



BHARATI VIDYAPEETH

DEEMED TO BE UNIVERSITY, PUNE

‘A’ Grade University Status by Ministry of HRD, Govt. of India

Re-Accredited by NAAC with ‘A+’ Grade

SCHOOL OF DISTANCE EDUCATION

FACULTY OF MANAGEMENT STUDIES

MASTER OF BUSINESS ADMINISTRATION -

HUMAN RESOURCES (MBA - HR)

CHOICE BASED CREDIT SYSTEM (CBCS)

Semester I to IV

SYLLABUS

Applicable with effect from academic year 2019-20

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BHARATI VIDYAPEETH DEEMED TO BE UNIVERSITY, PUNE

Faculty of Management Studies

Master of Business Administration – Human Resources

(MBA-HR) SDE

Revised Course Structure (To be effective from 2019-2020)

I. Title:

a) Name of the Programme: **Master of Business Administration (Human Resources)**
MBA (HR) (SDE)

b) Nature & duration of the Programme: **FULLTIME Post-Graduate Degree Programme**
of TWO YEARS

II. Introduction :

The Master of Business Administration (HR) SDE is a full time two-year programme offered by Bharati Vidyapeeth Deemed to be University (BVDU), Pune all learner Support Centres. All centres have experienced faculty members, excellent Laboratories, Library, and other facilities to provide proper learning environment to the students. This programme is very well received by the industry.

III. Rationale for Syllabus revision:

The Vision and Mission statements of the MBA (HR) SDE program embody the spirit of the mission of the University and vision of Hon'ble Dr. Patangraoji Kadam, the Founder of Bharati Vidyapeeth and Chancellor, Bharati Vidyapeeth Deemed to be University, which is to usher in "*Social Transformation through Dynamic Education*"

In view of the dynamic nature of the market economy and evolving expectations of the stakeholders, the MBA (HR) SDE Programme Syllabus was revised in the year 2018-19 with the introduction of Choice Based Credit System(CBCS). On implementation of the CBCS. Keeping in mind the experience with the CBCS implemented in the year 2018-19, need was felt to revise the syllabus so as to make in keeping with the requirements of the industry and society. This revised draft is the result of inputs received time to time from the industry, academia, alumni and all stakeholders.

IV. Vision Statement of MBA (HR) SDE Program :

To facilitate creation of Dynamic and Effective Business Professionals, Managers and Entrepreneurs who can transform the corporate sector that caters to the needs of the society and contribute towards Nation building.

Objectives of the MBA(HR) SDE Program :

At Bharati Vidyapeeth Deemed To Be University the objective of MBA (HR) Programme is to provide world class Business Education and develop dynamic managers, entrepreneurs and business leaders. The program aims to develop the Decision Making capabilities of upcoming manager by enhancing Analytical Skills.

Learning Outcomes FROM THE MBA(HR) SDE Program :

At the end of the course the student should be able to:

- Analyze problems and design effective and efficient solutions
- Learn new technologies with ease and be productive at all times
- Read, write, and contribute to Business literature
- To Develop Team Spirit and Leadership Capability.
- Be a good citizen in all respects.

V. **Eligibility for Admission:**

Admission to the course is open to any graduate (10+2+3) of any recognized university satisfying the following conditions:

1. The candidate should have secured at least 50% (45% for SC/ST) in aggregate at graduate level university examination.
2. The Candidate applying in final year of bachelor's degree may also apply. Admission of such candidates will remain provisional until submission of final result certificates in original.
3. Subject to the above conditions, the final admission is based solely on
 - a) Submission of Migration Certificate, Transference Certificate, anti ragging affidavit etc.

VI. **Structure of the Program :**

The MBA-HR - SDE programme is of 66 credits which need minimum two years divided into four semesters to complete. During third semester students have to opt for specialization(s) and study the Units in the specialization in depth. The course also includes Internship / Summer Training of 50 days. The medium of instruction and examination will be only English. A student would be required to complete the course within five academic years from the date of admission.

VII. **Credits:**

The definition of credits is based on the following parameters;

- i) Learning hours put in by the learner
- ii) Learning outcomes
- iii) Contents of the syllabus prescribed for the course etc.

In this system each credit can be described as a combination of 03 (**THREE**) components such as Lectures (L) + Tutorials (T) + Practice (P).

These components are further elaborated for an effective teaching learning process;

- Lectures (L): Classroom lectures delivered by Faculty member in an interactive mode.
- Tutorials (T): Sessions that includes participatory discussions, presentations by the students, case study discussions etc.
- Practice (P): It includes LAB sessions for IT related courses & Business Communication and practice sessions for courses like Accounts, Mathematics, Statistics and field assignments etc.

VIII. **A) Scheme of Examination:**

Courses having **Internal Assessment (IA) / Internal Evaluation (IE) and University Examinations (UE)** shall be evaluated by the respective institutes and the University at the term end for 30(thirty) and 70(Seventy) Marks respectively. The total marks of IA and UE shall be 100 Marks and it will be converted to grade points and grades.

Courses having *only Internal Assessment (IA)* the respective institutes will evaluate the students in various ways such as *Class Test, Presentations, Field Assignments and Mini*

Projects for a total of 100 marks during the term. Then the marks will be converted to grade points and grades.

Open Courses shall be evaluated for 50 marks only (fifty marks only).

B) Components of continuous evaluation system:

Following are the suggested components of Continuous Evaluation System(CES),

- a) Case Study/Caselet/Situation Analysis- (Group Activity or Individual Activity)
- b) Class Test
- c) Field Assignment
- d) Role play
- e) Industry Analysis (Group Activity or Individual Activity)
- f) Business plan
- g) Quiz
- h) Workbook / scrapbook
- i) Presentations
- j) Mini Research Projects

IX. Grading System for Programmes under Faculty of Management Studies:

The Faculty of Management Studies, Bharati Vidyapeeth University has suggested the use of a 10-point grading system for all programmes designed by its different Board of Studies.

The 10 point Grades and Grade Points according to the following table

Range of Marks (%)	Grade	Grade Point
$80 \leq \text{Marks} \leq 100$	O	10
$70 \leq \text{Marks} \leq 80$	A+	9
$60 \leq \text{Marks} \leq 70$	A	8
$55 \leq \text{Marks} \leq 60$	B+	7
$50 \leq \text{Marks} \leq 55$	B	6
$40 \leq \text{Marks} \leq 50$	C	5
Marks < 40	D	0

X. Standard of Passing:

For all courses, both UE and IA constitute separate Heads Of Passing (HoP). In order to pass in such courses and to earn the assigned credits, the learner must obtain a minimum grade point of 5.0 (40% marks) at UE and also a minimum grade point of 5.0 (40% marks) at IA.

- If learner fails in IA, the learner passes in the course provided he/she obtains a minimum 25% marks in IA and GPA for the course is at least 6.0 (50% in aggregate). The GPA for a course will be calculated only if the learner passes at UE.
- A student who fails at UE in a course has to reappear only at UE as backlog candidate and clear the Head of Passing. Similarly, a student who fails in a course at IA he has to reappear only at IA as backlog candidate and clear the Head of Passing. to secure the GPA required for passing.
- The performance at UE and IA will be combined to obtain GPA (Grade Point Average) for the course. The weights for performance at UE and IA shall be 70% and 30% respectively.

- GPA is calculated by adding the UE marks out of 70 and IA marks out of 30. The total marks out of 100 are converted to grade point, which will be the GPA.

Formula to calculate Grade Points (GP)

Suppose that 'Max' is the maximum marks assigned for an examination or evaluation, based on which GP will be computed. In order to determine the GP, Set $x = \text{Max}/10$ (since we have adopted 10 point system).

Then GP is calculated by the following formulas

Range of Marks	Formula for the Grade Point
$8x \leq \text{Marks} \leq 10x$	10
$5.5x \leq \text{Marks} \leq 8x$	Truncate (M/x) +2
$4x \leq \text{Marks} \leq 5.5x$	Truncate (M/x) +1

Two kinds of performance indicators, namely the Semester Grade Point Average (SGPA) and the Cumulative Grade Point Average (CGPA) shall be computed at the end of each term. The SGPA measures the cumulative performance of a learner in all the courses in a particular semester, while the CGPA measures the cumulative performance in all the courses since his/her enrollment. The CGPA of learner when he /she completes the programme is the final result of the learner.

The SGPA is calculated by the formula

$$SGPA = \frac{\sum C_k * GP_k}{\sum C_k}$$

where, C_k is the Credit value assigned to a course and GP_k is the GPA obtained by the learner in the course. In the above, the sum is taken over all the courses that the learner has undertaken for the study during the Semester, including those in which he/she might have failed or those for which he/she remained absent. **The SGPA shall be calculated up to two decimal place accuracy.**

The CGPA is calculated by the following formula

$$CGPA = \frac{\sum C_k * GP_k}{\sum C_k}$$

where, C_k is the Credit value assigned to a course and GP_k is the GPA obtained by the learner in the course. In the above, the sum is taken over all the courses that the learner has undertaken for the study from the time of his/her enrollment and also during the semester for which CGPA is calculated. **The CGPA shall be calculated up to two decimal place accuracy.**

The formula to compute equivalent percentage marks for specified CGPA:

% marks (CGPA)	$10 * CGPA - 10$	If $5.00 \leq CGPA \leq 6.00$
	$5 * CGPA + 20$	If $6.00 \leq CGPA \leq 8.00$
	$10 * CGPA - 20$	If $8.00 \leq CGPA \leq 9.00$

	20 * CGPA-110	If $9.00 \leq \text{CGPA} \leq 9.50$
	40 * CGPA-300	If $9.50 \leq \text{CGPA} \leq 10.00$

XI. Award of Honours:

A student who has completed the minimum credits specified for the programme shall be declared to have passed in the programme. The final result will be in terms of letter grade only and is based on the CGPA of all courses studied and passed. The criteria for the award of honours are given below.

Range of CGPA	Final Grade	Performance Descriptor	Equivalent Range of Marks (%)
$9.5 \leq \text{CGPA} \leq 10$	O	Outstanding	$80 \leq \text{Marks} \leq 100$
$9.0 \leq \text{CGPA} \leq 9.49$	A+	Excellent	$70 \leq \text{Marks} \leq 80$
$8.0 \leq \text{CGPA} \leq 8.99$	A	Very Good	$60 \leq \text{Marks} \leq 70$
$7.0 \leq \text{CGPA} \leq 7.99$	B+	Good	$55 \leq \text{Marks} \leq 60$
$6.0 \leq \text{CGPA} \leq 6.99$	B	Average	$50 \leq \text{Marks} \leq 55$
$5.0 \leq \text{CGPA} \leq 5.99$	C	Satisfactory	$40 \leq \text{Marks} \leq 50$
CGPA below 5.0	F	Fail	Marks below 40

XII. ATKT Rules:

A student is allowed to carry any number of backlog papers of Semester I and Semester II while going into Semester III. However, a student must clear all papers of Semester I and Semester II so as to become eligible for appearing in examinations at Semester IV.

XIII. Dual Specialization:

M.B.A.(HR) programme 2019-20 offers Dual Specialization to the students in second year of MBA(HR) Programme. Under dual specialization students are required to select any **Two Specialization** from the list given below in 4.2..

Specialization Combinations:

For MBA (HR), one specialization HR is commonly offered to the students, The second specialization may be chosen by the student in the following manner.

Specialization I	Specialization II (any one of these)
Human Resource Management	Human Resource Management (Core)
	Marketing Management
	Financial Management
	Information Technology Management
	Production & Operations Management
	International Business Management
	Agribusiness Management
	Retail Management

XIV. Summer Internship :

At the end of Semester II, each student shall undertake Summer Internship in an Industry for 50 (**Fifty Days**). It is mandatory for the students to seek written approval from the Faculty Guide about the Topic & the Organisation before commencing the Summer Internship.

During Summer Internship students are expected to take necessary guidance from the faculty guide allotted by the Institute. To do it effectively they should be in touch with their guide through e-mail or telephone.

Summer Internship Project should be a research project or it may be an operational assignment that involves working by the students in an organization.

In case of an operational assignment

- 1) Students are expected to do a small research work in an organization wherein they are doing Summer Internship.
- 2) The students should identify specific problems faced by the organization in a functional area in which the assignment is given.
e.g.
 - a) Sales - sales targets are not achieved for a particular product or service in a given period of time.
 - b) Finance – mobilization & allocation of financial resources.
 - c) HR – Increase in employee turnover ratio.
- 3) In this study students should focus on
 - Identifying the reasons / factors responsible for the problems faced by the organization
 - Collection of data related to reasons /factors responsible for these problems
 - Data Analysis & interpretation
 - Findings & observations.
 - Suggestions (based on findings & observations) for improving the functioning of the organization.

The ***learning outcomes and the utility to the organization*** must be highlighted in Summer Internship Project Report.

- 4) General chapterization of the report shall be as under;
 - 1) Introduction: - This chapter will give a reader the background of problem area, specific problem & how you come across it?
 - 2) Company profile: -
 - 3) Objectives of the study:-
 - 4) Data collection: -
 - 5) Data analysis & interpretation: -
 - 6) Findings & observations: -
 - 7) Suggestions:-
- Annexure: -
- Questionnaire
 - References.

