दके मसमबजमक पततमहनसंत अमतइइए छमहंजपअमं दक पदजमततवहंजपअम बवदेजतनबजपवदेण लमदकमतं दक

दनउइमतण 1तजपबसमे दक बवदजतंबजपवदेण पदजमततवहंजपअम चतवदवनेदेरु नल्लए बन्नहासए नपल्लदए बन्नउवए कन्न दकमए बन्नहा दकवए बन्नहा दजवए मजबण

ल्लज्ज ३. स्मगपबंस पजमउे वित बवउउनदपबंजपवद पद कंसल सपमि पजनंजपवदेरु

ब्वीतववउ बवउउनदपबंजपवदण लतममजपदहेण च्त्तजे वजीम कंलण वंले वजीमू ममाण इवदजी वजीम लमतं मेवदेण ब्वसवनतेण छनउइमते ;0 जव १००इए १उपसल

तमसंजपवदेण रंदहनंहमेण

ल्लज्ज ४. ब्वसजनतंस ब्वउचवदमदजेरु

स्पमिं दक बन्नसजनतम वजीम चमवचसमूीमतम जीम संदहनंहम पे चवामदण क्पअमतेपजल वजीम बवनदजतपमूीमतम जीम संदहनंहम पे नेमकं चंदपीं चमांपदह

बवनदजतपमेणै चंदपीं वदहेए उनेपबं दक कंदबमण

स्मंतदपदह ल्लजबवउमरु

स्मंतदमतीं वनसक इमं इसम जव .

१० च्त्तजपबपचंजम पदे पउचसम बवदअमतेजपवदे पद अंतपवने कंल जव कंले पजनंजपवदेण

२० वाहंदप्रम पकमे दक बवउउनदपबंजम इवजी पद जीमू तपजजमदं, मससं वतंस वितउण

- ३७ झदवू कर्पाभितमदर्जे चमबजे वसिपमिंदक बनसजनतम वजिीम चमवचसमूीवे चमां जीम संदहनंहमण
३८ झदवू ईपब बवदबमचजे वहितंउतंतूं मससं निदबजपवदंसंदक दवजपवदंसु नमेजपवदे वसिंदहनंहम नेमध्तमहपेजमतेण

तमबवउउमदकमक जमगजइववोरु

- मेचं वसे पद तिवदजमतेण १ऐ ह्यादबीग्र स्वइंजवए श्रण मजणंसणै ल्मसए डंकतपकए १९९८ए ; वदसले मसमबजमक समेवदंदक मगमतबपेमद्द व
- श्रण व्वतचेण । नसं १ए ; स्पइतव कम संनउदवए बनंकमतदव कम मरमतबपबपवेए व्वद्वण्डंकतपकए २०१०
- टपतहपसपव ठवतवइपवए छनमअव मसम पदपबपंस १ ; स्पइतव कम संनउदवए बनंकमतदव कम मरमतबपबपवेए बैमजमद्दए म्कपबपवदमै डए डंकतपकए २००५ए ; वदसले मसमबजमक समेवदंदक मगमतबपेमद्द

।ककपजपवदंस जमगजइववो वित तमभितमदबमरु

- ४५० मरमतबपबपवे लतंउंजपबंसमेण । नपसपदवै ह्यादबीग्रै ल्मसए चंपदए २००७ए
- व्वंकमतदवे कम लतंउंहाजपबं मेचं वसंए म्पसपं व्वदमरवए व्वए ठंतबमसवदंए २००८ए
- कपबजपवदंतपमे अंपसंडसम पद जीम नदपअमतेपजल सपइतंतलण
- व्जीमत चतपदजए नकपवं दक अपकमव उंजमतपंस तिवउ अंतपवने इववोए व्बेए वटवे दक जीम पदजमतदमजण

।ककपजपवदंस उंजमतपंसै पसस इम चतवअपकमक इल जीम चतवहतंउउम पदेजतनबजवते पदंककपजपवद जव जीम इवअम जमगज. इववोध्तमंकमतेण ज्मंबीमते तम तिमम जव तमबवउउमदके नचचसमउमदजंतल संदहनंहम उंदनंसेण

M. B. A. III Semester
PRODUCTIVITY AND QUALITY MANAGEMENT
PROGRAMME CODE: SCM-C-MBA-PG
COURSE CODE: III/137-1/SEC5/B

Course objective:

The Productivity & Quality Management course provides students with the knowledge and techniques required to improve product quality and process efficiency by identifying and measuring production process variability which, if not successfully addressed, leads to inconsistent product quality, costly wastage, non-standardization and other reliability and productivity problems.

This course introduces basic quality management concepts and definitions and builds on that knowledge to explore quality improvement techniques as a means to diagnose, reduce and eliminate causes of variation and to assist in process improvement, production control, production planning and decision-making. A brief review of the fundamentals of statistics and probability and their applications in quality management is provided, and various measurement and control techniques, for example charts for variables and attributes are presented.

Unit I: Concept of productivity and various ways/modes of calculating it: Ways to improve productivity. Partial productivity and Total productivity. Product and Service Quality dimensions. Characteristics of Quality. Quality Assurance. Quality Circles. Deming's 14-points for management,

Unit II: Suggestion Schemes. Various types of wage incentive plans. Total Productivity Maintenance: Job evaluation and Job rotation. Learning curves-description, limitation and use to management. Lateral thinking. Split brain theory

Unit III: Concepts of customer service in relation to right quality, right quantity, etc.: Total Quality Management – definition, basic concepts, eight building blocks, seven stages and pillars of TQM, TQM in Services Juran's triology – Muri, Mara, Muda.

Unit IV: Holistic Quality Management. Quality performance and various excellence awards: Six sigma features, enablers, goals, DMAIC/DMADV

Course outcome:

After completing this course, students should be able to:

1. Explain the concepts of Total Quality Management and Total Quality Education.
2. Diagnose problems in the quality improvement process.
3. Identify ethical and unethical behavior in Quality Management.
4. Apply various quality improvement techniques.
5. Describe and apply the development and nature of quality control charts.

6. Apply the basic concepts of statistics and probability to quality management and control.
7. Perform process capability and specification studies.
8. Explain each total quality implementation phase then list the steps that are associated with each.

Propose how business leaders might plan and execute quality management strategies to gain and sustain a competitive advantage in today's global business arena.

List of Books for Reference

1. Productivity Techniques, Srinivas Gondhalekar and Uday Salunkhe, Himalaya Publishing House
2. Productivity Techniques, Gerard Leone and Richard D. Rahn, Jaico Book House
3. TQM: Text with Cases, John S. Oakland, Butterworth-Heinemann
4. Total Productivity Management (TPMgt): A systematic and quantitative approach to compete in quality, price and time, David J. Sumanth, St. Lucie Press
5. The Five Pillars of TQM: How to make Total Quality Management work for you, Bill Creech, Dutton/ Plume
6. Bruce Williams, Stephen R. Covey "Six Sigma for Dummies, CarigGygi, Neil Decarlo, –
7. Fundamentals of Quality Control & Improvement, AnitavaMitra, Pearson Education, Asia
8. Productivity Management: Text and Cases, Chen Gordon K.C. and McGrrah R, Dryden Press
9. Productivity Management: Concepts and Techniques, Sawhney S.C., Tata McGraw Hill
10. Productivity Management: A Systems Approach, VratPrem and G.D. Sardana, Narosa Publishing House
11. Juran's Quality Control Handbook, J.M. Juran, McGraw-Hill
12. Productivity and Quality through people, Y.K. Shetty and V.M. Buchler, Toppan Co.
13. Total Quality and Human Resources, Dale Barrie G., Cooper C., Blackwell
14. Total Quality Management, S.M.S. Raju, Tata-McGraw-Hill
15. Work Study, PennathurKrish, Nabhi Publication
16. Just-in-time: For today and tomorrow, TaiichiOhno,
17. Kaizen for quick changeover. Going beyond SMED, Sekine Kenichi, Arai K., Productivity and Quality Publications
18. Quality Planning and Analysis, J.M. Juran, Tata McGraw-Hill
19. Indian Government, "Quality Team Concept in Total Quality Control, -, JMJ Books
20. International Labour Office, "Productivity and Quality Management", -, International Labour Organization
21. "Quest for quality in services", A.C. Rosander, Quality Resources

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M. B. A. III Semester
ENTREPRENEURSHIP DEVELOPMENT
PROGRAMME CODE: SCM-C-MBA-PG
COURSE CODE: III/137-1/SEC5

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

Course objectives:

To sensitize candidates about entrepreneurship, to encourage candidates to develop their own business plan, to motivate candidates to set up their own business ventures, to create awareness about project management

Unit I. Foundations of Entrepreneurship Development: Concept and Need of Entrepreneurship Development, Definitions of Entrepreneur, Entrepreneurship, Innovation, Invention, Creativity; Concepts of Entrepreneur, Manager, Intrapreneur / Corporate Entrepreneur – Comparative study of Roles, Responsibilities, and Career opportunities; Entrepreneurship as a Career Option, Entrepreneurship as a Style of Management.

Unit II. Creating Entrepreneurial Venture: Business process planning, Environmental analysis, Search and Scanning, identifying problems and opportunities, defining business idea, Basic Government procedures to be complied with.

Unit III. Role of Government in Entrepreneurship Development: MSME Development Act, 2006, Institutional support for Entrepreneurship Development

Course outcome:

The student is aware about pros and cons of entrepreneurship career option and also the role of government in entrepreneurship development. He/she identifies himself/herself with the entrepreneurial personality.

Suggested Readings:

1. Management and Entrepreneurship – Veerbhadra Havinal- New Age International Publishers
2. Entrepreneurship: New Venture Creation – David H. Holt
3. Entrepreneurship Development – Satish Taneja, Himalaya Publishing House
4. Entrepreneurship: Strategies and Resources – Marc J. Dollinger, Pearson Education
5. The Culture of Entrepreneurship – Brigitte Berger.
6. Innovation and Entrepreneurship – Peter F. Drucker
7. Entrepreneurship – Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd
8. Entrepreneurship Theory and Practice- Raj Shankar, Tata McGraw-Hill Education

9. Project Management Principles and Techniques B.B. Goel
10. Project management – K. Nagarajan, New Age International Publishers
11. Project Management Planning & Control techniques- Rory Burke, John Wiley & Sons
11. Project Management – S. Choudhury, Tata McGraw Hill Publishing Co.
12. Intrapreneurship: Gifford Pinchot
13. Entrepreneurship Development - C. B. Gupta, Srinivasan, Sultan Chand & sons

ENTREPRENEURSHIP PROJECT

Internal Assessment 50 Marks

It is expected that student will prepare a project report on 'Setting up a new Small Enterprise'. This project report will carry 50 marks as a part of Internal Assessment which will be based upon classroom discussions and presentations regarding the project throughout the semester.