5) Technical details :

1. The report shall be printed on A-4 size white bond paper.
2. 12 pt. Times New Roman font shall be used with 1.5 line spacing for typing the report.
3. 1” margin shall be left from all the sides.
4. Considering the environmental issues, students are encouraged to print on *both sides* of the paper.
5. The report shall be hard bound as per the standard format of the cover page given by the Institute and shall be golden embossed.
6. The report shall be signed by the respective guide(s) & the Director of the Institute.
7. Student should prepare two hard bound copies of the Summer Internship Project Report and submit one copy in the institute. The other copy of the report is to be kept by the student for their record and future references.
8. In addition to this students should prepare two soft copies of their SIP reports & submit one each in Training & Placement Department of the Institute & Library

The Summer Internship shall be assessed out 100 Marks. The break up of these marks is as under;

Viva- voce examination =	70 (Seventy) Marks
Summer Internship Report =	+ 30 (Thirty) Marks

	100 (Hundred) Marks

There shall be a viva-voce of Summer Internship Project Report for 70 marks. The examiners' panel shall be decided as per the guidelines received from the University.

The viva –voce shall evaluate the project based on

1. Actual work done by the student in the organization
2. Student's knowledge about the company & Business Environment
3. Learning outcomes for the student
4. Utility of the study to the organization

XV. Structure of the Syllabus

The MBA(HR) Programme as per Semesters, Credits and Marks is as follows:

Semester	Credits	Marks Distribution
I	17	900
II	17	900
III	21	1100
IV	11	800
Total	66	3700

The detailed structure is as follows

MBA (HR) Sem I

Course Code	Semester – I	Credits	UE marks	IA marks	Total marks	Examination Pattern
101	Management Concepts & Applications	2	70	30	100	UE & IA/IE
102	Managerial Economics	2	70	30	100	UE & IA/IE
103	Financial & Management Accounting	2	70	30	100	UE & IA/IE
104	Organizational Behaviour	2	70	30	100	UE & IA/IE
105	Statistical Techniques	2	70	30	100	UE & IA/IE
106	Legal Aspects of Business	2	70	30	100	UE & IA/IE
107	Business Communication	2	70	30	100	UE & IA/IE
108	Information Technology Skills for Managers	1	-	100	100	IA
See Groups	Open 1	1	-	50	50	IA
	Open 2	1	-	50	50	IA
Total No. of Credits		17			900	-

Open Courses: Students can opt any two courses from the following

Code	Open Course
109	Soft Skills - I
110	Social Media Management
111	Event Management
112	Life Management Skills
113	Waste Management
114	Current Affairs
115	Data Analysis Using Software Tools (MS Excel/SPSS)
116	Supply Chain Management

MBA (HR) SEM II

Course Code	Semester II	Credits	UE	IA	Total	Examination Pattern
201	Marketing Management	2	70	30	100	UE & IA
202	Financial Management	2	70	30	100	UE & IA
203	Human Resource Management	2	70	30	100	UE & IA
204	International Business	2	70	30	100	UE & IA
205	Production & Operations Management	2	70	30	100	UE & IA
206	Research Methodology	2	70	30	100	UE & IA
207	OD & Change Management	2	70	30	100	UE & IA
208	Business Ethics & Corporate Governance	1	-	100	100	IA
See Group	Open 1	1	-	50	50	IA
See Group	Open 2	1	-	50	50	IA
Total No. Credits		17			900	

Open Courses: Any two courses from the following

Code	Open Course
209	Soft Skills-II (that includes Logical reasoning & Aptitude tests, Interview techniques, Group Discussion etc.)
210	Introduction to Business Analytics
211	Data Analysis Using Software Tools (MS Excel or SPSS)

212	E - Commerce Applications
213	Societal Concerns and NGO Operations
214	Foreign Language
215	Six Sigma
216	Enterprise Resource Planning (ERP)

MBA (HRM) SEM III

Course Code	Semester –III	Credits	UE	IA	Total	Examination Pattern
301	Strategic Management	2	70	30	100	UE & IA
302	Operations Research	2	70	30	100	UE & IA
303	Entrepreneurship Development	2	70	30	100	UE & IA
See groups	Specialization I - E-(i): Training & Development	1	70	30	100	UE & IA
	Specialization I - E-(ii):Labour Laws	1	70	30	100	UE & IA
See groups	Specialization II - E-(i)	1	70	30	100	UE & IA
	Specialization II - E-(ii)	1	70	30	100	UE & IA
304	**Summer Internship	6	70	30	100	Viva-voce and Report
305	Cross Cultural Issues & International HRM	1	-	100	100	IA
See Groups	Open Elective 1	1	-	50	50	IA
	Open Elective 2	1	-	50	50	IA
	Open Elective 3	1	-	50	50	IA
	Open Elective 4	1	-	50	50	IA
Total No. of Credits		21			1100	

Open Courses: Any TWO COURSES from the elective groups opted by them.

Open Courses under Marketing Management		Open Courses under IT Management	
306	Digital Marketing	322	IT in BFSI Domain
307	Customer Relationship Management	323	Legal Aspects of IT & IT Strategies
308	Marketing Research	324	Software Quality Standards & Process Documentation
309	Product & Brand Management	325	Cloud Computing For Managers
Open Courses under Financial Management		Open Courses under Production & Operations Management	
310	Corporate Taxation	326	Materials Management
311	Capital Market Operations	327	Maintenance Management
312	Financial Risk Management	328	World Class Manufacturing
313	Financial Statement Analysis	329	Business Process Re-engineering
Open Courses under Human Resource Management		Open Courses under Agribusiness Management	
314	Industrial Relations	330	Rural Banking
315	QMS & Innovation Mgt	331	Agriculture Marketing & Price Analysis
316	e-HRM	332	Commodity Market
317	Public Relations & Corporate Communication	333	Indian Agriculture & World Trade Organisation
Open Courses under IB Management		Retail Management	
318	Global Logistics & Supply Chain Management	334	Human Resource Management In Retail
319	International Economics	335	Retail Stores and Operations Management
320	Currency, Derivatives & Risk Management	336	International Retailing
321	Global Strategic Management	337	Information Technology in Retail Management

MBA (HRM) SDE SEM IV

Course Code	Semester IV	Credits	UE	IA	Total	Examination Pattern
401	Project Management	2	70	30	100	UE & IA
See groups	Specialization I - E-(iii) Personnel Cost & Compensation Mgt.	1	70	30	100	UE & IA
	Specialization I - E-(iv) Performance Management System	1	70	30	100	UE & IA
See groups	Specialization II - E-(iii)	1	70	30	100	UE & IA
	Specialization II - E-(iv)	1	70	30	100	UE & IA
402	Environment & Disaster Management	1	-	100	100	IA
See Group	Open 1:	1	-	50	50	IA
See Group	Open 2:	1	-	50	50	IA
See Group	Open 3	1	-	50	50	IA
See Group	Open 4	1	-	50	50	IA
Total		11			800	-

Open Courses: Any TWO COURSES from the elective groups opted by them..

Open Courses - Marketing Management		Open Courses - IT Management	
403	Strategic Marketing	419	Big Data Analysis
404	Retail Marketing	420	IT Infrastructure Management
405	Marketing of Financial Services	421	Technology Management & IT Services
406	Social Media Marketing	422	Lab on Oracle & Open Source Software
Open Courses - Financial Management		Open Courses - Production & Operations Management	
407	Management Control System	423	Negotiation Management
408	Indirect Taxes	424	Service Operations Management
409	Banking Operations	425	Environment , Health & Safety
410	Financial Modelling Using MS Excel	426	Quality Management Standards
Open Courses - Human Resource Management		Open Courses under Agribusiness Management	
411	Labour Welfare	427	Microfinance
412	Managerial Competencies and Career Development	428	Rural Entrepreneurship
413	HR Lab	429	Agriculture & Indian Economy
414	HR Analytics	430	Marketing of Agro Products
Open Courses - IB Management		Retail Management	
415	Global Business Environment	431	Contemporary Retail Management
416	Foreign Exchange Management	432	Retail Planning
417	International Marketing Research	433	Retail & Distribution Management
418	International Financial Management	434	Rural Retailing

LIST OF SPECIALIZATION - ELECTIVES

Elective: **Marketing Management**

Sem III	
Code.	Name of the Course
MK01	Consumer Behaviour
MK02	Services Marketing
Sem IV	
MK03	Sales & Distribution Management
MK04	Integrated Marketing Communication

Elective: **Financial Management**

Sem III	
Code.	Name of the Course
FM01	Investment Analysis & Portfolio Management
FM02	Management of Financial Services
Sem IV	
FM03	Corporate Finance
FM04	International Financial Management

Elective: **Human Resource Management**

Sem III		CORE HR	
Code.	Name of the Course	Code.	Name of the Course
HR01	Training & Development	HR05	Human Resource Planning and Procurement
HR02	Labour Laws	HR06	HRD Instruments
Sem IV		Sem IV	
HR03	Personnel Cost & Compensation Mgt.	HR07	Negotiation and Counseling
HR04	Performance Management System	HR08	HR Audit

Elective: **International Business Management**

Sem III	
Code.	Name of the Course
IB01	Regulatory Aspects of International Business
IB02	Export Import Policies, Procedures and Documentation
Sem IV	
IB03	International Marketing
IB04	Global Business Strategies

Elective: **Production & Operations Management**

Sem III	
Code.	Name of the Course
PM01	Quality Management
PM02	Production Planning & Control
Sem IV	
PM03	Logistics & Supply Chain Management
PM04	Industrial Management

Elective: **Information Technology Management**

Sem III	
Code.	Name of the Course
IT01	System Analysis & Design
IT02	Information System Security & Audit
Sem IV	
IT03	RDBMS with Oracle
IT04	Enterprise Business Applications

Elective: **Agribusiness Management**

Sem III	
Code.	Name of the Course
AM01	Rural Marketing
AM02	Supply Chain Management in Agribusiness
Sem IV	
AM03	Use of Technology in Agribusiness Management
AM04	Cooperatives Management

Elective: **Retail Management**

Sem III	
Code.	Name of the Course
R01	Introduction to Retailing
R02	Retail Management & Franchising
Sem IV	
R03	Merchandising, Display Advertising
R04	Supply Chain Management in Retailing

SEMESTER - I

MBA(HR) SEMESTER I
101: MANAGEMENT CONCEPTS AND APPLICATIONS

Course Objectives:	
1	To impart the understanding of basic management concepts.
2	To familiarize the learner about application of Management concepts.
3	To expose learner with basic concepts of functional management.

Syllabus:

Unit	Contents	Sessions
1	INTRODUCTION TO MANAGEMENT: A. Introduction to Management- Definitions & Characteristics of Management-Scope of Management-Management – Science or Art?- Functions of Management. Administration and Organization, Skill Sets for a Manager. B. The Evolution Of Management Thoughts- Fredrick Taylor & Scientific Management, Henry Fayol- General Principles Of Management,.	
2	Management Functions – concept of "POSDCORB", Staffing, Coordination, Decisions, Decision Making process, Nature, Importance and limitations of decision, Decision making models: classical, Administrative, Political and Vroom-Jago Model. Concept of Leadership.	
3	PLANNING & ORGANIZING: A. Planning -Introduction to Planning & its Importance-Definitions-Benefits / Importance of Planning-Nature of Planning-Planning Process-Types of Planning- Repeated Use Plan-Single Use Plan. B. Organization -Introduction & Definition-Why study Organization?-Principles of Organization-Creating an Organization Structure- Informal Organization- Departmentalization, line and staff relationship	
4	DIRECTING , COORDINATING A. Span of Management -The Concept of Authority & Responsibility Definitions-Different views on Authority, Power & Authority, Limits of Authority, Centralization & Decentralization, Responsibility, B. Delegation of Authority, Advantages of Effective Delegation, What to delegate & What not to delegate?-Barriers to effective delegation-Guidelines for effective delegation-Distinctions between Delegation & Decentralization-	
5	CONTROL A. Controlling- Basic Concept, Relationship between Planning & Controlling. The Basic Control Process, Requirement for Effective Control, Control Techniques, Use of IT for Controlling. B. Zero Base Budgeting and Management audit	
6.	FUNCTIONAL DEPARTMENTS AND SECTIONS - HR, Marketing, Production & Operations, Finance, etc. INTRODUCTION TO BUSINESS SECTORS: Manufacturing (Automobile, Pharmaceutical, etc), Service (IT, Telecom, Banking, Insurance, etc)	

Suggested Readings	
Weihrich, Heing and Harold Koontz	<i>Management: A Global Perspective</i> , Mc-Graw Hill, New-Delhi.
Koontz & O'Donnel	Principles Principles and Practice of Management of Management (McGraw Hill) -
Luthans, Fred,	<i>Introduction to Management</i> , McGraw Hill
L.M. Prasad	Principles and Practice of Management
Tripathi & Reddy	Principles and Practice of Management
Websites	<ol style="list-style-type: none"> 1. https://india.gov.in/ 2. http://pmindia.gov.in/en/ 3. http://www.makeinindia.com/policy/new-initiatives 4. https://mygov.in/group/digital-india 5. www.skilldevelopment.gov.in/World%20Youth%20Skills%20Day.html

MBA(HR) Semester – I

102: MANAGERIAL ECONOMICS

Course Objectives:

- To impart knowledge about the theories of Economics required in Business scenarios
- to train the students to apply this theoretical knowledge to practical business situations

Unit	Contents
1	<p>Introduction to Economics For Business Internal and External Environment of Business, Nature and Scope of Managerial Economics, Significance of managerial economics in decision making. Firm and its Objectives, Theories of Firm, Relevance of Profit Maximization in Modern Context, Role of a managerial economist</p>
2	<p>Demand Analysis: Theory of Demand, Law of demand, Determinants of Demand, Derivation of ‘D’ curve, Substitution and Income Effect. Elasticity of Demand – Price, Income, Cross and Advertising elasticity, Uses of Elasticity of Demand for managerial decision making, Market Demand and Company Demand, Demand Estimation, Demand Forecasting - meaning, significance and methods, Demand forecasting of a new product.</p>
3	<p>Supply Theory: The Theory of Supply, Law of supply, supply elasticity – use in managerial decision making, Production concepts and analysis: Production and Cost, Production Function, Concept of Productivity</p>
4	<p>Costs Cost concepts and analysis, Classification of Costs - Short Run and Long Term Costs, Cost Function - short run and long run cost curves and its managerial uses. Least Cost Combination of Inputs, Producer’s equilibrium, Law of Variable Proportions, Law of Returns to Scale, Estimation of Cost Function - Problem of Estimation of Cost and Production Function, Break-even analysis. L-Shaped Cost Function</p>
5	<p>Market Structures Market equilibrium with reference to Marginal Revenue and Marginal Cost concept, Market Structure: Perfect Competition: meaning, features and determination of price under perfect competition. Monopoly: Features, pricing under monopoly, Price and Output, Discriminating Monopoly, Relationship under different market structures, Monopolistic Competition – features, pricing under monopolistic competition, product differentiation Oligopoly – features, Oligopoly and barrier to entry, price leadership Pricing Strategies: Price Determination, full cost pricing, product line pricing, price skimming, penetration pricing. Prisoner’s Dilemma and Game Theory approach to oligopoly decision making. Linear Programming – Project Evaluation & Cost</p>
6	<p>National Income: Concepts and Various methods of measurement of National Income, Nominal GDP, Real GDP, and GDP Deflator, Inflation – Meaning, types and Causes, Philips Curve and its trade-off, Business cycle theories, Shumpeter and Solo Model, Overview of Economic Budget, fiscal Deficit, surplus, Fiscal policy and impact on Managerial decision making.</p>

Teaching Methodology

- Case Study Method and Mathematical Applications along with theoretical explanations.

Suggested Readings	
Dominick, S., <i>Managerial</i>	<i>Economics a Global Economy</i> , McGraw Hill Inc., Princeton
Adhikari , M.	Managerial Economics, Khosla Publication House, New Dehli, 1999
Artis M. J,	Macro Economics, Oxford University Press, 1985 Reprint
Craig P.H and W Chris Lewis	Managerial Economics, Prentice Hill Ltd, New Dehli
Bayes Michael	Managerial Economics and Business Strategy, Irwin, Chicago, 1997
Dean Joel	Managerial Economics, Prentice Hill Ltd, New Dehli
Paul A Samuelson., William D Nordhaus	. <i>Economics</i> , (Indian adaptation by Sudip Chaudhuri and Anindya Sen), Tata McGraw Hill.

MBA(HR) Semester – I
103: Financial and Management Accounting

Course Objectives:	
•	To acquaint the students with the fundamentals of Financial Accounting.
•	To orient the students to the Accounting process involved in preparation of Books of Accounts and Financial Statements
•	To familiarize the students with the concepts of Cost and Management Accounting and applications of Management Accounting techniques

Unit	Contents
1	Introduction to Financial Accounting Meaning, Objectives and Scope of Financial Accounting, Accounting Concepts and Conventions, Accounting Cycle
2	Accounting mechanics Principles of Double Entry Book-Keeping, passing of accounting entries in Journal, Ledger and Preparation of Trial Balance, Preparation of Trading, Profit & Loss Account and Balance Sheet of a Sole Proprietor
3	Introduction to International Accounting Standards: Development of international accounting and financial reporting rules, need for International Financial Reporting Standards (IFRS), Disclosure of Accounting Policies, reporting needs of emerging economies, IFRS for Small and Medium Enterprises(SMEs).
4	Introduction to Cost and Management Accounting Cost Accounting – Meaning, Importance, Classification of Costs, Preparation of Cost sheet. Nature and Scope of Management Accounting, Distinction between Financial and Management Accounting.
5	Techniques of Management Accounting (Budgetary Control) Budgeting and Budgetary Control – Meaning, Objectives, Advantages and Limitations of Budgeting, Types of Budget, Practical Questions on Cash Budget and Flexible Budget
6	Techniques of Management Accounting (Standard Costing and Marginal Costing) Standard Costing – Meaning and Application, Essentials of standard Costing, Variance Analysis- Material and Labour Cost Variances. Marginal Costing – Meaning of Marginal Cost, Characteristics of Marginal Costing, Cost-Volume-Profit Analysis – Profit/Volume ratio, Break-Even Analysis and Margin of Safety

Teaching Pedagogy:

- Classroom lectures. solving Case Study and Real Life Examples, Group Project (Application by implementation of concepts in the Financial Statements of the companies)

Suggested Readings		
1	Hornrgren, Charles T.,	<i>Introduction to Management Accounting</i> , Prentice Hall of India Private Ltd., New Delhi
2	R.L.Gupta, M.Radhaswami	Advanced Accountancy
3	S.N. Maheswari, S.K.Maheshwari	An Introduction to Accounting
4	Ashok Seghal, Deepak Seghal	Taxman's Financial Accounting

5	M N Arora	Cost and Management Accounting, Vikas publications Eighth Edition
6	Colin Drury of Huddersfield	Cost and Management Accounting: 6 th edition, ISBN 18440349X
7	Pauline Weetman	Financial and Management Accounting – An introduction by 5 th edition

MBA(HR) Semester – I

104: ORGANIZATIONAL BEHAVIOUR

	Course Objectives:
•	To introduce the role of individual, group and organizational processes on individual behaviour in a work setting
•	To give insights on how concepts of organizational behaviour are applied by management practitioners and organizations

Unit	Contents
1	<p>Introduction to Organizational Behaviour and Individuals in Organization -</p> <p>Definition - Evolution of the Concept of OB- Contributions to OB by major behavioural science disciplines - Challenges and Opportunities for OB managers - Models of OB study</p> <p>The nature of organisations: Components of organisations; Organisations as open systems, Managers in organisations, Productivity and managerial performance, Organisational behaviour and the workplace, Managing organisational transitions, Managing new forms of Organisation.</p>
2	<p>Learning, Perception, Attitudes and values</p> <p>Concept of learning, Theories of Learning – Learning curves.</p> <p>Perception – Factors influencing perception, Process, Managerial implications - Perception and attribution: meaning, halo effect, stereotyping, pigeon holing,</p> <p>Attitudes and Job Satisfaction - Components of Attitude - Major Job Attitudes - Job Satisfaction, Job involvement, Organizational Commitment.</p> <p>Personality and Values - Personality Determinants - MBTI, Big - Five Model, Values - Formation - Types of Values</p> <p>Principles of reinforcement – schedules of reinforcement,</p>
3	<p>Motivation Concepts to applications</p> <p>Concept of motivation - Definition - Theories of Motivation - Maslows' need Theory Herzberg, McClelland, Porter and Lawler Model, ERG Theory - Theory X and Theory Y - Two Factor Theory - Equity Theory - Vroom's Expectancy Theory – Application of Motivation concept, Individual motivation and motivation in the organization, Cultural Differences in Motivation, Intrinsic and Extrinsic Motivation, The Job Characteristics model – Work Redesign</p>
4	<p>Foundations of Group Behaviour</p> <p>Group - Formation of Group - Classification - informal and formal groups, Group Properties - Roles, norms, status, size and cohesiveness - Group decision making –</p> <p>Teams: team building: selecting team members, team roles, stages in team development, team building, team identity, team loyalty, commitment to shared beliefs, multi-disciplinary teams, Team Dynamics: decision-making behaviour, dysfunctional teams, Understanding teams - creating effective</p>

	teams. Conflict - Process - Conflict management	
5	Leadership Concept of Leadership - Traits of good Leader - Difference between Leader and Manager - Theories of Leadership - Ohio State and Michigan Studies - Blake and Mouton theory - Fielders model - Likert's model. Managers as leaders. 3D leadership model. Leadership Styles. The management Grid, Future perspectives of Leadership	
6	Emerging Issues: Stress: meaning and types, burnout, strategies to manage stress, Workforce diversity. Culture - Definition, Culture's function, need and importance of Cross Cultural training - Organizational Change	

Suggested Readings		
1	Robbins, Timothy Judge, Seema Sanghi	Organizational Behaviour - Stephen Pearson Prentice Hall, 12 edition
2	Fred Luthans	Organizational Behaviour, Mc Graw Hill Inc
3	John Newstrom and Keith Davis	Organizational Behaviour, Tata McGraw Hill, 11 edn
4	Kavita Singh	Organizational Behaviour , Pearson Publication
5	Deshpande S W and Puranik Vijaya	Organizational Behaviour

105: Statistical Techniques

	Course Objectives:
•	To familiarize the students with the basic statistical techniques and their applications in business decision-making
•	To develop the quantitative skills of the students so as to make them skilled at understanding data, comparing two or more data sets and predicting business data etc.

Unit	Contents
1	Importance of Statistics in Business Management Domain Business Statistics: Definition, Importance in management domain Organizing data: Frequency distribution, types of frequency distribution Diagrams and Graphs - Diagrammatic presentation of data, Graphs - Frequency polygon and frequency curve, Histograms, Cumulative Frequency Curves (ogives).
2	Measures of Central Tendency and Dispersion Measures of Central Tendency: Arithmetic Mean, Median, mode, partition values – quartiles, deciles and percentiles, Applications in business. Measures of Dispersion: Range, Semi Inter-quartile range, mean deviation, standard deviation, coefficient of variation, methods of calculation and applications.
3	Correlation Analysis Definition, Types of correlation, methods of studying correlation– Scatter Diagrams, Karl Pearson’s coefficient, Rank correlation, coefficient of determination. Application of Correlation to business and management
4	Regression Analysis Definition, significance of regression method, regression lines, regression coefficient, Applications in business
5	Probability and Probability Distribution Sample space, events, basic rules of probability, random variable, conditional probability, Bayes’ theorem Probability Distributions- Binomial distribution, Poisson distribution & Normal distribution. Problems based on Business applications.
6	Association of Attributes Introduction, Notations, Classes and Class frequencies, Order of classes and Class Frequencies, Relation between Class frequencies: two attributes and three attributes, Yule’s Coefficient of association and interpretation Decision Making: Process of decision making, types of decision. Risk, uncertainty, etc. Criterion of decision making

Suggested Readings		
1	S.C. Gupta & Indira Gupta	Business Statistics
2	Richard I. Levin & David S. Rubin	Statistics for Management
3	Hooda R. P.	Statistics for Business and Economics, (2010, 4e), Macmillan
4	Terry J K (2007)	Business Statistics 2/e, Pearson Education, New Delhi
5	David and Lori	(2008) Applied Statistics in Business and Economics, Tata Mc Graw Hill
6	Q. Zamiruddin & V.K. Khanna, S. K. Bhambri	Business Mathematics
7	Bhardwaj R. S.	Business Statistics

MBA(HR) Semester – I
106: Legal Aspects of Business

	Course Objectives:
•	To provide students with in-depth understanding of business related laws

Unit	Contents
1	The Indian Contract Act 1872: Essential elements of a contract, performance and discharge of a contract, Offer and Acceptance, Consideration, Legality of Object, Capacity to contract, Free Consent, Modes of Discharge, Breach and Remedies, Quasi Contracts
2	The Sale of Goods Act 1930 Formation of a contract of sales and its features, Conditions and warranties, Rights of an unpaid seller, Types of Goods, Distinction between sale and agreement to sell, Performance of contract
3	The companies Act 1956 & Companies Act, 2013 Comparative Study of the Companies Act, 1956 and the Companies Act, 2013 on the basis of the following Kinds of companies, Formation of a company, Memorandum of Association(M/A), Articles of Association(A/A), Prospectus, Meetings, Appointment and Removal of Directors, Shares, types of shares and dividends.
4	The Arbitration and Conciliation Act 1996 Definition, Arbitration Agreement, Composition of Arbitral Tribunal, Jurisdiction of Arbitral Tribunal, Conduct of Arbitral Proceedings, Alternative Dispute Resolution System
5	Consumer Protection Act, 1986. Introduction, consumer and consumer disputes, Definitions of Consumer, Complainant, Goods, Service - Meaning of Consumer Dispute Complaint - Unfair Trade Practices – Restrictive Trade Practices Rights of Consumers Consumer Disputes Redressal Agencies, consumer protection councils Objectives and Need of the Competition Act , 2002
6	The Information Technology Act, 2000 Introduction, Digital Signatures, Electronic governance, Cyber Laws , Cyber crime – types and remedies, Electronic records, controlling and certifying authority, cyber regulation appellate tribunals, Important Provision of Information Technology Act 2000 Intellectual Property Rights: Introduction, Scope and objective of Patent Act, 1970. Patentable and Non-patentable inventions. Types and overview of IPR, Types of Patents, Trademarks, Copyrights, Industrial designs, Important provisions with respect to – registration, renewal, revocation, remedies in case of infringement etc.