M. B. A. III Semester
INTERNATIONAL BUSINESS MANAGEMENT
PROGRAMME CODE: SCM-C-MBA-PG
COURSE CODE: III/137-1/C14

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

Course Objective:

The aim of this course is to enable the students learn nature, scope and structure of International Business, and understand the influence of various environmental factors on international business operations. This course will also provide students with the knowledge, skills, and abilities to understand the global economic, political, cultural and social environment within which firms operate.

UNIT I: International Business - An Overview: Evolution of international business, Globalization-meaning, Drivers of Globalization, influences of IB, Difference between Domestic business and international business, why companies engage in International Business, Stages of Internationalization, Approaches of International Business, Theories of International Trade -Adam Smith, David Ricardo, Heckscher-Ohlin theory and Factor mobility theory.

UNIT II: International Business Environment: Concept of IBE, Internal and External environment, Economic Environment, Technological Environment, Political Environment, Socio-Cultural Environment, Global environment, Physical Environment. Tools for environmental analysis: PEST analysis, SWOT analysis, Porter's five forces model, Global Competitiveness Index.

UNIT III: Country Evaluation and Selection: Selection of Manufacturing, Marketing center, data collection and analysis, country/Location comparison tools, foreign market analysis, Modes of Entering international business, Profile of top 10 Indian and Foreign MNCs, International Ports and International trade Routes. International Trade: Policies and Relations.

UNIT IV: Trade Blocks and Business Centers: EU, NAFTA, ASEAN and SAARC and implications of trade blocks for business, World Trade Organization (WTO). Foreign trade procedures: Export procedure, import procedure, financing techniques, import procedure simplified and export promotion. Recent Trade Agreement: with India, Anti-Dumping, Trends in India's Foreign Trade, India's Balance of payment, future of international business: special emphasis on India and China.

Discuss Case Studies on related Topics.

Course outcome:

The students will be able to:

1. *Explain how international factors affect domestic concerns;*
2. *Explain regional economic integration and economic and political integration;*
3. *Explain the main institutions that shape the global marketplace;*
4. *Conduct an environmental scan to evaluate the impact of world issues on an organization's international business opportunities.*
5. *Conduct, evaluate and present market research to support an organization's international business decision-making.*
6. *Manage the preparation of documents and the application of procedures to support the movement of products and services in the organization's global supply chain.*
7. *Evaluate the impact of statutory and regulatory compliance on an organization's integrative trade initiatives.*
8. *Develop and implement strategies to negotiate effectively within various cultural environments and to address the impact of cultural differences on an organization's integrative trade initiatives.*
9. *Develop and present an international marketing plan, and evaluate sales strategies that support an organization's integrative trade initiatives.*
10. *It will also prepare students to formulate and execute strategies, plans, and tactics to succeed in international business ventures.*
11. *In-class exercises, mini-projects as well as homework and case studies will demonstrate real-world applications of international business and management concepts.*

Books Recommended:

1. Sundaram and Black- International Business Environment
2. P. G. Apte - International Financial Management
3. Francis Cherulinam - International Business
4. Rathod- Export Management
5. Charles Hill - International Business
6. John D. Daniels- International Business Environment & Operations
7. Justin Paul, International Business, PHI
8. P. Subha Rao, International Business, Himalaya Publishing House

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M. B. A. III Semester
MANAGERIAL COMMUNICATION
PROGRAMME CODE: SCM-C-MBA-PG
COURSE CODE: III/137-1/C15

|| University Examination 50 Marks || Total 50 Marks ||

Course Objective:

The objective of this course is to impart communication skills amongst the candidates so that on completion of the course they will be equipped with communication skills.

Unit -I Communication in organizations: Definition – Communication and organizational communication – communication models – communication process – types – principles – Role of managers in business communication – Role of technology in contemporary communication process.

Unit –II. Communication Skills: Public speaking – Counselling, listening, interview – Basic principles of Journalism – Group communication – Group discussion – Seminars – symposia – course presentation – Reporting – Basic principles for drafting business letters – Layouts – Circulars – Agenda – Minutes – Memo – Reports – Employment letters.

Unit –III. Organizational communication: Internal and External communication – Structural issues that effect communication – communication within basic organization structure – Advantages and Disadvantages of informal structure – The Grapevine communications between employees and Trade unions – communication to shareholders and investing public – communications and Ethical actions in organizations.

Unit –IV. Communication for organizational effectiveness: Sources and Effects of conflict in communication – Approaches to managing conflict communications – organization design and conflict management – communication and Role conflict – Efficiency of organizational structure to reduce destructive effects of role conflict.

Unit –V. Organization with government and Other Public: Basic principles of public relations – Interaction with several public corporate image – Factors governing corporate image. Building and maintaining corporate image – Correspondence with insurance and banking companies, suppliers and agents – sales letters.

Course outcome:

The new corporate role is demanding. In corporate one has to interact and compete. If properly not prepared, it is difficult to survive in the new competitive environment. This syllabus is made keeping in mind all such factors so that the students will get benefitted in their career, not only in getting job but also build confidence in facing the present stiff competition.

Reference Books:

1. Dalmar Fisher: Communication in Organizations Jaico Pub.
2. Asha Kaul : Effective Business Communication.
3. Jessmand Dows & William Ird : Functional Business Communication (TMH)
4. Chappan and Reed : Business Communications.
5. Laland Drown: Communication Facts & Ideas in Business.
6. N.H. Arthereya : Written Communications and Results.
7. Denna Murphy: Communication in Business and Industry.
8. Bill Scot : The Skills of Communication.
9. R.C. Sharma & Krishna Mohan: Business Corresponding and Report Writing.9.

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OPEN ELECTIVE OR

M. B. A. III Semester

E-BUSINESS

PROGRAMME CODE: SCM-C-MBA-PG

COURSE CODE:

|| University Examination 50 Marks || Total 50 Marks ||

M. B. A. III Semester
CONSUMER BEHAVIOUR AND MARKETING RESEARCH
PROGRAMME CODE: SCM-C-MBA-PG
COURSE CODE: III/137-1/DSE1/A

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

Course Objective:

To provide understanding among the candidates about buyer behavior in a holistic manner, to analyze consumer behavior and apply that knowledge in designing marketing strategies and in enhancing effectiveness of marketing programs. To make the candidates aware about the nature and significance of marketing research and enable them to apply the relevant and appropriate techniques of marketing research in an effective manner

Unit I. Consumer Behaviour- The definition and scope, Need & Significance, Framework, Theories, Models, The Consumer's Decision-Making Process: Consumer Influence & the Diffusion of Innovations, Consumer Decision Making and Beyond

Unit II. The Consumer as an Individual: Consumer Motivation, Personality & Consumer Behaviour, Consumer Perception, Consumer Learning, Consumer Attitude Formation & Change, Communication & Consumer Behavior.

Unit III. Environmental Influences on Consumer Behavior: Reference Groups & Family Influences, Social Class & Consumer Behaviour, Influence of Culture on Consumer Behavior

Unit IV. Marketing Research: Introduction & Basic Concepts, Nature and Scope, Careers in Marketing Research

Unit V. Marketing Research Process, Marketing Research Frameworks

Unit VI. Data Availability and Data Collection Procedures, Questionnaire Design, Scaling Techniques, Sampling Design and Procedures, Data Processing and Analysis, Report Preparation and Presentation

Course outcome:

The students become aware about the challenges in creating customers and understanding consumer behaviour and also the procedure of conducting marketing research. They become fully conversant with various career opportunities in marketing research as well as consumer behaviour.

Reference Books:

1. Consumer Behavior – Suja Nair
2. Consumer Behavior An Indian Perspective –P.K. Agrawal, Kumar, Pragati Prakashan
3. Consumer Behavior – David L. Loudon, Albert J.DellaBitta, Tata McGraw-Hill
4. Consumer Behaviour – Leon Schiffman, Leslie Lazar Kanuk, Pearson Education
5. Marketing Research An Applied Orientation – Naresh K. Malhotra, Pearson Education
6. Marketing Research – Rajendra Nargundkar, Tata McGraw Hill
7. Marketing Research Text Applications and Case Studies- Ramanuj Majumdar, New Age International Pvt. Ltd.
8. Marketing Research – G. C. Beri – Tata McGraw-Hill
9. Marketing Research – Aaker, Kumar, Day – John Wiley & Sons
Business research methods – Cooper – Tata McGraw-Hill.

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M. B. A. III Semester
ADVERTISING, SALES PROMOTION, SALES & DISTRIBUTION MANAGEMENT
PROGRAMME CODE: SCM-C-MBA-PG
COURSE CODE: III/137-1/DSE2/B
|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

Course Objective:

To provide an insight in the area of Advertising, sales and distribution management for developing career in the field.

Unit-I Advertising: - definition, objectives, functions and advantages of advertising. Effects of advertising – Economical, social and ethical. Role and functions of advertising Manager.

Unit-II Advertising agency and advertising media. -Definition, functions of advertising Agency, organizational structure of advertising agency. Advertising media–forms of Advertising Media, advertising copy and its features Media planning – concept, objectives, scheduling of media.

Unit –III Sales promotion – meaning, objectives, sales promotion tools-price service quality, style or design, personality and ability of Salesman, reputation of the company, off season offers, price promotion, premium promotion.

Unit -IV Personal Selling- objectives, importance of personal selling, personal selling process, Advantages and approaches of personal selling, motivation and controlling sales force efforts. Salesmanship- golden rules for successful salesman, essentials of effective selling.

Unit-V Sales Management- Nature, Scope and objectives of Sales management, AIDAS theory of selling, steps in effective selling, recruitment and compensation of sales force, sales meeting and contests, sales budgets. Distribution Management- Meaning, types and functions of channel of distribution, selection of channel, supply chain management.

Course outcome:

At the end of this course the student is expected to understand various media options and noise. He should be able to understand logic of choices amongst media options for effective advertising program. Further he should know rational of sales and distribution program. He should appreciate the role of distribution mix in overall marketing success of the firm.

Reference Books:

1. Dr.S.Gupta “Sales & Distribution Management” 2010, Excel Books, 2nd Ed.
2. K.k.Hawaladar and others- sales and Distribution Management, TATA Megraw hill Co.
3. S.A.Chunawala- Advertising, Sales and Promotion Management. Himalaya Publishing House
4. K.K.Hawaladar and V.M. Cavale “Sales and Distribution Management” 2009 Tata McGraw Hills.
5. Dr.B.Narayan- Advertising Management. A. P. H. Publishing Corporation Darya Ganj New Delhi.
6. G.R.Basotia.N.K.Sharma. Mangaldeep Publication Jaipur.

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M. B. A. III Semester
Elective: Marketing Management
RURAL AND INDUSTRIAL MARKETING
PROGRAMME CODE: SCM-C-MBA-PG
COURSE CODE: III/137-1/DSE3/C

|| **University Examination 50 Marks** || **Internal Assessment 50 Marks** || **Total 100 Marks** ||

Course Objective:

The objective of the course is to provide conceptual understanding on rural and Agricultural marketing with special reference to Indian context and develop skills required for planning of rural and Agricultural marketing.

Unit I: -Rural Marketing: Introduction, definition, evolution, Concept and components – Characteristics of Rural Markets, rural market in India, size and scope, changing pattern of rural demand, constraints to rural marketing and strategies to overcome the constraints, rural v/s urban marketing. Rural Consumer behavior, Factors influencing rural consumer behavior, marketing environment in rural areas-Demographic, Political, economic, socio-cultural, technological, Natural.

Unit II: Rural Marketing strategies, Rural Segmentation, Targeting and positioning, rural marketing plan, rural product, rural price, rural distribution, rural sales force management, communication process, rural media, media model and media innovation. Marketing strategies for FMCG Products, Consumer Durables, Automobiles & other industries.

Unit III: Understanding Agricultural Markets, Nature & scope, Objectives of Agriculture Marketing, Challenges in Agriculture Marketing, Agriculture Marketing & its Economic importance, Agricultural Produces and their market, Export potential for agro-products. Marketing Strategies for Seed; Fertilizers; Pesticides; Tractors, Farm equipment, Role of Cooperative societies, Role of warehousing, Determination of agricultural pricing, Institutions & organizations working in Agricultural Marketing, Economics of Natural Farming, organic farming, cooperative farming in India.

Unit IV: Unit 1: - Introduction: Introduction, The Concept of Industrial Marketing, Definition of Industrial Marketing, Characteristics of Industrial Marketing, Difference Between Industrial and Consumer Marketing, Types of Industrial Customers, Industrial Products and Services, Industrial marketing in the global context, Purchase and procurement procedure. **Buying Process:** Industrial market segmentation, Industrial buying center, buying criteria, Buying center influences, Industrial Buying Process, Industrial Marketing sales cycle, Models of organizational buying behavior. **Marketing Strategies for Industrial Markets:** Target Marketing & Positioning in Industrial Marketing, Types of industrial product lines, new product development, Industrial product life cycle & Strategies, Pricing of industrial products, Promotional Strategies for Industrial Products, Channel Management Decisions.

Case Studies on the above Topics.

Course outcome:

After end of this course the student is expected to explore huge opportunities available at bottom of pyramid market, understand rural environment and appreciate serving rural markets at profit with help designing state of art products affordable to these markets, design the communication program, choosing innovative media channels and distribution networks.

Reference Books:

1. C.K. Pralhad: The fortune at the bottom of the pyramid-eradicating poverty through profits- Wharton school publishing, 2010
2. C.S. KrishanamaCharyulu; Rural Marketing. Lalitha Ramakrishnan text and cases
3. Ramkishen Y: new perspectives in rural and agricultural marketing-Jaico Books,
4. Anjila Saxena and Other (Ed.) : Rural Marketing – Thrust and challenges – National Publishing House, Jaipur.
5. Rural Marketing, Sanal Kumar Velayudhan, 2/e, Response, SAGE Publication
6. Rural Marketing, Pradeep Kashyap and Siddhartha Raut, Biztantra
7. Rural Marketing - C G Krishnamacharyulu, Lalitha Ramakrishnan - Pearson Education
8. Balaram Dogra &KarminderGhuman, RURAL MARKETING: CONCEPT & CASES, Tata McGraw-Hill Publishing Company, New Delhi, 2008
9. A.K. Singh & S. Pandey,RURAL MARKETING: INDIAN PERSPECTIVE, New Age International Publuishers, 2007A Textbook of Agricultural Economics 2011 by C.B. Singh and R.K. Singh Rs 210 Publisher 2011

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M. B. A. III Semester
Elective: Finance
SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
PROGRAMME CODE: SCM-C-MBA-PG
COURSE CODE: III/137-1/DSE4/A

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

Course Objective:

To enable the candidates to understand the securities market, to develop the analytical skills to evaluate the securities on the basis of risk and returns and to construct, evaluate and manage the portfolios.

Unit - I Investments: Nature, Objectives, Process, Types and Media - Investment and Speculation Securities- Investment principles - Securities Markets: Primary and Secondary Market - Stock Exchanges in India: BSE, NSE, OTCEI, Organization and Regulation.

Unit - II Securities Analysis: Objectives of Securities Analysis - Fundamental analysis: Economy, Industry and Company Analysis - Technical Analysis: Dow Theory- Efficient market theory.

Unit - III Valuation of Securities: Valuation of Equity Shares and Preference Shares, Valuation of Debt Securities - Risks in Investments, Problems and Cases on valuation of common stocks and debt securities in different situation and Bond Yields - concept and problems - Equity research in India.

Unit - IV Technical Analysis: Efficient Market Hypothesis -Technical Analysis: Meaning- Technical Analysis, Market/Technical Indicators, Charting Techniques -Elliot Wave Theory

Unit - V Portfolio Theory: Traditional Theory of Portfolio Management, Efficient Market Theory, Modern theory of Portfolio Management, Markowitz Risk Return Optimization, CAPM, Sharpe Portfolio Optimization - Portfolio Selection, Diversification - Efficient Frontier, Capital Market line (Problems & Cases). Portfolio Performance Evaluation: Concept, objectives, Sharpe's Gtreyon and Jensen's Portfolio Performance measures - Portfolio revision: Constraints, Formula Plans (Problems and cases).

Course outcome:

After learning this course, students will be able to make investment decisions in the share market based on the evaluation of risk and returns of the portfolio.

Reference Books:

1. Security Analysis and Portfolio Management: V.A. Avadhani, Himalaya Publication House
2. Security Analysis and Portfolio Management: Fischer and Jordan Pearson Education
3. Security Analysis and Portfolio Management: Punithavathy Pandian, Vikas Publication House
4. Investment Management: Preeti Singh, Himalaya Publication House
5. Investment Management: V.A. Avadhani, Himalaya Publication House

M. B. A. III Semester
Elective: II - B – Financial Management Group

STRATEGIC FINANCIAL MANAGEMENT AND FINANCIAL DERIVATIVES

PROGRAMME CODE: SCM-C-MBA-PG

COURSE CODE: III/137-1/DSE5/B

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

Course Objective:

The modern industrial or service firm must conduct its business in a rapidly changing and highly competitive environment. A premium is placed on the ability to react quickly and correctly to constantly changing market conditions. The objective of the course is to make candidate aware of the strategic decisions to be undertaken to familiarize with finance function. Further the aims to develop an understanding of the importance of financial derivatives and the institutional structure of the markets on which they are traded as well as developing the analytical tools necessary to price such instruments.

Unit-I: Introduction Strategic Financial Management: Conceptual Framework – 9S Model for Strategic Financial Management- Right Issue- Initial Public Offer- Private Placement. **Capital Structure Planning:** Estimating Financial Plans relating to Capital Structure – EBIT- EPS Analysis – Levered Beta – Un-levered Beta (Problems).

Unit-II: Corporate Acquisitions: Types of Acquisitions – Mergers – Reasons– Exchange Ratio –Takeovers (Problems). **Unit-IV Corporate Valuation:** Concept – Financial Flows – Computation of the Value of the Firm DCF approach, two stage and three stage growth models. **Corporate Restructuring and Reengineering:** Changing Ownership – Spin-off – Split-off – Leveraged Buyout – Financial Restructuring – Buy Back of Shares – Benchmarking Practices.

Unit-III: Derivatives –financial risk and importance of derivatives, Introduction – Evolution – Signification and functions – Types – Players in Derivatives Market – Trading and types of Orders – Settlement Procedure – Clearing House – Mark-to-Market. **Forward & Future Contracts** – Concept – Features – Forward Contract Types – Forward Rate Agreements – Forward Trading Mechanism – Forwards Vs. Futures – Future Contracts – Types – Evolution of Futures Market – Players in future market – Functions – Trading Mechanism – Specifications of future contracts – Pricing of futures-Yielding no income, known income, known dividend – Beta Estimation-Hedging with futures and forwards- Pay off Diagram of Futures.

Unit-V: Unit-III: Options – Concepts – Options Vs. Futures – Types – Trading with options – Basic principles – Strategies involving options – Hedging with options – Currency options. Pay off Diagram of options. **Valuation of Options** – Factors determining option value – Binomial Option Pricing Model-single period and two periods – Black-Scholes Option Pricing Model-non-dividend and dividend paying strategies – The Greeks of Black Scholes Model. **Swaps-Concept & nature**-Interest rate swaps-Currency swaps- Debt Equity Swaps- Financial Derivative Market in India – Recommendations of L.C. Gupta Committee on derivatives – Trading Mechanism at NSE and BSE – Eligibility of stocks – Regulation of Trading System – J.R. Verma Committee Report on Regulation of derivatives in Indian Stock Market.

Course outcomes:

By the end of this course students shall be able to:

- 1. To be aware of the responsibilities of a financial manager while acquire the skills necessary to analyze typical business situations from a financial perspective.*
- 2. Understand finance as part of the overall strategy of the firm*
- 3. Understand the basic concepts and terminologies of acquisition, valuation and capital structure planning.*
- 4. After end of this course the student should be able to understand risk arising out of price fluctuations and its impact on business operations. Further he should be able to manage the risk with the futures, options and swap derivatives contract.*

Reference Books:

1. Prasanna Chandra – Financial Management, Tata McGrawhill Book Co. Ltd. 4th Edn.
2. AswathDamodaran – Corporate Finance Wiley India 2nd Edn.
3. Shridan Titman, John DMartin, V. Ravi Anushuman – Valuation Analyzing Global Opportunities, Pearson Education 1st Edn.
4. J. Fred Weston, Kwang SC Hung, Susan E. Hoag Mergers – Restructuring and Corporate Control, Prentice Hall, India, 2007.
5. Glen Arnold, Mohan Kumar – Corporate Financial Management, 3rd Edn. Pearson Education.
6. S.L.Gupta: Financial Derivatives-Theory, Concepts and Problems, Prentice-Hall of India Pvt. Ltd., new Delhi, 2008
7. David A. Dubofsky& Thomas W. Miller, JR: Derivatives-Valuation and Risk Management, Oxford University Press
8. John C. Hull: Options, Futures, and Other Derivatives, Pearson Education, Seventh Edition.
9. G.Kotreshwar: Risk Management-Insurance and Derivatives, Himalaya Publishing House, Mumbai, 2007

M. B. A. III Semester
Elective: II - B – Financial Management Group
INTERNATIONAL FINANCIAL MANAGEMENT
PROGRAMME CODE: SCM-C-MBA-PG
COURSE CODE: III/137-1/DSE6/C

|| **University Examination 50 Marks** || **Internal Assessment 50 Marks** || **Total 100 Marks** ||

Course Objective:

Student is expected to understand various currency pairs and understand risk arising in international markets and learn how to manage this risk.

Unit – I International Financial System: Meaning, scope and significance of International Finance - International Financial System: Components and environment. Finance function in global context - International Monetary System: fixed and floating systems - Balance of Payments (BOP). International Financial Institutions: World Bank, IMF, ADB.