Reference Material

Suggested Readings		
1	M.C.Kucchal:	Business Law/Mercantile Law, Vikas Publishing.House (P) Ltd.
2	N. D. Kapoor	Elements of Mercantile Law
3	Dr. B. L Wghera	Universal Law Publication, Law relating to Intellectual Property
4	Dr. Paranjpe	The Arbitration and ADR
5	Dr. M. Dasgupta	Cyber Crime in India
6	Avtar Singh	Law of Arbitration and Condiliation
7	Lee Reach,	<i>Business Laws</i> , Oxford University Press, UK
8	M.C.Kucchal,& Vivek Kucchal:	Business Legislation for Management, Vikas Publishing House (P) Ltd.

MBA(HR) Semester – I

107: Business Communication

	Course Objectives:
•	To familiarize with the process of communication and the principles & techniques of business communication
•	To enable student to understand the different dimensions of business communication
•	To enlighten about the communications strategy for managers

Unit	Contents
1	<p>Fundamentals of Business Communication Meaning and importance of communication in business, Essentials of effective communication, Channels of communication, their effectiveness, limitations, Barriers to communication, approaches to effective Communication</p>
2	<p>Communication in Organizations : Communication needs of business organization, Strategies for improving Organizational communication. Modes and levels of communications in organizations. direction of flow of communication in organization, networks of flow of communication – wheel network, chain network, Y network, circle network, etc.</p> <p>Dimensions of Business Communication – Intra-personal communication, Inter-personal communication, verbal communication, listening, feedback, types of feedback, importance of feedback, non-verbal communication, Intra-organizational communication, inter-organizational communication. Intra-cultural and inter-cultural communication. Formal and informal and their characteristics,</p>
3	<p>Forms of Business Communication: Written Communication, Principles of Effective Written Communication.</p> <ul style="list-style-type: none"> • Business letters – Parts of business letters, letter formats, envelope, address on envelope, • Types of business letters : office order, office circular, invitation letters, enquiry letters, trade reference letters, etc • Letters from Purchase department, Letters from the Sales /Marketing Department, Accounts department, Personnel department, Letters of social significance, Tenders, Quotations and Orders, Banking Correspondence, Letters of enquiry, dealing with complaints, • Letters to staff, Memos, Writing Emails. Office notes, Reminders and Follow ups, Employee Newsletters, • Meetings, Notices, agenda, minutes of the meeting • Exercises for Written Communications: Essay writing, Poster Making, Writing, an Advertisement Copy, Slogans, Captions, & preparing Press notes, Letter Of Acceptance, Letter Of Resignation

4	<p>Communication Strategy for Managers: Communicating different types of messages – positive or neutral messages, negative messages, persuasive messages, effective team communication, motivational communication.</p> <p>Technology enabled communication – role of technology, different forms of technology for communication, telephone, tele-fax, teleconferencing, email, text messaging, podcast, blog, wikis, videos, social media, power point, etc. Netiquettes, internet etiquettes</p>	
5	<p>Exercises for Oral Communications: Individual and Group Presentations, Extempore, Role Playing, Debates and Quiz Effective notes taking, Strategies to improve reading skills, Speech Writing, Creative Writing. Oral Communication: Speaking skills, Public Speaking, Effective Listening, Strategies for Communicating in Teams</p>	
6	<p>Curriculum Vitae, Invitation To Interviews, Offer Of Employment, Job Description, Letter Of Acceptance, Letter Of Resignation.</p> <p>Business Reports and Proposal: what is a report? Elements of effective business report, purpose of writing reports, steps in writing a routine report, corporate reports. Format of a business report</p>	

Reference Books

1. Business Communication , second edition, by Meenakshi Raman,Prakash Singh, Oxford Higher Education.
2. Business Communication , second edition, by R.K.Madhukar, Vikas Publications.
3. Business Communication , second edition, by Asha Kaul, PHI Publications.
4. Communication for Business , Fourth edition, by Pearson Education.
5. Business Communication , second edition, by P.D.Chaturvedi, Mukesh Chaturvedi, Pearson.

MBA(HR) Semester I

108: Information Technology skills for Managers

	Course Objectives:
•	To understand the basics of computer hardware and software
•	To impart the IT skills and knowledge necessary for managers
•	To make the students familiar with office automation software

Unit	Contents
1	<p>Introduction to Computer</p> <ul style="list-style-type: none"> • Introduction to types of Computer systems, Basic Computer operations, connecting devices • Networks: Networking hardware, types of network, Internet, Intranet and Extranet Applications, • Practical data processing application in business, and Computer applications in various areas of business.
2	<p>Computer Software:</p> <ul style="list-style-type: none"> • Types of software (System, application, utility), • types of application software (content access, end user, enterprise, simulation, application suite), examples, selecting and acquiring software options for procuring the software (licensed, sold, public domain, open source, freeware, shareware), • software trends and issues (mobile applications, integration of in-house and outsourced services strategy, cloud based enterprise solutions), Data Base, Data Base Management Systems.
3	<p>IT Skills: Lab sessions necessary</p> <p><u>Microsoft Office</u>- Introduction and working with MS Word, Features - insert headers and footers, insert table and table options, Mail Merge.etc</p> <p><u>MS Power point</u>- Basic introduction, features, Creating & Formatting Content Collaborating – Track, Edit, Add, Delete Comments, Merge Managing & Delivering Presentations, design a template, entering data to graph, organization chart, slide transitions, creating slide shows.</p> <p><u>MS Excel</u> – Basic functions, Creating, Analyzing & Formatting Data & Content Collaborating – Insert, View, Edit etc. Managing Workbooks, advance functions, sensitivity analysis, Pivot tables etc.</p> <p>Introduction to HRIS, Introduction to Tally Package for accounting.</p>
4	<p>Internet, Security and E-Commerce: Introduction, Core features of the Internet, Internet Applications, Internet and World Wide Web, Extranet and E-mail, Mobile Computing, Electronic Commerce, Types of E-Commerce and their utilities</p>
5	<p>Management Information Systems: Introduction to MIS, Principles of MIS,</p> <p>Characteristics, functions, structure & Classification of MIS, information for decisions; MIS in Manufacturing, Marketing, Finance Human Resource Management, Materials & Project Management; Brief idea about knowledge management, Information Technology in Knowledge Management, Roles of people in knowledge management. Types of information systems(TPS, MIS, OAS, DSS, ESS, ES, KWS), GIS Information systems and functional areas-</p>

	Transaction processing system, Human Resource systems and Marketing systems, Operations and Financial Management systems.	
6	<p>Current trends- Integrated enterprise system (ERP, CRM, and SCM), COBIT- IT governance tool, changing role of CIO. Concept of SMAC (Social, Mobile, Analytics and Communication), use of Social media facebook, tweeter, linkedIn etc. for general communication and business communication, social media for marketing, email and video conferencing tools for business communication, Analytical tools of data interpretation.</p> <p>Managing E-identity, Security issues: Precautions in using the Information technology tools and media. Secure surfing, Creating Profile on Social Media. Online security, e-fraud – types and preventions, threats from use of IT systems, threat against IT system,</p>	

Suggested Readings		
1	Ramesh Behl	“Information technology for Management”, Tata McGraw Hill Publication, 2nd edition
2	Pradeep K Sinha, Priti Sinha	“Computer Fundamentals”, BPB Publication
3	A. K. Saini, Pradeep Kumar	“Computer Application in Management” Anmol Publications Pvt. Ltd.
4	Geoff Walsham	“Interpreting Information Systems in Organizations” ,The Global Text Project , 2011 http://www.saylor.org/site/textbooks/Information%20Systems%20for%20Business%20and%20Beyond.pdf
5	Henry C. Lucas	“Information Technology for Management”, McGraw-Hill/Irwin , 2009 https://dl.dropboxusercontent.com/u/31779972/Interpreting%20Information%20Systems%20in%20Organizations.pdf
6	David T. Bourgeois	“Information Systems for Business and Beyond”, Saylor Foundation , 2014 https://dl.dropboxusercontent.com/u/31779972/Information%20Technology%20For%20Management.pdf

MBA(HR) Semester I

109: Soft Skills-I

Course Objectives:

- To sensitize the students about the current environmental & health related issues that comes from inadequate waste management.
- To Understand the problems caused by inadequate waste management and possible solutions for the same and create environmentally responsible citizens

Unit	Contents
1	SWOT Analysis : Basics of PERSONAL SWOT analysis Identifying Strengths, Weaknesses, Deficiencies ETC. Performing SWOT on yourself
2	The Art of Effective Communication: Presentation skills, Group Discussion, Debates
3	Time Management :Importance of setting Tasks, Applying basic principles of Time management; identify productivity cycles, and set goals and priorities, Create a time management plan and a daily plan, Effectively utilize time by using technology and reducing time wastage. Manage interruptions, increase meeting productivity, overcome personal time wasters, and prevent personal work overloads. Screen and organize information to reduce information overload.
4	Public Speaking Skills : Public Speaking skills Emoting: Importance of Eye Contact, Audience engagement Forms of speech, Content Preparation, Debating, Extempore - Do's and Don'ts
5	Body Language: Details about body language for effective communication
6	Verbal communication in practice, Speaking Skills, Assertiveness, Strategies For Assertiveness : Use Of Language, Empathetic Presentation, Paraphrasing, Asking Questions, Visualization And Realization Of Goal, Create A Positive Impression, Indicators Of Assertive Behavior, How To Say No,(Provide reason and logic, Broken Record, Rain Check) Listening Skills : Importance of listening, Techniques of effective listening, practical exercise on improving listening skills

MBA(HR) Semester I

110: Social Media Management

Course Objectives:	
•	To introduce the learners to the different social media
•	To educate about the strengths and weaknesses of Social Media

Unit	Contents	
1	INTRODUCTION TO SOCIAL MEDIA Introduction to Social Media, What is Social Media?, How Social Media developed, Managing Information Aggregators, Google Alerts, Blogs	
2	GETTING READY FOR SOCIAL MEDIA Getting ready for Social Media, Content Management, Touchpoint analysis, Scheduling, Creating content, Managing content programs, Planning Worksheets	
3	LEGAL ASPECTS OF SOCIAL MEDIA The Legal Issues in Social Media, In-house guidelines, Copyright and Trademark Implications, Blogs, Blogger	
4	PODCASTING Podcasting What is it? Where to find, How to create a) Hardware b) Software Facebook, Facebook Creating groups and pages Tips and Guides, Facebook Posts Paid Promotion Ads Contests.	
5	GOOGLE + Google+ Set-up and usage, Company profile Hangouts, SEO What is it? How it is determined, How to affect it, Google's role, YouTube, Long-form video platforms, Setting up a channel, Managing content	
6	SOCIAL MEDIA SITES Twitter, Set-up and usage, Tips, Up and Coming Social Media, LinkedIn, LinkedIn Tips and Guides, Review of profiles, Pinterest, Visual social media and bookmarking Set-up and management, Collaborative Marketing & Crowd sourcing	

Please note that practical session for all the above topics has to be conducted along with theory class.

MBA(HR) Semester I

111: EVENT MANAGEMENT

Unit	Contents	
1	Introduction to event Management, Size & type of event, Event Team, Code of ethics	
2	Event Planning & Team Management Aim of event, Develop a mission, Establish Objectives Preparing event proposal, Use of planning tool Special Events, Research & Planning, Protocols, Dress codes, staging, staffing	
3	EVENT MARKETING AND ADVERTISING Nature of Marketing, Process of marketing Marketing mix, Sponsorship	
4	EVENT LEADERSHIP & COMMUNICATION Leadership skills , Managing team , Group development, Managing meetings, Written communications, (Official, demi-official, Invoice). Verbal communications, Leadership, Traits and characteristics	
5	EVENT SAFETY AND SECURITY Security, Occupational safety, Crowded management, Major risks and emergency planning, Incident reporting, emergency procedures	
6	BASIC EVENT ACCOUNTING Budget, break even point, cash flow analysis, Profit & loss statement, balance sheet, panic payments, financial control system	
	Project Work	

MBA(HR) Semester I

112: Life Management Skills

	Course Objectives:
	<ul style="list-style-type: none"> • Provide guidelines to apply life skills into practice.

Unit	Contents	Sessions
1	Introduction: Definition of life skills concept: Definition, concept of skill in Life Skills, primary goal of life skills programme. Definition of Personality, Determinants of Personality- biological, psychological and socio- cultural factors., Misconceptions and clarifications , Need for personality development	
2	Coping: meaning, types of coping strategies – 1) appraisal focused (Adaptive Cognitive), 2) problem focused (adaptive behaviour) & 3) Emotion Focused	
3	Empathy: Meaning, difference between empathy and sympathy, Anger and stress: meaning and strategies to overcoming the same.	
4	Study Skills: Meaning, types of study skills, methods based on memorization – rehearsal and role learning, Exam Strategies- time management, organisation and life style changes.	
5	Moral Development: Meaning, interpersonal influences on moral development, moral development and social exclusion. ABC of moral life. Morality: Morality and culture, morality and intergroup attitudes, moral emotions	
6	Self Awareness : Self Management Self Evaluation, Identifying one’s strength and weakness, Planning & Goal setting, Managing self –emotions, ego, pride. , Self discipline, Self criticism , Recognition of one’s own limits and deficiencies Independency etc , Thoughtful & Responsible behaviour Community and Community Development: Individual’s role and responsibility in society.	