Unit – II Foreign Exchange Market: Players and components, functions - Foreign Exchange Rates: Determination, Spot, Forward and Cross Rates. Foreign Direct Investment - growth, advantages and disadvantages- Foreign Exchange Management Act (FEMA) - Recent development (Problems).

Unit – III Management of Foreign Exchange Risk: Meaning and types of risk - Management of Translation, Transaction, and economic exposure - Tools, Techniques and Hedging strategies for foreign exchange risk management (Problems and cases).

Unit – IV International Monetary System: Derivatives, Forwards, Swaps, futures and options European Monetary markets, Asian Currency Markets, GDRs, ADRs, Blocked Accounts, (problems).

Unit – V Financial Management of Multinational Firm: International Capital Budgeting Decisions – Multinational Cash Management- International Tax Environment.

Course outcomes:

To enable the candidates to understand the international finance, currency convertibility and foreign exchange market.

Reference Books:

1. International Financial Management – Sharan, TMH
2. International Financial Management – Madhuvij – Excel Books
3. International Financial Management – Apte – TMH
4. International Financial Management – Siddaiah – Pearson
5. International Financial Management – V.A. Avadhani – HPH
6. International Finance – A case Book – Desai – Wiley
7. International Finance – O' Brien – Oxford

M. B. A. IV Semester
Elective III: Human Resource Management
LEADERSHIP SKILLS AND CHANGE MANAGEMENT – (Group – C)
PROGRAMME CODE: SCM-C-MBA-PG
COURSE CODE: III/137-1/DSE7/A
|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

Course Objective:

To give students a sound knowledge regarding the role and concepts of organizational change and how management, and in particular the role of leadership in bringing about successful organizational change.

Unit 1:(1 CREDIT) Introduction- Meaning & Understanding of Leadership: Evolution of leadership theories attributes of leadership, Leadership styles. Role of leadership, characteristics of leader.

Unit 2: Leadership skills and tactics: Persuasion skills, Motivational skills, Conflict resolution skills, and leadership tactics.

Unit 3: (1 CREDIT) Understanding Change: Evolution of an organisation change, the creativity stage, the stage of Direction-setting. The stage of Decentralization; The stage of coordination; the stage of collaboration; Classification of change: Dramatic change, systematic change, organic change; mode of change: Revolution; Reform; Rejuvenation.

Unit 4: (1 CREDIT) Implementation change: Transforming an organisation: Establishing a sense of Urgency; Creating a Guiding Coalition; Developing a vision and strategy for change; communication the change vision.

Unit 5:(1 CREDIT) Change agents: CEOs as change agents: Middle level managers as change agent: HR personnel as change agents; Traditional role in new circumstances; consultants as Change agents

Course outcomes:

By the end of this course students shall be able to:

- 1. To conceptualise how change occurs in organisations, and factors involved in organisations that can foster and resist change.*
- 2. Identify the key role of leadership in the effectiveness of the change process.*
- 3. Develop skills to be more effective members of teams, and acquire skills in the management of such teams to communicate more effectively with members of your organisation.*

Books Recommended:

David M. Herold, Donald B. Feder – Change the way you Lead Change: Leadership Strategies that really work.

Gerard J. Puccio, Mary Murdock, Marie Mance – Creative leadership: skills that drive change.

John P. Kotter – Leading change

Making sense of change management – Esther Cameron, Mike Green

Leadership Skill & Change management. – Ifcai University press

M. B. A. IV Semester
Elective III: Human Resource Management
INTERNATIONAL HUMAN RESOURCE MANAGEMENT – (Group – C)
PROGRAMME CODE: SCM-C-MBA-PG
COURSE CODE: III/137-1/DSE8/B
|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

Course Objective:

- 1. The purpose of this course is that the candidates should gain an understanding on International HRM, Basics of IHRM, The Functional Aspects of IHRM, I*
- 2. Students should gain an understanding on HRM Practices in Selected Countries, and Special Issues in IHRM.*

Unit-I: Basics of IHRM: (1 CREDIT): Definition, Nature, Importance, Objectives & Problems of IHRM, Difference between IHRM and Domestic HRM, Three Dimensions of IHRM activities, Factors affecting IHRM policies & practices, Cultural issues in IHRM, Model of IHRM activities

Unit-II: Recruitment, Selection, Staffing & Training in International context: (1 CREDIT)

Issues in International Selections, International Staffing Policies, Advantages & Disadvantages of Staffing Policies, Expatriate Selection, Expatriate Failures & Reasons, Need & Importance of Expatriate Training, Cultural Awareness Training Programs, Cross Cultural Team Building

Unit-III: International Compensation, Performance Management & Labour Relations: (1 CREDIT) Objectives and Key components of an International compensation program, Approaches to International compensation, Performance Management of Expatriates, International Labour Relations.

Unit-IV: IHRM Practices in Selected Countries: HRM practices in different countries - Japan, America, Britain, Germany, China and India.

Unit-V: Special Issues in IHRM: (1 CREDIT): Role of Global HR Manager, Information Technology and International HRM, Human Resource Out-Sourcing, Women Expatriates and their problems, Ethics in IHRM, Future challenges in IHRM

Unit VI: Case studies on the above topics.

Course outcome:

1. *Students will get detailed understanding on the Recruitment, Selection, Staffing & Training in International context.*
2. *As a HR Manager, the students will be in a good position to handle the problems of Human Resource Management in International Scenario.*

Suggested Readings:

1. K Aswathappa, Sadhna Dash- - International Human Resource Management Text and Cases -Tata McGraw Hill Publishing Company Ltd
2. Dr. Nilanjan Sengupta & Dr. Mousumi Bhattacharya- International Human Resource Management - Excel Books, New Delhi
3. R.V.Badi & S.G. Hundekar - International Human Resource Management – Vrinda Publications, Delhi
4. P. Subba Rao - International Human Resource Management -Himalaya Publishing House
5. S. C. Gupta - International Human Resource Management -MacMillan Publishers
6. S.P.S. Bedi , Minakshi Kishore- - Global Human Resource –Wisdom Publications, Delhi
7. Sujata Mangalai - Globalization and Human Resource Management Excel Books
8. Charles M. Vance - Managing a Global Workforce (-challenges and opportunities in IHRM) PHI-Private Ltd, New Delhi - 2007
9. Wendell L. French - Human Resource Management Houghton Mifflin USA
10. Peter J. Dowling - International Human Resource Management Denice E. Welch 4th Edition, Thomson Learning USA

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M. B. A. III Semester
Elective III: Group - C – Human Resource Management
MANAGEMENT OF INDUSTRIAL RELATIONS & EMPLOYMENT LAWS
PROGRAMME CODE: SCM-C-MBA-PG
COURSE CODE: III/137-1/DSE9/C
|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

Course Objective:

1. *The purpose of this course is that the students should gain an understanding on the Basic concept of industrial relations and its management.*
2. *To acquaint students with the knowledge of different employment laws.*

Unit I. Industrial Relations: Basic concept & Philosophy of Industrial Relations – Historical background – Evolution & growth of Industrial Relations in India – Structure & framework of Industrial Relations

Unit II. Industrial Disputes: Collective Bargaining, Trade unions, Employee Grievances and Discipline.

Unit III. Trade Unions Act, 1926: Objectives of the act, definitions, coverage, registration & recognition of Trade Unions, Industrial Employment (Standing Orders) Act, 1946: Various issues pertaining to employment standing orders. Industrial Disputes Act, 1947: Machinery available for settling for grievance handling, penalty, strike lockout, layoff, retrenchment etc.

Unit IV Employees Provident Funds (and Misc. Provisions) Act, 1952: Definition, scope and provisions of the act Workman's Compensation Act, 1923: Objective of the Act Definitions, Dependent Employer, Wages, Workmen, Workmen's Compensation (Employer's Liability for compensation, amount of compensation, Procedure for compensation)

Unit V Employee's State Insurance Act, 1948: Contributions, administrative arrangements, Benefits (Sickness Benefit, Maternity Benefit, Disablement Benefit, Dependants Benefit, medical Benefit, Funeral Benefit, Prescribed Specification for Entitlement Administration of Disablement Benefit), Provision of Medical Treatment by State Government, Penalties. Minimum Wages Act, 1948: Definition, scope and provision of the act. Payment of Wages Act, 1936: Definition, scope and provision of the act. The Contract Labor Regulation and Abolition

Act: Definition, scope and provisions of the act Factories Act, 1948: Definition, scope and provisions of the act. Shops & Establishment Act: Definition, scope and provisions of the act. Ethical issues & Laws at Work Places.

Unit VI: Case and Problems on above topic

Course Outcomes:

1. *Students will get a clear understanding on the Concept of Industrial Relations, trade unions, Industrial Disputes & machinery for grievance handling.*
2. *Students will have an understanding & learning's of the different Employment Laws which can affect the Business so that as a HR Manager they will be able to tackle the practical Legal problems in Employment Law area.*

Reference Books:

1. Labour & Employment Law in India - Manishi Pathak & Puneet Arora
2. Human resource Management & Human relations – V.P. Michael.
3. Textbook on Labour & Industrial Law - Dr. H.K. Saharay
4. Industrial Relations – Monappa.

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M. B. A. IV Semester
OPERATIONS RESEARCH
PROGRAMME CODE: SCM-C-MBA-PG
COURSE CODE: IV/137-1/SEC7/A
|| University Examination 50 Marks || Total 50 Marks ||

Course objective:

The objective of the course is to equip the candidate with basic quantitative tools required to perform the role as a manager. This will enable him to do analytical evaluation and arrive at logical conclusions & inferences to the decisions.

Unit -I Operations Research: Concept and significance of operations research; Evolution of operations research; Steps in designing operations research studies; Operations research models.

Unit-II Linear Programming Problem (LPP): Meaning, Assumptions, and characteristics of LPP

Unit-III Business Application of Linear Programming Technique- Formulation of LPP- Solution by Graphic method -simplex method.

Unit –IV Decision Theory: Decision making under certainty, Decision Making under risk and Decision Making under uncertainty.

Unit -V Simulation of Management Systems: Meaning and Process of Simulation, Application of simulation techniques; Monte – Carlo Approach, Random number generation, Waiting line Simulation Model, Inventory Simulation Model, Advantages & Limitations of Simulation.

Course outcome:

After learning operations research course, learners will be able to understand and apply quantitative tools required to perform the role as a manager. This will enable students to use analytical evaluation and arrive at logical conclusions & inferences to the decisions.

Reference Books:

1. Agarwal, J.D. and Sagarika Ghosh: Quantitative Techniques for Financial Analysis, Indian Institute of Finance, New Delhi.

2. Billy, E. Gillett: Introduction to Operations Research – A Computer Oriented Algorithmic Approach, Tata McGraw Hill Publishing Ltd. New Delhi.
3. Lucey, T: Quantitative Techniques, D.P. Publication, London.
4. Sharma, K.R.: Quantitative Techniques and Operations Research: Kalyani Publication, Ludhiana.
5. Tata, HamdyA : Operations Research – An Introduction, Prentice Hall, Delhi.
6. Vazsonyi, Andrew and Herbert F. Spriner : Quantitative Analysis for Business, Prentice Hall, New Delhi.
7. Vohra, N.D: Quantitative Techniques in Management, Tata McGraw Hill, New Delhi.
8. Wagner, H.M. : Principles of Operations Research, Prentice Hall, Delhi.

M. B. A. IV Semester
RESEARCH METHODOLOGY
PROGRAMME CODE: SCM-C-MBA-PG
COURSE CODE: IV/137-1/SEC8/B

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

Course objective:

The primary objective of this course is to: develop understanding of the basic framework of research process, develop an understanding of various research designs and techniques and identify various sources of information for literature review and data collection. Also develop an understanding of the ethical dimensions of conducting applied research and appreciate the components of scholarly writing and evaluate its quality.

Unit I: Research fundamental: Meaning and Objectives of Research, Research categories, Types of research Studies, Research Methods and research methodology, Research process. Scientific Method: Introduction, Methods of eliminate uncertainty, Steps in Scientific research, Difficulties in applying Scientific method in marketing research, Hypothesis- Types of Hypothesis, precaution while Setting Hypothesis, Types of Errors, Inductive v/s deductive logic.

Unit II: Defining Research problems and Hypothesis Formulation: Defining the Research Problems, formulation of the Problems, Developing the research Plan, Importance of Hypothesis in decision making. Research design: Introduction, Types of research designs, Extension of true experimental design, selecting an Experimental Design Limitations of experimental design.

Unit III: Methods of Techniques of data collection: Types of data, distinction between Primary and Secondary data, data Collection procedure for primary Data, Major Steps in conducting a Survey, Methods of secondary data Collection, schedule method Case study Method. Sampling: Introduction, Sample v/s Census, Criteria for Good Sampling, The Sampling Process, Types of Sampling methods/Techniques, Sampling and non- Sampling Errors.

Unit IV: Attitude Measurement and Scale: Nature of Attitudes, Use of Attitude Measurement, Types of Scale, Potential Sources of error in Measurement, SPSS Procedure for Multidimensional Scaling. Questionnaire Design: Introduction, Techniques for Designing Questionnaires,

Types of Questions, Questionnaire Construction. Data Preparation and Preliminary Analysis: Editing, Coding, tabulation, Process and Analysis, Formal Investigation.

Unit V: Research Report and Proposal Writing: Introduction, Research Proposal, An insight into Research report and proposal, types of research report, guidelines for writing a report, Size of Report, Steps in Writing Report, Report presentation, Typing the report and documentation and Bibliography.

Course outcome:

By the end of the subject students should be able to:

6. *Demonstrate the ability to choose methods appropriate to research aims and objectives.*
7. *Understand the limitations of particular research methods.*
8. *Develop skills in qualitative and quantitative data analysis and presentation.*
9. *Develop advanced critical thinking skills.*
10. *Demonstrate enhanced writing skills.*

Suggested Readings:

1. *Research Methodology by Dr. S L Gupta*
2. *Research Methodology by C R Kothari*
3. *Kerlinger F.N. Fundamentals of behaviour Research Holt Rinehart & Sinson Newyork*
4. *Sadha A.N. Singh Amerjit : Research Methodology in social sciences Himalaya Pub. 1980*
5. *Bajpai S.R.: Methods in social survey & Research kitab Ghar Kanpur*
6. *Whitny : Research in education.*
7. *John W. Best: Research in education.*

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M. B. A. IV Semester
CORPORATE GOVERNANCE, BUSINESS ETHICS & ETHOS
PROGRAMME CODE: SCM-C-MBA-PG
COURSE CODE: IV/137-1/GE 2/A

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

Course Objective:

This course aims at helping candidates think about some of the important ethical Implications of the day-to-day happenings and practices of Indian industry and business. It is designed to stimulate discussion and debate rather than to formulate principles, and to raise further questions rather than to dictate answers. The objective of course is to acquaint the candidates Ethics and Indian Ethos along with its relevance to managerial decision making.

Unit I (1 CREDIT) Corporate Governance: Concept, History & Development significance in Indian context, Corporate social responsibility, Role of Board of Directors, Corporate Governance and its Effects.

Unit II (1 CREDIT) Business Ethics: Nature, scope and purpose of Ethics; Importance of Ethics & Moral standards; Ethics & Moral Decision Making.

Corporate Social Responsibility: Nature, scope & Importance; Corporate Governance: Concept, Importance for Industry; Ethical Issues related with Advertisements, Finance, Work ethics: concept of *Swadhrama*.

Unit III (1 CREDIT) Gandhian approach in Management & Trusteeship: Gandhiji's doctrine of Satya & Ahinsa, Concept, importance & relevance of Trusteeship principle in modern business.

Indian Ethos: Need, purpose & relevance of Indian Ethos; Salient features, Brain Stilling, Total Quality Mind, Intuition, Intellectual Rational brain V/s Holistic-Spiritual Brain, Holistic Approach for Managers in Decision Making; Relevance of Bhagvad Gita: Doctrine of Karma i.e. *Nishkama Karma yoga, Guna Theory (SRT i.e. Sat, Raj & Tam Model), Theory of Sanskaras, & Self-Management.*

Unit IV (1 CREDIT) Case studies on the above topics

Course outcome:

The problem in business are multifold. One of the major social challenges faced by business is to balance ethics and economics. Society wants business to be ethical and economically profitable at the same time. This syllabus will help the students in the same aspect.

Suggested Readings:

1. Business Ethics and Corporate Governance – S.K. Bhatia.
2. Business Ethics and Corporate Governance – C.S.V. Murthy.
3. Governance- A Question of Ethics- Surender Kumar (2000), Galgotia Publishing co.
4. Leadership and Corporate Governance- A V. Vedpuriswar (2002), ICAI University Press

M. B. A. IV Semester
LOGISTICS AND SUPPLY CHAIN MANAGEMENT
PROGRAMME CODE: SCM-C-MBA-PG
COURSE CODE: IV/137-1/SEC8/B

|| **University Examination 50 Marks** || **Internal Assessment 50 Marks** || **Total 100 Marks** ||

Course Objective:

To enable students about various activities of logistics, warehousing and other activities of SCM for better decision making and designing of supply chain networks for competitive advantages.

Unit – 1: Logistics Management – Nature & Concepts, Evolution of logistics management, Objectives, Components of logistics management, Functions of logistics management, Total Cost analysis, Functions of transportation, Elements of transportation cost, different modes of transport, Multimodal transportation- Transportation network, Containerization, Third Party Logistics, Fourth party logistics, International logistics, Logistics Vs SCM

Unit – 2: Materials Management – An overview – Introduction – Scope Objective, - Interface with other functions. Inventory Management, Demand & Supply Planning, Value Analysis, Concept of warehousing, Types of warehouses, Functions of warehousing, warehousing strategies, Warehouse design, Operational mechanism of warehousing, IT enabled warehouse management system.

Unit – 3: Purchasing and store Management – Role of Purchase department- Purchase cycle- Negotiation and Bargaining- Purchase order- vendor relations- Vendor Empanelment, Vendor Rating, purchase method-Purchasing procedure in Government, purchasing practices in Private organizations, legal framework for purchasing.

Unit – 4: Supply chain management: - Introduction, objectives, components, significance, Supply Chain Mapping, processes, Developing and Implementing Partnerships in the Supply Chain, Supply Chain Performance Measurement, Supply Chain Network Design, Supply Chain Strategies, Supply chain practices.

Unit – 5: Recent trends in Logistics and Supply change management: Benchmarking, World class supply chain management, Lean Manufacturing-Six sigma, TQM. Information Technology and supply chain, Enterprises Resource Planning, Green logistics and Green supply chain management.

Course outcome:

After end of this course the student is expected to understand inbound and ou bound logistics activities, evaluate competitive performance and interdependencies of various modes of transportations. He should be able to understand trends in purchasing management and learn about Design and measure the performance of supply chain networks.

References:

1. *Designing and Managing the SC* by David Simchi-Levi, Ravi Shankar; McGraw Hill Education (India), Edition 2008.
2. *SCM* by Sunil Chopra, Peter Meindl; Pearson India Education, 2016.
3. *World Class Supply Chain Management* by Burt, Dobler; Tata McGraw Hill, 2008.
4. *Supply Chain Management* by Janat Shah; Dorling Kindersley Pvt Ltd.2009.
5. *Distribution & Logistic management-* D.K. Agrawal- Mcmillan
6. *Management Accounting–Horngreen, Sundem, Stratton–PHI- Latest Edition*
7. *Management and Cost Accounting–Colin Drury–Chapman Hall(ELBS)– Laterest ed.*
8. *Management Control System – Kirbi C.J. and Maciariello J.A.-PHI- Latest ed.*
9. *Management Control System – Anathony Dearden*
10. *Cost Accounting – Horngreen, Foster and S.M.Datar – PHI – Latest Edition*
11. *Advanced Cost and Management Accounting, Textbook. V.K.Saxena, C.D.Vasistha, S Chand*
12. *Management Control: Modern Tools & Techniques, Dhande N C, Samarth Udyog.*
13. *Theory and Problems of Management and Cost Accounting – M.Y.Khan and P.K.Jain – Tata Mcgraw Hill Publication Co.Ltd.*
14. *Cost Analysis and Control , Gosh P.K. and Gupta.*
15. *Management of Organizational Behavior, Hersey P and Balanchard H.B.*
16. *Management and Cost Accounting- Colin Drury*

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M. B. A. IV Semester
MANAGEMENT CONTROL SYSTEM
PROGRAMME CODE: SCM-C-MBA-PG
COURSE CODE: IV/137-1/SEC9/C

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

Course Objective:

The course is aimed at identification of the potential of the information and knowledge for the achievement of the success in the business.

UNIT I: The conceptual foundations of control systems (1 Credit)

Basic Concept, Meaning, Nature and purpose of control systems, Boundaries of Management Control, Direct, Indirect, Informal and formal. Factors influencing Control Systems. Span of control, decentralization, Functions of Controller, Cybernetic Paradigm, Block & Mathematical Modeling of Control Systems, key control variables, open loop & Close loop systems. Role of technology and automation in control management.

UNIT II: Tools & Techniques of Management control in organizations (1 Credit)

Cause & Effect Analysis, Pareto Chart, Why-Why Analysis, PERT & GNATT Charts, Activity diagrams, Decision tree, decision table, Root cause Analysis, Ishikava (Fishbone) Diagrams, CPM, Standards, Concepts of - Benchmarks, Road map, Yardsticks, Kaizen, Quality Circle, TQM, TPM, MBO, MBE, MBWA, JIT, JOT, Zero Inventory, Kan-Ban, Poka-Yoka and other modern management techniques. Performance Appraisals, KPI, Internal controls, External & internal audit, role of financial controllers and auditor, accounting aspect of control, management audit, marketing and distribution control, different types of audit.