Suggested Readings		
1	Stella Cottrell	Academic Writing: A handbook for International Students, Stephen Bailey
2	Mary Deane	Critical Thinking Skills: Developing Effective Analysis and Argument
3	Donald Currie	Developing and Applying Study Skills : Writing Assignments, Dissertations and Management Reports,
	Jonathan Anderson	Assignment and Thesis Writing

MBA(HR) Semester I

113: Waste Management

Course Objectives:	
•	To sensitize the students about the current environmental & health related issues that comes from inadequate waste management.
•	To Understand the problems caused by inadequate waste management and possible solutions for the same and create environmentally responsible citizens

Unit	Contents	Sessions
1	Introduction to Ecosystem and Waste Management. Types, Importance and Need of Waste Management - Waste Management practices in Indian Industries – Future challenges in Waste Management. Ecosystem - Meaning, Types, Components, Structure and Functions, Levels of organization in nature- Food chain and Tropic structure, Biogeochemical Cycles, Energy flow – Definition	
2	Collection and Disposal of Waste : Site selection and plant layout of an incinerator, Collection of Waste, problems in collection of waste, Waste Disposal methods- Landfill, Incineration/Combustion, Recovery and Recycling, Composting	
3	Electronic Waste Management. E-Waste - Meaning, Sources of E-Waste and their effects on environment and human beings	
4	Students shall undertake desk research on e- waste management systems adopted by commercial organisations.	
5	Students shall visit Waste Management Department of Local Administrative Bodies like Municipal Corporation, Municipal Councils etc. and prepare a report on how waste management is done in their area.	
6	Report Preparation and Presentations on Unit no. 4 and 5	

References:

1. Solid Waste Management : Subhash Anand, Mittal Publications, New Delhi (2010)
2. E- waste: Implications, Regulations and Management in India and Current Global Best Practices – Rakesh Johri, TERI Press New Delhi (2008)

Website:

Ministry of Environment, forest and Climate Change , Government of India
(<http://envfor.nic.in/content/draft-waste-management-rules>)

MBA(HR) Semester I

114: Current Affairs

	Course Objectives:
•	To develop in the students the skill to read the latest news related to business and general

	Students will be required to read, listen to or watch the news regularly and come back and report in college either through presentations or submissions.	
	Preparing a scrap book of top ten news in the last two months may be thoroughly studies and presented.	
	Project, quiz, scrap book etc.	

MBA (HR) Semester I
Data Analysis Using Software Tools (SPSS) – Open course

Course Objectives

- To familiarize the students with the use of SPSS package for analysis and interpretation of statistical data.
- To use SPSS for effective decision reporting.

Unit	Contents	Sessions
1	SPSS Windows Processes: Mouse and keyboard processing, frequently used dialog boxes, editing output, printing results, the Options option	
2	Creating and editing a Data File Managing data: Listing cases, replacing missing values, computing new variables, recoding variables, exploring data, selecting cases, sorting cases, merging files	
3	Graphs Creating and editing graphs and charts	
4	Frequencies Frequencies, bar charts, histograms, percentiles	
5	Descriptive Statistics Measures of Central Tendency, Variability, Cross Tabulation, Chi square Analysis, means procedure	
6	Testing of Hypotheses Bivariate Correlation, The T test procedure, The one way ANOVA procedure.	

Teaching Methodology

- Case based Lectures, Assignments, Projects, Exercises, Class Discussions and Videos.

Suggested Readings

Darren George, Paul Mallery:	SPSS for Windows – Step by Step : Pearson Education, (LPE).
Gupta S. L. :	SPSS 17.0 for Researchers, International Book House Pvt. Ltd.
Alan Bryman, Duncan Cramer :	Quantitative Data Analysis With SPSS : A Guide for Social Scientists , Routledge

MBA (HR) Semester I
Data Analysis Using Software Tools (EXCEL) – Open course

Course Objectives

- To train the student for using the spreadsheet package MS-Excel for business applications.
- To impart skills of analyzing data and presenting it using MS-Excel.

Unit	Contents	Sessions
1	Introduction to Excel MS excel screen elements – Tool bar, title bar, ribbon, formula bar, status bar. Moving around a Worksheet, entering and formatting (e.g. Number, Text, Date and Currency) data. Cell referencing (relative, absolute, mixed), using formulae, Use of Find, Replace, Goto.	
2	Working with Excel Insert, delete - cells, rows, columns. Sorting (basic, custom), filtering, grouping, ungrouping data, dealing with subtotals and grand totals. Validating data, protecting cells. Pivot Tables.	
3	Conditional Formatting Once defined, it will automatically change the formats as per conditions user puts	
4	Commonly used functions Sum, Max, Min, Average, Count, Today, Now, Datedif, Countif, CountA, CountBlank, Round, Roundup, Round Down, ABS, Sign, Ceiling, Floor, Trim, Value, Clean, sqrt, if, sumif	
5	Data Viewing and Reviewing Inserting comments, spell checks and changes to the worksheet data etc, Viewing data in different ways eg. Page break, normal etc	
6	Creating and managing charts Create and modify graphs / charts like Column, Line, Pie, Bar, Area, Scatter, 3D etc. Working with multiple sheets, hyper linking.	

Teaching Methodology

- Case based Lectures, discussions, practical in labs.
-

Suggested Readings

1. Albright :	Data Analysis and Decision Making Using MS Excel
2. Stwphen Nelson :	Data Analysis For DuMmIES
3. Narayan Ash Sah:	Data Analysis Using Microsoft Excel 1/e, Excel Tools

MBA (HR) Semester I
Supply Chain Management

Course Objectives:

<ul style="list-style-type: none"> • An understanding of the individual processes of supply chain management and their interrelationships within individual companies and across the supply chain
<ul style="list-style-type: none"> • An understanding of the management components of supply chain management
<ul style="list-style-type: none"> • An understanding of the tools and techniques useful in implementing supply chain management
<ul style="list-style-type: none"> • Knowledge about the professional opportunities in supply chain management.

Unit	Content	Sessions
1	<i>The Basics of Supply Chain Management-</i> Introduction, Definition of Supply Chain Management, Evolution of the Concept of Supply Chain Management, Key Drivers of Supply Chain Management, Typology of Supply Chains, Cycle View of Supply Chain, Problems in SCM and Suggested Solutions	
2	Logistics Management: Logistics as part of SCM, Logistics costs, logistics sub-system, inbound and outbound logistics	
3	<i>Planning Demand and Supply-I:</i> Introduction, Three Components of SCM, Demand Management, Demand Forecasting	
4	<i>Procurement and Inventory Management-</i> Introduction, Supply Chain Operations: Procurement Cycle, Inventory Management, Inventory Costs	
5	<i>Supply Chain Benchmarking-</i> Introduction, Understanding the Benchmarking Concept, Benchmarking Process, Benchmarking Procedure	
6	<i>Recent Trends in Supply Chain Management-</i> Introduction, New Developments in Supply Chain Management, Outsourcing Supply Chain Operations, Co-Maker ship, The Role of E-Commerce in Supply Chain Management, Green Supply Chain Management, Distribution Resource Planning, World Class Supply Chain Management	

Reference Books

1. Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1stEd.)
2. Krishnan Dr. Gopal - Material Management, (Pearson, New Delhi, 5thEd.)
3. Agarwal D.K. - A Text Book of Logistics and Supply chain management (Macmillan, 1stEd.).
4. Sahay B.S. - Supply Chain Management (Macmillan, 1stEd.)
5. Chopra Sunil and Peter Meindl - Supply chain management (Pearson, 3rdEd.)

SEMESTER II

MBA(HR) Semester II

201: MARKETING MANAGEMENT

	Course Objectives:
	<ul style="list-style-type: none"> To enhance management students' knowledge as regards to basics of marketing and know the applications of marketing skills required

Unit	Contents
1	<p>Introduction to Marketing:</p> <p>Core concepts of marketing: Need, want, demand, value, exchange, customer satisfaction & customer delight. Marketing Vs Selling. Approaches to Marketing: Production, Product, Sales, Marketing, Societal, Relational. Marketing Environment: Analyzing Macro Environment - Political, Economic, Socio-cultural and Technical Environment (PEST analysis)</p>
2	<p>Segmentation, Targeting and Positioning:</p> <p>Meaning, need and importance, bases for consumer market segmentation and industrial market segmentation, evaluation of identified segments and selection and evaluation of target market. targeting strategies. Levels of market segmentation: segment marketing, niche marketing, local marketing, individual marketing. Positioning and Differentiation: meaning, concept, product, service, people and image differentiation, ways to position the product.</p>
3	<p>Marketing Mix:</p> <p>Concept, Seven P's of marketing mix:</p> <p>Product – meaning, levels of product, product mix- product line, width, length, depth. Product life cycle – Concept, stages in PLC, characteristics and strategies for each stage of PLC. Brand – Concept, Brand Creation</p> <p>Price – meaning, objectives of pricing, pricing approaches- cost based, competition based and market based, pricing strategies- skimming pricing, penetrative pricing ,psychological or odd pricing, perceived value pricing , loss leader pricing etc.</p> <p>Place- Importance of distribution in marketing of products or services, Types of intermediaries, levels of channels, Channel Management Decisions- factors considered for selection and motivation of dealers and retailers, channel conflict- concept, types of channel conflict, ways to resolve channel conflicts</p> <p>Promotion- Elements of promotion mix: meaning of advertising, sales promotion, personal selling, public relations, publicity, direct marketing and event marketing and sponsorship.</p> <p>Brief Overview- People, Process, Physical Evidence</p>

4	Consumer Behaviour: Concept of Marketing Myopia. Meaning of Consumer, customer, consumer behaviour and buying motives.	
5	Marketing Planning and Control: Process, nature and contents of a marketing plan. Need of marketing control, Annual plan control, productivity control, efficiency control and strategic control- marketing audit and marketing ratios.	
6	Marketing Research: Need and Importance of Marketing Research, Marketing Research Process, Types of Marketing Research. Marketing Information System- overview.	

Teaching Methodology

- Classroom Discussions
- Case Study Discussions and Real Life Examples
- Audio Video Material
- Field Assignments

Suggested Readings	
Philip Kotler and Gary Armstrong	Principles of Marketing 12th Edition -
Rajan Saxena	Marketing Management –, Tata McGraw Hill Publications
G.C. Beri.	Marketing Research –
V.S.Ramaswamy and S.Namakumari	Marketing Management -
Christopher Lovelock	Services Marketing –
Stanton	Fundamentals of Marketing -
Magazine/ Yearbook	Marketing White book – The Essential Handbook for Marketers: Business World Publications
Website	www.trendswatching.com

MBA(HR) Semester II

202: Financial Management

Course Objectives:
<ul style="list-style-type: none">• To introduce the fundamentals of Financial Management• To orient on the financial decision making techniques and Financial Statement Analysis

Unit	Contents
1	Introduction Nature, Scope and Functions of Financial Management, Objectives of Financial Management Profit Vs Wealth Maximization, Finance Functions: Investment Decision, Liquidity Decision, Dividend Decision and Financing Decision
2	Investment Decision Importance and process of Capital Budgeting, Capital Budgeting Techniques -Problems & case studies- Accounting Rate of Return, Payback Period, Net Present Value, Profitability Index, Discounted payback period, Internal Rate of Return Capital Budgeting under Risk and Uncertainty Concept and Techniques (Theory only)
3	Working Capital Management Meaning, Need and Types of Working Capital, Components of Working Capital, Factors determining Working capital, Estimation of Working Capital, Problems and Case Studies on Estimation of Working Capital
4	Sources of Long Term Domestic Finance Shares, Debentures, Retained Earnings, Financing through Financial Institutions, International Financing, Venture Capital financing: concept and Venture capital scenario in India, Recent Case Studies and examples on above topics
5	Capital Structure and Cost of Capital Meaning and Principles of Capital Structure Management, Factors affecting Capital Structure, Problems and Case Studies on Capital Structure- EBIT-EPS Analysis, Concept and Types of Leverage, Cost of Capital: Meaning, Components, Cost of Debt, Cost of Preference Share, Cost of Equity Share, Cost of Retained Earnings, and Weighted Average Cost of Capital.