UNIT III: Accountability in organizations (1 Credit)

Responsibility Centers, Types of Responsibility Centers, Expense Centers, Profit Centers and Investment Centers, Benchmarking and Total Cost Management, Transfer Pricing (Market based and Cost Based) Return on Investment, Economic Value Added, Market Value Added, Activity Based costing. Budget and Budgetary control: Concept of Budget, Organization for Budgetary control, Budget Committee, Budget Manual, Budget period, Principal Budget Factors, Functional Budgets and Master Budget, Cash Budget, flexible budget, performance budgeting. Concept of Zero-base, zero base budget, Advantages and limitations of Budgetary Control System.

UNIT IV: The new dimensions of control with cases (1 Credit)

Behavioral aspect of management control, motivations, morale, participative management, learning curves, HR accounting, reward System, risk management. Sectoral applications- financial, banking, insurance, manufacturing, service, Information Technology, Communication, non-profit organizations, legal environment, public service organizations, public utility sector, government and co-operative business, control in projects. Non-financial Measures of performance, Control of quality, Cycle time & Productivity.

Course outcome:

On undergoing the course, the students would be able to identify the need and development of proper information system tailored for the business.

Books Recommended:

1. Management Control Systems – Robert N. Anthony & Vijay Govindarajan

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M. B. A. IV Semester
STARTUP AND NEW VENTURE MANAGEMENT

PROGRAMME CODE: SCM-C-MBA-PG

COURSE CODE: IV/137-1/SEC10/D

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

Course Objective:

- 1. To enable the candidates to comprehend the conceptual framework of MSMEs with a special focus on initiation and procedural formalities, government rules and regulations.*
- 2. To inculcate the spirit of entrepreneurship and provide an overview of the entrepreneurial competencies.*

Unit 1: (1 Credit) Small enterprises - An Introductory Framework: concept and definition of MSMEs, Characteristics of MSMEs, entrepreneurship and MSMEs,

Unit 2: (1 Credit) Government policy & Development of MSMEs in India: Government policy framework for MSMEs, problems for small enterprises, prospects of small enterprises in a free economy, opportunities for an entrepreneurial career.

Unit 3: (1 Credit) Project Identification and Selection: creativity, innovation and idea generation, sources of business ideas, criteria for selection of a business opportunity – environmental analysis, SWOT analysis.

Unit 4 and Unit 5: (1 Credit) Setting up a New Business Enterprise - I: Planning for setting up a new enterprise, project identification/selection, project selection – product choice, technology and machinery, arranging finance, decision about location, project report preparation, filing of entrepreneur's memorandum, approvals/clearances, enterprise development, quality certification

Unit 5: Setting up a New Business Enterprise - II: Government rules and regulations, arranging finance, organization structure, relevant Acts for entrepreneurs

Course outcome:

After Learning this subject, it is expected from learner to explore huge opportunities exist as self-employment, he should be able to develop required proposal and evaluate profitability of various projects.

Suggested Readings:

1. Entrepreneurial Development, S. S. Khanka, S. Chand & Co.
2. Achieving Society, McClelland, D. Van Nostrand Co.
3. Entrepreneurship Text and Cases, Cengage Learning India
4. Theory of Economic Development, J. A. Schumpeter, Harvard University Press
5. MSMEs in India An Overview, http://dcmsme.gov.in/ssiindia/MSME_OVERVIEW09.pdf
6. <http://dcmsme.gov.in/policies>
7. Entrepreneurship Development, Satish Taneja, Himalaya Publishing House
8. Fundamentals of Entrepreneurship, Sangram Keshari Mohanty, PHI Learning
9. Managing New Ventures Concepts and Cases on Entrepreneurship, Anjan Raichaudhuri, PHI Learning
10. Entrepreneurship Theory and Practice, Vijay Nicole Imprints
11. Essentials of Entrepreneurship and Small Business Management, Thomas W. Zimmerer, Norman M. Scarborough, PHI Learning.
12. Entrepreneurship and Management, Nagendra, Manjunath, Pearson

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M. B. A. IV Semester
MANAGEMENT INFORMATION SYSTEM

PROGRAMME CODE: SCM-C-MBA-PG

COURSE CODE: IV/137-1/GE3/A

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

Course Objective:

Unit-I: (1 Credit) Management Information system, Need, Purpose and objectives:

Types of Information, Concept of Data, Types of Data, Metadata, Data Processing, Transaction Processing, EDP, Information Systems, DBMS, RDBMS & contemporary approaches to use of information for competitive advantage, Information Security and controls, Quality assurance, Ethical and Social Dimension, Intellectual Property Rights as related to IT services/ IT products.

Unit-II: (1 Credit) Information Management and Decision Making:

Types of Decisions, Decision Making Process, Decision Tree, Decision Table, Group Decision System, DSS, MIS, EIS, GIS, MRP1, MRP2, ERP, Concept of Neural Networking & Artificial intelligence, Knowledge Systems, Expert Systems, Data Warehouse, Data Mining, Big Data, Cloud Computing.

Unit-III: (1 Credit) Systems Analysis and Design:

System Development Life Cycle, Make or Buy option analysis, Flow Charts, Data flow diagrams, Entity Relationship Diagrams, Normalization Techniques, SQL, System Development Models, Waterfall, “V” model, Spiral model, Simulation, Proto Typing, Agile, Rapid Developing Tools, CASE Tools, Object oriented systems (only introduction to these tools and techniques).

Unit-IV: (1 Credit) M.I.S. Lab:

Applications of MIS in functional areas as well as in the service sector should be covered with the help of minimum Five Case Studies. Emphasis should be given on management-oriented problems and cases. Candidates should perform the practical and submit the journal for final evaluation.

Course Objective:

Guidelines for performing the Practical

- Experiments done are expected to of conceptual & study type.
- Experiment must be focused on the applications & evaluate the merits and demerits.
- The investigation should explore the innovative ideas and creative information systems for the industry and business needs.
- Extensive use of the state-of-the-art technology is expected from the candidate for the study of applications.
- Submission may contain the success/ failure stories.

Suggestive list of Experiments:

1. Suggest different data names, attributes, records and data types that are needed for an organization in design of their MIS with real example.
2. Study of information flow, data flow and document flow system in an academic/ industrial organization.
3. Preparation of the database structure for a service industry such as Bank, insurance, Gas agency, Hospitals, Hotel etc. Create the table using any software tool.
4. Design an executive information system (block diagram) for a small-scale organization such as dairy, shopping mall etc.
5. Study and evaluation of the security provisions that are implemented in the information system by an organization.
6. Study of Software Development project features.
7. Study of various front-end tools and back end tools used in MIS.
8. Study of various CASE tools available for system development.
9. Study of different output formats and input forms as an example of data processing.
10. Design a plan for a small System development life cycle for a small business unit.
11. Study of a MIS implemented in an organization with reference to the managerial advantages.

Suggested Readings:

1. Management Information Systems-Laudon 7th Edition, Pearson Education, Asia.

2. Management Information Systems, Jawadekar Tata McGraw Hill.
3. Management Information Systems: An overview of Tools, N C Dhande, Samarth Udyog.
4. Management Information Systems, Davis and Olson, Tata McGraw Hill.
5. Management Information Systems, Jayant Oke.Laudon,
6. Management Information Systems: Managing the Digital Firm. Kenneth C., and Jane Price Laudon. Prentice Hall, 2005.
7. "Learning Zone-; MIS: Time to plunge into automated systems." Printing World. 6 April 2006.Shim, Jae K. and Joel F. Siegel.
8. The Vest Pocket Guide to Information Technology. John Wiley & Sons, 2005.Torode, Christina. Management Information Systems, O'Brien, Vth Ed. Tata McGraw Hill.

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M. B. A. IV Semester
DISASTER MANAGEMENT
PROGRAMME CODE: SCM-C-MBA-PG
COURSE CODE: IV/137-1/GE4/B

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

Course Objective:

To explain the role and significance of management in tackling disaster situations, To understand various perspectives of disaster management

Unit I: Disaster Management: Concept, Definition, Objectives, Scope, Dimensions, Challenges

Unit II: Types of disasters & effects/ damages due to disasters: Natural disasters: Unpredictable disasters– Earthquake, Volcano, Landslides, Predictable disasters– Cyclone, Draughts: Partially predicable disasters– Floods, Landslides, Manmade disasters: Industrial disasters, Economic disasters, Social disasters, Environmental disasters, Ecological disasters

Unit III: Disaster Management and socioeconomic system: Factors affecting damages, Factors affecting mitigation measures

Unit IV: Disaster Management Cycle: Prevention, Mitigation, and Preparedness; Tools, Methods, and Technologies to Manage Disasters, Planning for Disaster Preparedness and Management:

Unit V: Disasters and Development: Disasters and the Government- Disaster Management Act 2005

Course outcome:

The student understands various types of disasters - causes of their occurrence and also consequences; and develops confidence about proper management of all kinds of disasters.

Suggested Readings:

1. All You Wanted to Know about Disasters- B. K. Khanna, New India Publishing Agency, New Delhi
2. Disaster Management Global Challenges and Local Solutions- Rajib Shaw, R.R. Krishnamurthy, Universities Press, Hyderabad
3. Disaster Management, M. Saravana Kumar, Himalaya Publishing House

4. Natural Disasters - David Alexander, UCL Press, London
5. www.ndma.gov.in
6. www.nidm.net.in
7. www.ndmindia.nic.in

M. B. A. IV Semester
Elective I: Marketing Management
SERVICE AND RELATIONSHIP MARKETING
PROGRAMME CODE: SCM-C-MBA-PG
COURSE CODE: IV/137-1/DSE14/I

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

Course Objective:

1. To acquaint candidates to the uniqueness of the services characteristics and its marketing implications.
2. To analyze several facets in the area of services marketing essential for the success of a service enterprise.

Unit I: (1 CREDIT) Introduction to Service Marketing: Understanding Service, The Nature of Service Marketing - significance, Classification of Services, Challenges of Service Marketing.

Unit II: (1 CREDIT) Management of Services Marketing: Services Marketing Mix, Strategic Issues in Services Marketing - Market Segmentation & Targeting; Individualized Service and Mass Customization, Differentiation and Positioning of Services; Developing and Maintaining Demand & Capacity, Delivering Quality Services.

Unit III: (1 CREDIT) Service Marketing Practices: Financial services; Hospitality: Travel, Hotels and Tourism; Educational services

Unit IV Relationship Marketing- An Overview: Paradigm Shift in Marketing, Fundamental Concepts in Relationship Marketing, Customer lifetime value: Customer life cycle – attracting – retaining and growing customers – lifetime customer value (LCV) - Customer equity – Recency-Frequency Monetary value (RFM) model. IT enabled RM: Emergence of CRM – database marketing – data warehousing and data mining- ethical issues – customer privacy

Unit V (1 CREDIT) Sustaining Customer Relationships: The role of service in building relationships, Segmentation of service, Measurement of service - Monitoring of customer satisfaction, Analyzing customer defections

Course Objective:

Suggested Readings:

1. Services Marketing – Vasanti Venugopal, Raghu V.N., Himalaya Publishing House
2. Services Marketing –S. Shajahan, Himalaya Publishing House, 2011
3. The CRM Handbook – Jill Dyché, Pearson Education, 2002
4. The Nuts & Bolts of CRM – Dhruv Nath, Tata McGraw-Hill Publishing Co.
5. Leading Through Relationship Marketing- Richard Batterley
6. Relationship Marketing Text and Cases- S.Shajahan, McGraw-Hill Co. 2009
7. Customer relationship Management – H.Peeru Mohamed, A.Sagadevan, Vikas Publishing House, 2010
8. The Ultimate CRM Handbook – John G. Freeland, Tata Mc Graw-Hill Edition, 2008
9. Services Marketing - Zeithaml & Others, Pearson Education.
10. Servicing Marketing- S.M. Jha, Himalaya Publishing House.

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M. B. A. IV Semester
Elective I: Marketing Management
RETAIL MANAGEMENT
PROGRAMME CODE: SCM-C-MBA-PG
COURSE CODE: IV/137-1/DSE15/I

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

Course Objective:

1. *The purpose of this course is that the candidates should gain an understanding on Basics of Retailing, and Functional aspects of Retailing and 4 P's in Retail Marketing*
2. *To acquaint the students with the Current Trends in the field of Retailing & Application of IT in Retailing*

Unit-I: Introduction to Retail Management (1 CREDIT): Retailing, Meaning, Importance of Retailing, Functions of Retailers, Theories of Retail Development, Evolution of Retail in India, Retail Formats, Organized and Unorganized Retailing, Retailing Environment, Retailing in India, Recent Trends in Retailing, Problems and Challenges of Retailing, Non-Store Retailing, FDI in Retailing

Unit-II: Retail Store Location, Store Layout and Design (1 CREDIT): Types of Store locations, Factors for Choosing Store Location, Steps involved in choosing a Store Location, Trade Area Analysis, Layout Selection, Principles of Store Design, Importance of Store Design, Interior Store Design & Exterior Store Design

Unit-III: Retail Merchandise Management and Retail Pricing (1 CREDIT): Classification of Consumer Goods, Merchandise Procurement, Process of Merchandise Procurement, Merchandise Assortment Plan, Category Management, Retail Pricing, Factors Affecting Retail Pricing, Different Approaches of Retail Pricing

Unit-IV: Retail Human Resource and Promotion Management: Overview of Human Resource in Retail-Recruitment, Selection, Training, Motivation and Evaluation of Performance of Personnel, Need and Importance of Promotion Mix in Retailing, Retail Promotion Mix Strategies, Communication Mix, Visual Display

Unit-V: Factors Affecting Retail management (1 CREDIT): Factors affecting Customer Buying Behaviour, Customer Segmentation in Retailing, Licenses needed for Retailing in India, Retail Research, Customer Relationship Management in Retailing, Application of IT in retailing, Retailing through Internet

Unit VI Case Studies on the above Topics.

Course outcomes:

1. *Students will be able to understand the problems & prospects in the field of Retailing in India*
2. *They will have get the detailed knowledge on the practical aspects in Retailing such as Store Design, Store Layout, Store Location, Advertising and Sales Promotion in Retailing*

Suggested Readings:

1. Levy, Weitz and Pandit: Retailing Management:Tata McGraw Hills.
2. Dr. Harjit Singh: Retail Managemen: S. Chand Publication
3. Arif Sheikh & Fatima Kaneez : Retail Management: Himalaya Publication House
4. Swapna Pradhan: Retail Management: Tata McGraw Hill, New Delhi
5. Lamba: Art of Retailing: Tata McGraw Hill
6. KVS Madaan : Fundamentals of Retailing:Tata McGraw Hill
7. A Shiva Kumar: Retail Marketing: Excel Books
8. Gipson G Vedamani: Retail Management. JAICO publishing house.

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M. B. A. IV Semester
Elective I: Marketing Management
PRODUCT AND BRAND MANAGEMENT
PROGRAMME CODE: SCM-C-MBA-PG
COURSE CODE: IV/137-1/DSE16/I

|| **University Examination 50 Marks** || **Internal Assessment 50 Marks** || **Total 100 Marks** ||

Course Objective:

To explore the various issues related to Product & Brand Management and to enhance the understanding and appreciation of this important intangible strategies.

Unit I: (1 CREDIT) Introduction to Product Management: - Meaning of product, overview of Product Management, Components and level of Products, Functions of Product manager, Product and product Lines, Special issues in Product Management, Classification of products, Product and service differentiation.

Unit II:-(1 CREDIT) Strategic Product Management: - Product Life cycle & Strategy, Product Differentiation& its positioning- Decisions on Packaging, Labeling, Warranties & Guarantees, New Product Development, Product Personality. Individual Product Decisions, Product attributes, POP and POD's, Perceptual Maps, financial analysis and performance appraisal for product management.

Unit III: (1 CREDIT) Introduction to Brand Management: Brand & Products, understanding brands, Importance of Branding, Things that can be branded, Challenges and opportunities for Branding, Value & Significance of Brand, Brand Name, Symbol & Slogan, Essentials of good brands, conducting brand audits, Brand Loyalty; Awareness, Creating and Managing Brand Loyalty, Co-Branding and ingredient branding.

Unit IV: (1 CREDIT) Brand Equity Management: - Identifying & establishing Brand positioning & Values, Planning & implementing brand Marketing programs, Measuring & Interpreting brand performance, Growing and sustaining brand equity, contemporary issues in product & brand management.

Case studies on the above topics.

Course outcome:

Learner is expected to appreciate the importance of product strategies in the overall success of the firm. He/she should be able to appraise product lines and product mixes of the organizations for maximization of the profit. He/she should be able to understand process of building and managing strong brands for long run.

Suggested Readings:

1. Ramanuj Mazumdar – Product Management in India –PHI Learning –New Delhi –2009
2. Kevin lane Keller etal-Startegic Brand Management 4e-Pearson-2015
3. Michael Baker and Susan Hart –Product Strategy and Management –Pearson Education New Delhi –2009
4. Donald R Lehman –Product Management –Tata McGraw Hill Pvt Ltd –New Delhi –2005
5. S.A.Chunawalla –Product Management –Himalaya Publishing House –New Delhi.
6. U C Mathur – Product and Brand Management –Excel Books –New Delhi.
7. Tapan K Panda –Building Brands –Excel Books –New Delhi.

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M. B. A. IV Semester
Elective II: Financial Management
CORPORATE INCOME TAX AND PLANNING (BUSINESS TAXATION)
PROGRAMME CODE: SCM-C-MBA-PG
COURSE CODE: IV/137-1/DSE18/II
|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

Course Objective:

The course aims to develop an understanding of the importance of Tax Planning & Tax Management.

UNIT – I: (1 CREDIT) Corporate Taxation— Significance of corporate taxation - Basic Concepts and definitions – Residential Status and Scope of Total Income of a Company – Classification of companies for tax purpose – Incomes exempt from tax applicable to company.

UNIT – II: (1 CREDIT) Assessment of Companies- **(I)**- Computation of Income from House Property – Income from Business – Capital Gains – Other Sources (Problems)

UNIT- III: (1 CREDIT) Assessment of Companies- **(ii)** - Set-off and Carry forward of losses – Deductions from GTI u/s.80 applicable to companies — Computation of Total Income and Tax Liability (problems). – New Provisions of MAT.

UNIT –IV: (1 CREDIT) Tax Planning: Meaning and Scope of Tax Planning and Tax Management – Tax Evasion vs. Tax Avoidance.

Note: Provisions of Law shall be applicable as per current financial year i.e. for financial year 2016-17 assessment year 2017-18.

Course outcome:

The students will be able to do the assessment of companies based on Computation of Income from House Property, Income from Business, Capital Gains, Other Sources. The students will be able to do tax planning.

Suggested Readings:

1. Gaur and Narang: *Income Tax Law and Practice*, Kalyani Publishers, New Delhi.
2. B.B.Lal& N. Vashisht: *Direct Taxes*, Pearson Education.

3. *H.C. Meherotra- Income Tax Law and Practice- Sahitya Bhavan, Agra.*

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M. B. A. IV Semester
Elective II: Financial Management
FINANCIAL SERVICES MANAGEMENT – (Group – B)
PROGRAMME CODE: SCM-C-MBA-PG
COURSE CODE: IV/137-1/DSE19/II

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

Course Objective:

To focus on research, strategy and application specific to decision making in the highly competitive and rapidly growing services sector.

Unit –I. (1 CREDIT) Indian Financial System: Organized and unorganized Capital and Money markets – Players and types of Financial Services – Funds based and fee based Financial Services.

Unit –II. (1 CREDIT) Merchant Banking: Nature and Functions of Merchant Banker, Scope of Merchant Banking in India. Lease financing V/s Debt Financing (Problems).

Unit –III. (1 CREDIT) Mutual Funds: Concept –types of funds, advantages, Factoring.

Unit –IV. (1 CREDIT) Venture Capital: Nature Scope and Limitations.

Unit –V. Credit Rating: Concept of credit Rating – Types of credit rating, Credit rating Agencies in India.

Course outcomes:

Student should be able to explore cross functional opportunities that exists in financial services management. He should understand Financial system in India and various opportunities and strategies to tap these opportunities in financial services.

Suggested Readings:

1. M.Y. Khan; Financial Services, TATA Mc Graw Hill publishers, New Delhi.
2. V.A. Avadhani ; Marketing, of Financial Services, Himalaya publishing House, Mumbai.
3. Deodhar and Abhyankar: Indian Financial System, Himalaya Publishing House, Mumbai.

4. MachiRajio : Indian Financial System : Vikas Publishing House, New Delhi

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M. B. A. IV Semester
Elective II: Financial Management
BANKING SERVICES OPERATION– (Group – B)
PROGRAMME CODE: SCM-C-MBA-PG
COURSE CODE: IV/137-1/DSE20/II

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

Course Objective:

The objective of the course is to develop the skills required for understanding India's most challenging and important financial services sector. Banking services operation will enable the management candidate to have an insight to the banking sector and how it works.

Unit - 1 Introduction to Banking: Meaning, definition, historical developments in banking, types of banks, challenges of banking industry. Functions of commercial bank. Banking regulation Act. **(1 CREDIT)**

Unit - II Practical Banking: Types of bank deposits, computation of interest on deposits, deposit schemes, composition of bank deposits. Banker & customer, paying banker, collecting banker, cheques & crossing of cheques, Endorsement & its significance, Passbook. **(1 CREDIT)**

Unit - III Retail banking: Basics of retail banking, forms of retail banking and emerging issues. Corporate banking: The nature of corporate banking, developments in corporate banking, consortium finance, multiple banking arrangements, and loan syndication.