6	<p>Financial Statement Analysis Meaning and Types, Techniques of Financial Statement Analysis: Common Size Statement, Comparative Statement, Trend Analysis and Ratio Analysis. Problems on Ratio analysis</p> <p>Funds Flow Statement and Cash Flow Statement. (Theory only)</p>
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Suggested Readings	
Prasanna Chandra	Financial Management – Theory and Practice
I.M. Pandey	Financial Management
Khan and Jain	Financial Management
R.P. Rustogi	Financial Management
Eugene F. Brigham, Michael C. Ehrhardt	Financial Management – Theory and Practice 11 th edition.
Journals	<ol style="list-style-type: none"> 1. Journal of Financial Statement analysis 2. Asia Pacific Journal of Accounting and Economics 3. Research Journal of Finance and Accounting

MBA(HR) Semester II

203: Human Resource Management

	Course Objectives:
	<ul style="list-style-type: none"> • To explain the significance of HRM and changing role of HRM • To bring out the role of HR in organizations effectiveness and employee performance

Unit	Contents
1	Introduction to HRM : Definition, Nature and Scope of HRM, Evolution of HRM, Challenges of HRM, HR Profession and HR Department, Global perspective of HRM
2	Human Resource Planning: HR, Demand and Supply forecasting, factors Affecting HRP, Job analysis and Job Design, Recruitment and Selection – Recruitment Process, Sources and Methods of Recruitment, Evaluation of methods of recruitment. Steps in selection
3	Training and Development: Need and Importance of Training and Development, Training Need Analysis and techniques, Design Training Programme, Types of training, Training evaluation, Executive Development, Concept of Career Development
4	Wages and salary Management Job Evaluation, Wage Determination, Types of Wages, Salary Structure, Fringe benefits, Executive Compensation,
5	Performance Appraisal: Need and Importance of Performance Appraisal Performance Appraisal Process, Methods of Performance Appraisal
6	Employee Relations Management: Overview of Employee Relations Management, Importance of Relations Management, Employee Relation Management Tool, Issues in Employee Relation Management.

Suggested Readings	
Gary Dessler, Biju Varkey -	Human Resource Management, Pearson Publication, 12 th Edition
Seema Sanghi,	Human Resource Management, Macmilan Publication, 2011
Decenzo, Robbins,	Human Resource Management, John Wiley & Sons Inc, Sixth Edition
V.S.P. Rao,	Human Resource Management
K. Ashwathappa,	Human Resource Management
Edwin Flippo	Personal Management

MBA(HR) Semester II

204: International Business

Course Objectives:
<ul style="list-style-type: none">To give an overview of Global Business Environment.To acquaint students with intricacies of Cross Border Trade Transactions

Unit	Contents
1	Introduction of international Business Definition of International Business, Nature and Scope of International Business, Exporting, Importing and Countertrade Settlement through NOSTRO and VOSTRO Accounts, Statutory Basis of International Business Introduction to India's Foreign Trade Policy,
2	Globalization Definition of Globalization, Globalization of Market, Globalization of Production, Drivers of Globalization International Trade Theories Mercantilism, Absolute Cost Advantage, Comparative Advantage, Huckscher Ohlin Theory, Product Life cycle Theory, Porter's Diamond Theory
3	Development in Monetary Scenario Breeton Woods System to EURO and its Implications, SAARC,G7 ,G20 and BRIC countries, Country Risk Analysis
4	International Financial Organizations and Environmental framework Role of GATT, WTO,IMF and World Bank, EPRG Framework. Comparative Environmental framework, Cultural, Political, Legal and Economic framework,
5	Balance of Payment Classification, Basic Balance and Overall Balance, Credit and Debit Entries in BOP, Convertibility – Current and Capital Account, Purchasing Power Parity
6	Foreign Exchange Rate and Market Types of Exchange Rate –Real and Nominal exchange Rate, Fixed vs. Flexible Exchange Rate, Managing Float, Factors affecting Foreign Exchange Rate , Offshore Currency and Market, Export and Import Strategies, Collaborative and Control Strategies

Suggested Readings	
P.Subba Rao	International Business,
Francis Cherunilam	International Business Environment,
Justin Paul	International Financial Management,
V.K.Bhalla, S.Shiva Ramu	International Business,

MBA(HR) Semester II

205: Production and Operations Management

Course Objectives:	
	<ul style="list-style-type: none"> • To equip students with fundamentals of Manufacturing business for related aspects.
	<ul style="list-style-type: none"> • To acquaint the students with concepts of all the functions under the Manufacturing activities by introducing the Units Materials Management, SCM ,QA, EHS and Quality System Certification, JIT etc.

Unit	Contents
1	Concepts & scope of POM Nature, Scope, Importance and Functions of POM, Production Process, Difference between Production and Service operations, Functions & internal relations of various Departments in manufacturing Unit; Production administrations & responsibilities. Production process selection decisions, Types of Production (Jobs, Batch, Mass etc.)
2	Production Planning Control Objectives of PPC & it's various functions of common and optional nature, Job sequencing, Assembly Line Balancing.
3	Facility Planning& Layout Selection of Product, Factors affecting Plant Location Decision, Plant Layout: objectives, types.
4	Maintenance Management Concepts, Need of maintenance, Objectives & types of maintenance.
5	Inventory management Concept, Importance, Classification of Inventory System, EOQ Model with numericals, Waste disposal/ reduction. Basic concept of Material Requirement Planning (MRP).
6	Emerging Trends in POM: Supply Chain Management (SCM), Just in Time (JIT), Quality Control, Quality Assurance (QA), ISO certification, Enterprise Resource Planning (ERP), Total Quality Management (TQM), TPM, EHS: Culture, employee involvement Concept. Quality Circles.

L.C.Jhamb
Chunawala & Patel
Dr. N.G. Nair
S.N. Chary
E.S. Buffa
Sunil Chopra

MBA(HR) Semester II

206: Research Methodology

	Course Objectives:
	<ul style="list-style-type: none"> • To equip the students with an understanding of the research process, tools and techniques. • To introduce the students to the scientific research process and its applications to business and management
	<ul style="list-style-type: none"> • To enable the students to have know-how of conducting surveys and reporting the research.

Unit	Contents
1	<p>Introduction to Research Methodology Meaning, Definitions, Characteristics and Objectives of research, Motivations in research, Types of Research, Importance of research in managerial decision making, Research in functional / business areas, Qualities of a good researcher</p>
2	<p>Research Process Steps in research process. Defining the Research Problem - Problem Formulation and Statement of Research Problem – Framing of Hypothesis. Research Design: Meaning, Characteristics, advantages and importance of research design. Measurement – types and errors in measurement, Development and designing of tools of data collection - Attitude measurement scales - Levels of measurement and questions of Validity and reliability. Designing of Research Projects – Research Proposal, Pilot surveys,</p>
3	<p>Sampling and Sampling Designs Census and sample survey, Need and Importance of Sampling, Probability and non-probability Sampling techniques. Data collection – Primary and secondary sources of data, methods of collecting primary data – interview, observation, questionnaires, survey methods etc, Library and Documentary Sources etc. Use of secondary data, precautions while using secondary data, Limitations of different data collection methods.</p>
4	<p>Processing and Analysis of Data Meaning, importance and steps involved in processing of data, Use of Statistical tools and techniques for research data analysis. Testing of Hypothesis – Procedure, terms, Chi Square test. Analysis and Interpretation of Data - Interpretation of results, techniques of Interpretation.</p>
5	<p>Reporting of research work Types of Reports, Report Writing: Importance of written and oral reports presentation, format of a good research report, Presentation of Reports.</p>

6	Role of Computer in Research The Computer and Computer Technology, Important characteristics, Computer Applications, Computers and Researcher, Use of Statistical Software Packages.
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Teaching Methodology

- **Case Study Method**
- **Project work:** (Mini project: Students to select a Unit and conduct a study or survey on any managerial application and carry out the project under the guidance of the faculty in groups of four-five. Prepare report and present the results.)

Suggested Readings	
Donald Cooper and PS Schindler (2009)	Business Research Methods, 9th edition, Tata McGraw Hill.
Kothari C. R.: Research Methodology	Research Methodology
Uma Sekaran (2010)	Research Methods for Business, 4th edition, Wiley.
Ranjit Kumar (2009)	Research Methodology, 2nd edition, Pearson Education
Naresh Malhotra and S Dash (2009)	Marketing Research, 5th edition, Pearson Prentice Hall.
Michael V. P	Research Methodology.
Fred N. Kerlinger :	Foundations of Behavioral Research.

MBA(HR) Semester II

207: OD & Change Management

Prerequisite

- Familiarity with organizational behavior, structure and organizational processes
- Skills to identify the underlying causes and behavioral issues leading to organizational problems

Course Objectives:
Students will be given the opportunity to learn
<ul style="list-style-type: none">• To apply behavioral science principles and practices to increase individual and organizational effectiveness, and• To diagnose and address organizational challenges using planned intervention strategies

Unit	Contents
1	Introduction To Organization Development (OD) And Change Management Definition ,growth and Historical overview of OD, Growth and evolution of OD, The nature and importance of planned change, Models and theories of planned change, personal and organizational barriers to change, Overcoming Resistance to change
2	Managing The OD Process Entering and contracting- Entering into an OD Relationship and developing a contract, Diagnosing- The Need for Diagnostic Models ,Organizational - level ,Group -level and Individual-level Diagnosis, Feeding back Diagnostic information. Action Research : A Process and Approach, History and Varieties of Action Research
3	Designing Interventions An overview of OD Interventions, Classification, Individual , Interpersonal and Team Interventions –Individual and Third - party Peace making Intervention, T-Groups, Behavioral Modeling, Life and Career Planning, Coaching and Mentoring, Transactional Analysis
4	Team Interventions Importance of teams, characteristics of effective teams, types of team

	building –Group Diagnostic meeting, Role Analysis Technique(RAT), Role Negotiation Technique, Process consultation Approach	
5	Organization Wide And Structural Interventions Nature of Organization wide interventions; Survey feedback Method, Beckhardts confrontation meeting, Grid organization Development, Organization transformation, The MBO Approach to OD, Work redesign	
6	Issues In OD Issues in Consultant Client relationship, Ethical issues for OD consultants, Power and the values of OD, Politics in Organization diagnosing, Political Power in Organizations, Competencies of an Effective OD practitioners	

Teaching Methodology

- Lectures, tutorial and Field Work.

Suggested Readings	
French Wendell L. , Bell Cecil H. Jr.,	Organization Development, Pearson Education
Luthans Fred	Organizational Behaviour
Davis Keith,	Organizational Behaviour
Schein Edgar,	Organization Development
S. Ramanarayan, Rao T.V. ,	Organization Development
Cummings and Worley,	Organization Development and Change Management

MBA(HR) Semester II

208: Business Ethics & Corporate Governance

Unit	Contents	Sessions
1	Introduction Overview of Business Ethics: Importance of Business Ethics, Development of Business Ethics, Ethical Issues in Business, Ethics as a Dimension of Social Responsibility. Ethics and Management. Ethics and values, Norms, Beliefs, Morality	
2	Ethical Decision Making Process Ethical Decision Making and Corporate Governance, Moral Philosophies and Moral Development. Factors involved: Corporate Culture, Structure, Relationship and Conflicts. Framework for ethical decision making.	
3	Spirituality and Ethics Influence of Major religions on ethics: Hinduism, Islam, Christianity, Buddhism, Sikhism, and Zoroastrianism.	
4	Social, Environmental and Ethical Issues in Business Issues and opportunities for Business in socio-environmental context, Business action that affects society (Ethical issues), Social responsibility of Business, Ethics and the Environment (pollution control and conserving depletable resources), Legal and Regulatory Issues:	
5	Ethics in Business disciplines: Ethics and Marketing, Ethics and Human Resource Management, Ethics and Finance, Ethics and technology	
6	Implementation of Business Ethics Need for organizational ethics program, Codes of Conduct, Ethics Audit and its process, Corruption and Scams, Impact of Corruption on Society and Economy, Anti-Corruption Laws, Agencies such as Central Vigilance Commission(CVC) and Central Bureau of Investigation(CBI) for anti-corruption cases, Professional values for business and managerial values,	

Teaching Methodology

- Case based Lectures, Assignments, Projects, Exercises, Class Discussions and Videos.

Suggested Readings	
Murthy CSV	–Business Ethics, Himalaya Publishing House. .
Velasquez Manuel G –	Business Ethics, Eastern Economy Edition.
Ferrell O C, Fraedrich John Paul, Ferrell Linda –	Business Ethics, Ethical Decision Making and Cases, Biztantra.
Hartman L, Chatterjee A, -	Perspectives in Business Ethics, McGraw Hill Publishing Co. Ltd
Boatright John –	Ethics and the conduct of Business, Pearson Education.