Unit - IV Fee-based services: The fee-based services of banks, letter of credits, bank guarantees, subsidiary services, off balance sheet activities, banc assurance. **(1 CREDIT)**

Unit - V Introduction to banking operations: The changing nature of banking operations, importance of customer relationship management in banks – different types of products and services offered to customers – role of technology in banking operations – the need for Asset Liability Management. Introduction to electronic banking: electronic banking: market assessment, e-banking: an introduction, internet: e-commerce, e-banking in India, internet banking strategies, risks in e-banking.: Payment and settlement systems, RTGS and clearing house. **(1 CREDIT)**

Course outcome:

Learner is expected to understand basic operations management at Branch level in the bank. He should be able to interpret mechanism framework for retail banking and explore opportunities in this sector.

Books Recommended:

1. Bharati V. Pathak: The Indian Financial System – markets, Institutions and Services, Pearson Education Pvt. Ltd., new Delhi. 75
2. Bhole L.M. & Jitendra Mahakud: Financial Institutions and markets, Tata McGraw-Hill Education Private Ltd., new Delhi
3. Clifford Gomez: financial Markets, Institutions and Financial Services, Prentice Hall of India Pvt. Ltd. New Delhi.
4. Frederic S. Mishkin & Stanley G. Eakins: Financial Markets and Institutions, Pearson Education.
5. Guruswamy.S: Financial markets and Institutions Tata McGraw-Hill Education Pvt. Ltd.
6. Jeff Madura: Financial markets and Institutions, Cengage Learning, 2006
7. Srivastava R.M. & Divya Nigam: Management of Indian Financial Institutions, Himalaya Publishing House, Delhi.
8. Vasant Desai: The Indian Financial System and Development, Himalaya Publishing House, Mumbai, 2009.

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M. B. A. IV Semester
FUNCTIONAL ELECTIVES
FINANCIAL MANAGEMENT
MARKETING MANAGEMENT
HUMAN RESOURCE MANAGEMENT

Project Report and Viva Voce
PROGRAMME CODE: SCM-C-MBA-PG
COURSE CODE: IV/137-1/DSE 21/III

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

M. B. A. IV Semester
Elective III: Group - C – Human Resource Management
HUMAN RESOURCE TRAINING AND DEVELOPMENT

PROGRAMME CODE: SCM-C-MBA-PG

COURSE CODE: IV/137-1/DSE22/III

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

Course Objective:

The purpose of this course is to provide an in-depth understanding of the role of training in the HRD. This course also deals with the process of training and developing people in organizations. It covers a variety of approaches to instruction and learning and contrasts these with their practical application. It also includes the study of core functions of human resource development and the development of an understanding of workplace competency standards. You will learn to design and conduct needs analyses and to plan, implement and evaluate training programs. You will also learn training techniques and the skills required to deliver a training program.

UNIT – I: Introduction to Training: Definition, Scope, Objectives, Difference between Training & Development, Analysis of Training Need- Organizational Analysis and Operational Analysis, Training Design.

UNIT – II: Training Process: Methods of training-On-and Off-the-Job training, Techniques and Aids of training, Developing Groups and Climate, Training Approaches, Implementation of Training, Trainers Skills and Styles.

UNIT – III: Learning: Concept, Principles of learning, Learning Principles, condition of Learning, Hierarchy of Learning, Learning Cycle, Learning Curve, Adult learning, Human learning and Memory, Electronic Learning, Theories of Motivation.

UNIT – IV: Training Evaluation: Validation and Evaluation of training-Types of Evaluation Instruments, Types of Evaluation Techniques, Dimensions of training evaluation, Models of training evaluation, cost-benefit Analysis, Training Audit.

UNIT – V: Recent trends in Training and Development: New Area of Training and development- innovation in training, Computer based training, Grid training, SSL technology, Modular programme, walkabout, out Bound training Programme, self-efficacy Programme, Neuro linguistic programme.

Course outcome:

On successful completion of the course, students will be able to:

- 1. Identify skills which are transferable from teaching to training.*
- 2. Identify and describe learning styles.*
- 3. Relate learning styles to activity types and tasks.*
- 4. Define motivation and relate it to training contexts.*
- 5. Relate teacher levels of experience to issues and challenges in delivering.*
- 6. Training analyse problems and provide solutions to enable effective*
- 7. presentation of Input and activities provide constructive feedback to*
- 8. trainees.*
- 9. Evaluate training materials for trainees of different experiential levels.*
- 10. Establish a checklist of evaluation criteria.*
- 11. Express valid, measurable learning outcomes.*
- 12. Deliver a teacher training activity to peers.*

Books Recommended:

1. B Janakiram, Trainign & Development, biztantra New Delhi
2. P L Rao, Training and Development, Excel Book New Delhi.
3. R. Krishnaveni Human Resource Development a Researcher's perspective Excel Books- 2009
4. Raymond A Noe, Employee Training and Development, Tata McGraw Hill, New Delhi.
5. Rolf P Lynton, Training for Development, Vistaar publications (SAGE), Delhi
6. Sage Publication, New Delhi
7. T.V. Rao Future of HRD , Macmillan India Ltd.
8. T.V. Rao Human Resources Development-Experiences- Interventions Strategies.

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M. B. A. IV Semester
Elective III: Group - C – Human Resource Management
HRP AND STRATEGIC HUMAN RESOURCE MANAGEMENT
PROGRAMME CODE: SCM-C-MBA-PG
COURSE CODE: IV/137-1/DSE23/III

|| **University Examination 50 Marks** || **Internal Assessment 50 Marks** || **Total 100 Marks** ||

Course Objective:

1. *To acquaint students with the understanding of various strategies involved in the field of Human Resource Management.*
2. *To get the learning's on the Implementation & Evaluation of Strategies of HRM.*

Unit-I The Framework of SHRM: Definition – Importance – components of HRM strategy – models of strategy – Contribution of HR in formulating and implementation of business strategy – Linkage between strategic business planning (SBP) and strategic HR development (SHRD)

Unit-II HR Strategy Formulation: Strategic concept & definition, strategic planning – Multinational Strategies – Strategic alliance – Sustainable global competitive advantage – Assessment of strategic alternatives – Managerial issues in strategic formulation – Importance and methods of forecasting the supply of HR.

Unit-III HR Strategy Implementation: Efficient utilization of human resources, Cross training and flexibility in assigning work – Using work teams –Strategically oriented performance measurement system – Strategically oriented compensation systems – Improving the quality of performance measures - Results oriented vs. Process oriented measures – Individual best practices and systems.

Unit-IV HR Strategy Evaluation: HR evaluation process – Overview– Level of analysis – Criteria – Level of constituents – Ethical dimensions – Approaches to evaluation – Audit approach – Analytical approach – Quantitative and Qualitative measures – Outcome process criteria - Balanced score card perspective – Bench marking – Evaluating strategic contribution of traditional areas such as selection, training, compensation – Evaluating strategic contribution in emerging areas such as management of diversity and quality readiness.

Course Outcomes:

1. *Students will understand the various strategies & their importance in the field of Human Resource Management*
2. *Students will be able to implement these strategies & evaluate their results*

Books Recommended:

1. Gangaram Singh, R. Nandagopal and R.G. Priyaadarshini, Strategic Human Resource Management in a Global Economy, Excel Books, 2007.
2. Jeffray A. Mello, Strategic Human Resource Management, Cengage Learning Indian Pvt. Ltd., New Delhi, 2008.
3. Monica. Belcourt and Kenneth J. Mc Bey, Strategic Human Resource Planning (Second Edition), Cengage Learning India Pvt. Ltd. New Delhi, 2008.

4. R. Srinivasan, Strategic Management – The Indian Context, Prentice Hall of India Pvt. Ltd., New Delhi, 2002.
5. R. Venugopal, Contemporary Strategic Management, Vikas Publissing House Pvt. Ltd., 2000.
6. Dr. Ramakanta K. Patra, Strategic Human Resource Management & Organizational Development, Himalaya publication house, Nagpur. 2011.
7. DR. D. M. Khandare, Strategic Human Resource Management, Kanpur Publishing, 2014.
8. Charles R. Greer, Strategic Human Resource Management a General Managerial Approach, Dorling Kindersley (india) Pvt. Ltd. New Delhi, 2006.

M. B. A. IV Semester
Elective IV: Human Resource Management
PERFORMANCE MANAGEMENT & RETENTION STRATEGIES – (Group – C) – 4 Credits
PROGRAMME CODE: SCM-C-MBA-PG
COURSE CODE: IV/SC30/DSE24/III
|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

Course Objective:

The goal of this subject is to effectively implement and manage a Performance Management System in support of the strategic goals of the organization.

Unit I: Introduction to Performance Management: Definition, Historical developments in Performance Management - Aims & objectives of performance management, Characteristics of performance management, guiding principles of performance management. Performance appraisal: Meaning, objectives, need/ importance of performance management, types of appraisal - performance management Vs Human resource management.

Unit II: Performance Management Process: Principal steps for Performance Management Process: Planning, Ongoing Feedback, Employee Input, Performance Evaluation, Performance Review, Implementation, Ensure Alignment with Other HR Systems, Train Employees and Managers, Evaluate and Improve, Legal Considerations.

Unit III: Performance Measurement: - Measuring performance, Criteria for performance measurement; Setting Organizational Team & Individual Performance Standards; Methods for evaluating Performance – 360 Degree appraisal, Competency Mapping & Competency Mapping, Balance Score card. Manage performance and development plan - setting mutual expectations and performance criteria.

Unit IV: Planning for performance and Development: Setting objectives - Organisational and individual performance plans - Components of Building and leading High performing teams - team oriented organizations - developing and leading high performing teams.

Unit V: Retention Strategies: Need & Importance of Employee Retention, process of Employee Retention Strategies, Role of Motivation in Employee Retention, Role of HR in Employee Retention, Role of Team Leaders and Supervisors in Employee Retention.

Course outcome:

Upon successful completion of this course, the student will have reliably demonstrated the ability to:

- 1. Students will Gain a working knowledge of performance management systems.*
- 2. Gain an enhanced ability to communicate effectively on issues relating to performance management.*
- 3. Learn appropriate terminologies and practices regarding performance management.*
- 4. Learn effective techniques for conducting an effective performance appraisal, and ways to Coach members of management.*

Recommended Books/Journals:

1. H. A Guinis, Performance Management, Pearson
2. Udai Pareek & TV Rao, Designing & Managing Human Resource Systems,
3. K. Aswathappa, Human Resource Management – Text & Cases, Tata McGraw Hill.
4. B. Pattanayak: Human Resource Management, OUP
5. P.Jyothi & D. N. Venkatesh, Human Resource Management, OUP

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