MBA(HR) Semester II

209: Soft Skills - II

Soft Skills

Unit No	Details to be covered	
1	<p>Developing Interpersonal Skills and Teamwork: The Importance of Interpersonal skills at the workplace Collaborating with Teams to deliver value. Effective Professional Networking. Developing Problem Solving skills</p>	
2	<p>Etiquette and Manners : E-Mail etiquette, Dining etiquette, Social etiquette, business etiquette, telephone etiquette, Meeting Etiquette</p>	
3	<p>Introspection: Knowing yourself , your comfortable areas or subjects, Companies, sectors, functions, Employer Research Skill set and competency mapping</p> <p>Goal Setting : Why set goals, set personal goals, SMART goals, tips for setting goals, achieving goals.</p> <p>Presentation Skills : Presentation Skills -do's and don'ts Practical exercises on presentation skills.</p> <p>Leadership Skills : Assessing leadership qualities – experiential learning of leadership skills exercise in team work.</p> <p>Decision Making Skills : Decision Making through logic and Reasoning, dealing with personal problems, diagnosing and solving people problems, tools for effective decision making</p> <p>Quantitative Logical reasoning Mathematical through– quizzes – General Knowledge – Puzzles, emotional intelligence -coping with emotions, interpersonal conflicts, emotional, rational balance</p>	
4	<p>How to create a winning CV : Designing an Impressive CV Defining the objective Customizing the CV for each job Identifying and Highlighting the right set of strengths Presentation of academic and professional achievements Formatting Styles, Do's and Don'ts and common mistakes</p> <p>Preparing for Interview: Attire and Etiquette : Greetings, posture,</p>	

	handshakes, manners and actions, Common Interview blunders, Frequently asked questions for Freshers and Experienced professionals	
5	Structure and Format of a GD Difference between a Discussion & an Argument Observing, Reflecting and designing responses within a group The art of being assertive and persuasive Defining the correct Body Language and posture, Common Do's and Don'ts, Practice and Exercise	
6	Simulated Interview Situations Do's and Don'ts before an Interview Common formats of Company Interview assessments What to speak? Latest developments about the specific sector for last 5 years	

MBA(HR) Semester II

210: Introduction to Business Analytics

Objectives:
<ul style="list-style-type: none">• To gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making.• To become familiar with the processes needed to develop, report, and analyze business data

Unit	Contents	
1	Introduction, What is Business Analytics, Overview of Areas where Business Analytics is applied	
2	Visualization and Data Issues, organization of Source of Data, Importance of Data Quality, Dealing with Missing or incomplete data, data classification, Introduction to Data Mining, Data mining process, data mining tools XL MINER.	
3	Introduction to decision modeling – optimization, use of excel to solve business problems	
4	Applications of Business Analytics - Risk - Fraud Detection and Prediction, Recovery Management, Loss Risk Forecasting, Risk Profiling, Portfolio Stress Testing, Market share estimation and Sensitivity Analysis	
5	• Loyalty Analytics, Customer Life Time Value, Propensity Analytics, Churn Analytics, Customer Analytics Customer Segmentation, Cross- Sell or Upsell Models	
6	Recruitment Analytics, Compensation Analytics, Talent Analytics, Training Analytics, Human Resource Retention Analytics, Workforce Analytics	
	Project Work	

1. Purba Halady Rao, Business Analytics – an application focus, PHI Learning, 2013, ISBN 978-81-203-4819-6

MBA(HR) Semester II

211: Data Analysis Using Software Tools (SPSS / EXCEL)– Open course

Course Objectives

- To familiarize the students with the use of SPSS package for analysis and interpretation of statistical data.
- To use SPSS for effective decision reporting.

Unit	Contents
1	SPSS Windows Processes: Mouse and keyboard processing, frequently used dialog boxes, editing output, printing results, the Options option
2	Creating and editing a Data File Managing data: Listing cases, replacing missing values, computing new variables, recoding variables, exploring data, selecting cases, sorting cases, merging files
3	Graphs Creating and editing graphs and charts
4	Frequencies Frequencies, bar charts, histograms, percentiles
5	Descriptive Statistics Measures of Central Tendency, Variability, Cross Tabulation, Chi square Analysis, means procedure
6	Testing of Hypotheses Bivariate Correlation, The T test procedure, The one way ANOVA procedure.

Teaching Methodology

- Case based Lectures, Assignments, Projects, Exercises, Class Discussions and Videos.

Suggested Readings	
Darren George, Paul Mallery:	SPSS for Windows – Step by Step : Pearson Education, (LPE).
Gupta S. L. :	SPSS 17.0 for Researchers, International Book House Pvt. Ltd.
Alan Bryman, Duncan Cramer :	Quantitative Data Analysis With SPSS : A Guide for Social Scientists , Routledge

MBA(HR) Semester II
211: Data Analysis Using Software Tools (MS Excel/ SPSS) – Open course

Prerequisite

- Basic Knowledge of use of computers.

Objectives

- To train the student for using the spreadsheet package MS-Excel for business applications.
- To impart skills of analyzing data and presenting it using MS-Excel.
- To familiarize the students with the use of SPSS package for analysis and interpretation of statistical data.
- To use SPSS for effective decision reporting

Content of Course

EXCEL:

Unit-I : Introduction to Excel

MS excel screen elements – Tool bar, title bar, ribbon, formula bar, status bar.

Moving around a Worksheet, entering and formatting (e.g. Number, Text, Date, Currency) data. Cell referencing (relative, absolute, mixed), using formulae, Use of Find, Replace, Goto.

Commonly used functions : Sum, Max, Min, Average, Count, Today, Now, Datedif, Countif, CountA, CountBlank, Round, RoundUp, RoundDown, ABS, Sign, Ceiling, Floor, Trim, Value, Clean, sqrt, if, sumif

Unit-II : Working with Excel

Insert, delete - cells, rows, columns. Sorting (basic, custom), filtering, grouping, ungrouping data, dealing with subtotals and grandtotals. Validating data, protecting cells. Pivot Tables.

Unit-III : Creating and managing charts

Create and modify graphs / charts like Column, Line, Pie, Bar, Area, Scatter, 3D etc. Working with multiple sheets, hyperlinking.

SPSS :

Unit-IV : Introduction to SPSS

SPSS windows and files, data editor- data view, variable view, output viewer, syntax editor, script window, dialog boxes, editing output, printing results.

Managing data- Listing cases, replacing missing values, computing new variables, recoding (variables and automatic), If, Count, exploring data, selecting cases, sorting cases, merging files.

Unit-V : Charts

Frequencies, cross tabulation, Histograms, Percentiles.

Creating and editing graphs and charts –

Bar Charts: Simple bar graph, Clustered bar graph, Stacked Bar, Simple 3D, Clustered 3D, Stacked 3D. Line chart, Box plot, Clustered Box plot, Scatter plot: Simple scatter, Group scatter, 3D scatter, scatter plot matrix.

Unit-VI : Statistical Analysis

Mean, Standard Deviation, minimum, maximum, Variance, Correlation, Regression, Chi Square test, T test, One-way ANOVA.

Assignments

SPSS

<https://www.msu.edu/course/fce/981/George%20textbook%20SPSS%20data%20files/>

Refer to this link to download data file grades.sav and perform following operations:

Reference Material

Books

1. Ramesh Behl, Information Technology for Management, TMH second edition
2. Gupta S. L., SPSS 17.0 for Researchers, International Book House Pvt. Ltd.
3. Field A., Discovering Statistics Using SPSS, Fourth Edition, SAGE, 2013

Websites:

<http://calcnet.mth.cmich.edu/org/spss/toc.htm>

http://www.lynda.com/SPSS-tutorials/SPSS-Statistics-Essential-Training/182376-6.html?seo_popover=true

MBA(HR) Semester II

212: E-Commerce Applications

Prerequisite

Basic Knowledge of computers and business concepts

Course Objectives:
<ul style="list-style-type: none">To enable knowledge about E-commerce, security issues of e-commerce, payment systems of e-commerce and various e-commerce applications.

Unit	Contents
1	Introduction to E-Commerce Brief history of e-commerce, definitions of e-commerce, technical components and their functions, e-commerce versus traditional business, requirements of e-commerce. Advantages and disadvantages of e-commerce, Value chain in e-commerce, current status of e-commerce in India.
2	Business Models for e-commerce Types of business models (B2B, B2C, C2B,C2C) with examples. EDI – Requirement of EDI, types of EDI, advantages and disadvantages of EDI. ISP, Types of ISP, Choosing an ISP, domain name, domain name types, how to register domain name.
3	E-commerce Security Security issues, privacy issues, basic computer security, secure transaction, security threats, risk, security tools. Hacking, viruses, denial of service attacks, malicious code, Intruders, attacking methods. Cryptography, types of cryptography, symmetric and asymmetric cryptography. Firewall, types of firewall, components of firewall. Digital signature, digital certificate, secure electronic transactions, secure socket layer.
4	E-commerce Payment System Overview of Electronic payment technology, limitations of the traditional payment system, requirements of e-payment system. B2B Electronic Payments, Third-Party Payment Processing, Electronic Payment Gateway Electronic or digital cash, properties of digital cash, how it works. Online

	credit card payment system, smart card.	
5	E-Commerce Applications E-Commerce and banking, e-commerce and retailing, e-commerce and online publishing, online marketing, e-advertising, e-branding.	
6	Mobile Commerce: Overview of M-Commerce - Wireless Application Protocol (WAP), Generations of Mobile Wireless Technology, Components of Mobile Commerce, Networking Standards for Mobiles Examples of M-Commerce, Current Status of M-Commerce in India, , M-commerce applications, Mobile information Services, Mobile banking and trading.	

Reference Material

Books

1. E-Commerce, C.S.V. Murthy, Himalaya Publishing House
2. E-Commerce A Managerial Perspective, P.T.Joseph, Prentice Hall of India
3. Frontiers of Electronic Commerce, Kalakota and Whinston, Pearson Education

MBA(HR) Semester II

213: Societal concerns and NGO Operations

Unit	Contents	
1	Introduction: NGO: concept, Characteristic features , types of NGO, social clubs, blood banks. Changing roles of NGO , NGO organizational structures .	
2	NGO vs. Profit oriented organizations, features, Objectives , process and tasks of NGO, problems and prospects of NGO in India.	
3	Problems and prospects of NGO in India and abroad, Role of government as a caretaker, planner for growth and development of NGO in India.	
4	Business system and Societal aspects of Business- concept of Business – society relationships, Business as social system.	
5	Social obligations and social responsibilities of business enterprise, Impact of business enterprise on society- business –its objectives and socially oriented organization.	
6	Business its relationships with its stakeholders, business types of business enterprise , its contribution towards society, business core competency, sustainable advantage concept and applicability.	

MBA(HR) Semester II
214: FOREIGN LANGUAGE

Syllabus for Foreign Language to be as per the Language offered and standard norms

Six Sigma**Course Objectives:**

Understand Six Sigma Methodology and how it applies to their day-to-day work

<ul style="list-style-type: none"> • Demonstrate tools and techniques required to assist Black Belts in their company's Six Sigma projects
<ul style="list-style-type: none"> • Identify and implement small-scale improvement projects

Unit	Content	
1	Overview: Six Sigma and the Organization Value of six sigma, Organizational goals and six sigma projects, Organizational drivers and metrics	
2	Define Phase Project Identification, Voice of the customer (VOC), Project management basics, Management and planning tools, Business results for projects, Team dynamics and performance	
3	Measure Phase Process analysis and documentation, Probability and statistics, Statistical distributions, Collecting and summarizing data, Measurement system analysis (MSA), Process and performance capability	
4	Analyze Phase Exploratory data analysis, Hypothesis testing	
5	Improve Phase Design of experiments (DOE), Root cause analysis, Lean Tools	
6	Control Phase Statistical process control (SPC), Control plan, Lean tools for process control	

Reference Books

1. The Lean Six Sigma Pocket Toolbox: A Quick Reference Guide to 100 Tools for Improving Quality and Speed by Michael L. George, John Maxey, David Rowlands and Mark Price
2. The Six Sigma Way: How to Maximize the Impact of Your Change and Improvement Efforts by Peter Pande, Robert Neuman and Roland Cavanaugh
3. The Six Sigma Handbook: A Complete Guide For Green Belts, Black Belts, And Managers At All Levels by Thomas Pyzdek
4. Statistics For Six Sigma Made Easy! by Warren Brussee
5. The Certified Six Sigma Green Belt Handbook by Roderick Munro, Govindarajan Ramu and Daniel Zrymiak
6. Lean Six Sigma for Hospitals: Simple Steps to Fast, Affordable, and Flawless Healthcare by Jay Arthur
7. Six Sigma For Dummies by Craig Gygi and Bruce Williams
8. Six Sigma Demystified by Paul Keller
9. Six Sigma for Everyone by George Eckes
10. Six Sigma for Managers by Greg Brue

MBA (HR) Semester II
Enterprise Resource Planning (ERP)

Course Objectives:

•To understand the business process of an enterprise
•To grasp the activities of ERP project management cycle
•To understand the emerging trends in ERP developments

Unit	Content	
1	Introduction Overview of enterprise systems – Risks and benefits - Fundamental technology – key elements to be consider in planning design and implementation of multi functional integrated ERP systems	
2	Functional Modules Basics of ERP software - Small medium and large enterprise vendor solutions, BPR, Basics of ERP modules - Accounting and Finance, sales and Marketing, Materials and Production management etc	
3	Implementation of ERP Planning for ERP -Implementation life cycle , Methodology and Frame work- Training – Data Migration. People Organization in implementation	
4	Post Implementation of ERP Organizational and Industrial impact, Maintenance of ERP, Effect on System.	
5	Recent Developments in ERP Developments in IT Technology, Considerations for Customer Relationship Management, Supply Chain Management and Business analytics etc.	
6	Mini Cases citing the ERP in business scenario.	

Reference Books

1. Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2006.
2. Summer, ERP, Pearson Education, 2008.
3. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
4. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, Prentice Hall of India, 2006.
5. Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2008.

MBA(HR)

SEMESTER III

MBA(HR) Semester-III
301: STRATEGIC MANAGEMENT

Course Objectives:

- 1 To provide a framework of strategic management
- 2 To sensitize students about internal and external environments and enable them to integrate practice strategic management skills

Units	Contents
1	Introduction to Strategic Management: Concept, Definition, nature, scope, significance, Levels at which strategy operates , Process, Strategic Intent: Vision, Mission, Business Purpose, Objectives and Goals
2	External and Internal Resource Analysis External Business Environment –SWOT Analysis. Industry Analysis - Porter’s Five Force Model. Resource Based View – Resources – Capabilities – Competencies – Competitive Advantage, Value Chain Analysis. Strategic Analysis and Choice : BCG Matrix, ANSOFF Matrix, GE 9 Cell Matrix, Business portfolio Analysis
3	Strategy Formulation Generic Strategies - Low Cost – Differentiation – Focus. Corporate Level Strategy – Stability –Expansion–Retrenchment – Combination. Functional level Strategy : H.R. Strategies, Marketing Strategies, Financial Strategies, Operational Strategies
4	Implementation of Strategy Issues in implementation of strategy; Strategy , organizational Structure relationship; Implementing changes in structure; Restructuring and Reengineering; Resource Allocation; Behavioral issues in strategy implementation - organizational culture and change; McKinsey’s 7s framework
5	Strategic Control Purpose and components of Strategic Control. Evaluation techniques. Control process and system. Forecasting models, VUCA world.
6	Contemporary Strategic management Business model innovation - Disruptive Innovation, Blue Ocean Strategy. Global issues in strategic management – the global challenges, strategies for competing in global markets.

Suggested readings

1. Jay B. Barney and William S. Hesterly : Strategic Management and Competitive Advantage: Concepts (4th Edition) , Publisher: Pearson/Prentice Hall, 2012 .
2. Charles W.L Hill and Gareth R. Jones, *Strategic Management: An Integrated Approach*, Houghton Mifflin.

3. Gerry Johnson and Keven Scholes: Exploring Corporate Strategy, (Prentice Hall of India)
4. Azhar Kazmi : Business Policy and Strategic Management.
5. William F Glueck : Business Policy and Strategic Management, McGraw Hill International Book Co.
6. A.J. Ansoff : The New Corporate Strategy, John Wiley & Sons
7. John Pearce and Richard Robinson : Strategic Management .
8. A A Thomson and A J Strickland : Strategic Management.
9. Michael E Porter : Competitive Strategy (The free press, New York)
10. Gary Hamel & C.K.Prahalad : Competing for the Future (Harvard Business School Press, Boston)
11. Arnolddo C H - Strategic Management

MBA(HR) Semester-III
302: OPERATIONS RESEARCH

Course Objectives:

- To familiarize the students with the quantitative techniques for data analysis
- To acquaint the students with the application of quantitative techniques in business and decision-making

Unit	Content	
1	Overview of Operations Research: Introduction, History, Meaning, Significance, Scope and Limitations of O.R. Applications of O.R in Business and Management. Latest applications of O.R.	
2	Linear Programming Problem: Linear Programming Problem (LPP): Definition and Components of LPP, Formulation of LPP, Solution of LPP, Max. / Min. problems, Graphical Method of Solving LPP, Applications and Limitations of LPP.	
3	Transportation problems (TP): Introduction and Formulation of TP. Initial Basic Feasible Solution (North West Corner Rule, Matrix Minimum Method, Vogel's Approximation Method - VAM) , Checking for Optimality, Moving towards optimality, Finding Optimal Solution, Special Cases - TP for Maximization, Unbalanced TP, Restricted T.P, Multiple / Optimal Solutions, Business Applications	
4	Assignment Problem: Meaning, definition and applications of Assignment Problem. Hungarian Method, Special Cases - Assignment Problem for Maximization, Unbalanced AP, Restricted AP, Multiple / Optimal Solutions, Business Applications	
5	Simulation: Introduction to Simulation, Monte Carlo technique, business applications and limitations of Simulation	
6	Network Analysis: PERT and CPM techniques Introduction to Networks, key terms in Network Analysis, Network models – PERT/CPM network components and precedence relationships. Critical Path Method (CPM), Program Evaluation and Review Technique (PERT). Determination of PERT times, Determining the critical path – determining the floats and slacks.	

Suggested Readings

1. Sharma J. K.: Quantitative Methods – Theory and Applications: (2010), Macmillan Publishers
2. Taha : Operations Research
3. Hilier and Lieberman : Operations Research
4. Gupta P. K. & D.S. Hira : Operations Research
5. Camm D. J. & Evan : Management Science and Decision Technologies –South Western, College Publishing Waynel.
6. Banerjee.B : " Operations Research – Techniques for Management. "

303: Entrepreneurship Development**Objective:**

- The objective of this course is to develop and strengthen entrepreneurial quality and motivation amongst the students.
- To motivate the entrepreneurial instinct and to develop necessary knowledge and skills among the students.

Unit	Content
1	Introduction: : Definition of Entrepreneur, Functions of an Entrepreneur, Entrepreneurial motivation and Barriers, Role of entrepreneurship in economic development, Classification of Entrepreneurship, Concept of Entrepreneurship, Development of entrepreneurship; Types of Entrepreneurs, Entrepreneur ,Manager and Intrapreneur (differences in their roles, responsibilities and Career Opportunities) , Entrepreneurial Challenges
2	Entrepreneurship Development and Leadership: Types of Startups, Entrepreneurial training, EDP Programmes, Characteristics and components of Entrepreneurial Leadership, Entrepreneurship - Opportunities and Challenges, Sources of Innovative Ideas, Creativity and Entrepreneurial Plan: The business plan as an entrepreneurial tool, Contents of a business plan, Idea Generation, Screening and Project Identification, Creative Performance, Feasibility Analysis: Economic, Marketing, Financial and Technical; Project Planning: Evaluation, Monitoring and Control segmentation. Creative Problem Solving: Heuristics, Brainstorming, Synectics, Value Analysis, Innovation. Project Feasibility and Project Appraisal., Case studies on Indian Start ups - OLA, Snapdeal etc, Concept of Incubation centres and facilities, How to start and close an enterprise?
3	Corporate entrepreneurship: Introduction, Flavors of corporate entrepreneurship, Corporate venturing, Intrapreneurship, organizational transformation, Industry rule bending, Need for corporate entrepreneurship, domain of corporate entrepreneurship, conditions favorable for Corporate entrepreneurship, benefits of Corporate entrepreneurship, issues related to Corporate entrepreneurship.
4	Family and Non Family Entrepreneur & Women entrepreneurs: Role of Professionals, Professionalism vs family entrepreneurs, Role of Woman entrepreneur, , Factors influencing women entrepreneur, Challenges for women entrepreneurs, Growth and development of women entrepreneurs in India
5	Project Finance: Need for finance, sources of finance, Venture capital, Nature and Overview, Criteria for evaluating new venture proposals. Venture capital process, locating venture capitalists. Sources for financing of Indian Entrepreneurs. Incubation centres
6	International Entrepreneurship Opportunities: The nature of international entrepreneurship, Importance of international business to the firm, International versus domestic' entrepreneurship, Stages of economic development. Institutional support for

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

1. Vasant Desai, Dynamics of Entrepreneurship Development ,Himalaya Publication house
2. David holt Entrepreneurship , New Venture Creation , Prentice Hall India.
3. S.S. Khanka ,Entrepreneurial Development S.Chand & Company Ltd. New Delhi
4. Peter F. Drucker , Innovation and Entrepreneurship
5. Kumar Arya, Entrepreneurship: Creating and Leading an Entrepreneurial Organization, Pearson, India
6. Hishrich, Peters, Entrepreneurship: Starting, Developing and Managing a New Enterprise, irwin

MBA(HR) Sem III
Summer Internship

Objective:

- To provide insights into the functioning of various departments in the organization who are working hand in hand in the pursuit of set goals and objectives

At the end of Semester II, each student shall undertake Summer Internship in an Industry for 50 (**Fifty Days**). It is mandatory for the students to seek written approval from the Faculty Guide about the Topic & the Organisation before commencing the Summer Internship.

During Summer Internship students are expected to take necessary guidance from the faculty guide allotted by the Institute. To do it effectively they should be in touch with their guide through e-mail or telecon.

Summer Internship Project should be a research project or it may be an operational assignment that involves working by the students in an organization.

In case of an operational assignment

- 1) Students are expected to do a project work in an organization wherein they are doing Summer Internship.

- 2) The students should identify specific problems faced by the organization in a functional area in which the assignment is given.
e.g.
 - a) Sales - sales targets are not achieved for a particular product or service in a given period of time.
 - b) Finance – mobilization & allocation of financial resources.
 - c) HR – Increase in employee turnover ratio.

- 3) In this study students should focus on
 - Identifying the reasons / factors responsible for the problems faced by the organization
 - Collection of data(Primary & Secondary) related to reasons /factors responsible for these problems
 - Data Analysis tools & interpretation
 - Findings & observations.
 - Suggestions (based on findings & observations) for improving the functioning of the organization.

The ***learning outcomes and the utility to the organization*** must be highlighted in Summer Internship Project Report.

Cross Cultural Issues & International HRM

Objective:	
<ul style="list-style-type: none"> · Understand importance of cross cultural issues in Human Resource Management especially in Training and Development. · Understand the various aspects of International Human Resource Management and international industrial relations. 	
Unit	Content
1	Cross National HRM Purpose ,macro influences on HRM systems, Approaches to international operations- The ethnocentric approach, polycentric approach, geocentric approach. Entry strategy alternative –Exporting, licensing, franchising, contract manufacturing, international joint ventures , fully owned subsidiaries
2	Global Staffing Practices Approach to multinational staffing, issues in staff selection, global staffing practices Expatriation and repatriation-selection of Expatriates, barriers to expatriation
3	Training And Development , Compensation Issues Training & Development for expatriation and repartition ,Global compensation practices- compensation for expatriates, approaches in global compensation Social security schemes in different countries
4	International Industrial Relations International industrial relations practices-impact of globalization on IR,comparative study of IR in some countries
5	Cultural Diversity Understanding cultural diversity, managing cultural diversity Understanding cultural- Hofstede's theory and Trompenaars theories Leadership style across various cultures Communication across various cultures, Team building across various cultures
6	Business Practices In Various Countries Business practices and approaches of European countries, china and Japan and USA

Suggested Readings

1. Bhatia S.K., International Human Resource Management- A Global Perspective, Deep and Deep Publication
2. Dowling Peter, Welch Denie, Schuler Randall, International Human Resource Management
3. Dangwal R.C., Batra G.S., Business Management and Gloablization
4. Bhatia S.K. and Poonam Choudhary , Managing cultural Diversity in Globalization, Deep and Deep Publication
5. Mello Jeffery, Strategic Human Resource Management, Thomson Publication

6. Dowling Welch, International HRM- Managing People in International Context, Thomson Learning, South Western Publication

MBA(HR) SEM III
SPECIALIZATION
ELECTIVE COURSES

MBA Sem III

CONSUMER BEHAVIOUR

Syllabus:

Course Objectives:		
<ul style="list-style-type: none"> • To highlight the importance of understanding consumer behavior in Marketing. • To study the environmental and individual influences on consumers • Understand the importance of consumer behaviour in designing marketing strategies. • To understand consumer behavior in Indian context. 		
Unit	Contents	Sessions
1	Meaning of Customers & Consumers, Importance / relevance of consumer behaviour studies in the field of Marketing.	
2	<p>Individual Determinants of Consumer Behavior</p> <p>Personality & Self Concept: Meaning of Personality, Influence on Purchase Decisions</p> <p>Motivation & Involvement: Types of Buying Motives, Motive Hierarchy, Dimensions of Involvement</p> <p>Learning & Memory: Meaning & Principal Elements of Learning, Characteristics of Memory Systems, Recall</p> <p>Attitudes: Meaning & Characteristics, Strategies for Changing Attitudes</p> <p>External determinants of consumer behaviour: Culture, subculture, social class & reference group</p>	
3	<p>Consumers' Buying Decision Making Process, Post-purchase Evaluation & Behavior: Consumer Satisfaction, Dissatisfaction, Customer Delight, Consumer Complaint Behavior and Post- Purchase Dissonance.</p> <p>Types of Buying Behavior: Complex, Extensive, Dissonance Consumer buying Vs. Organizational buying.</p>	
4	<p>Consumer Behavior Models Howard Sheth Model ,Engel, Kollat & Blackwell model & Nicosia model</p>	
5	<p>Diffusion of innovation: meaning and definition, diffusion process. The adoption process.</p>	
6	<p>Consumer Research: Consumer research process – developing research objectives, collecting secondary data, designing primary research</p>	

Suggested Readings:

1. Consumer Behaviour by David L. Loudon & Albert J. Della Bitta, Tata McGraw Hill, 4th Edition
2. Consumer Behavior by Leon Schiffman, Leslie Kanuk, S.Ramesh Kumar, Pearson, 10th Edition
3. Consumer Behavior - In Indian Perspective by Suja R. Nair, Himalaya Publishing House
4. Consumer Behaviour & Marketing Action : Henry Assael , Thompson Learning
5. The Marketing Whitebook , Current year issue

**MBA Sem III
Services Marketing**

Course Objectives:

- To create awareness among learner about concepts in service marketing.
- To impart knowledge about practical application of concept in service industry.

Syllabus:

Unit	Contents	
1	Introduction to Services: Nature of Services; Characteristics of Services – Intangibility, Inconsistency, Inseparability and Inventory; Search, experience and credence attributes, Classification of Services; Consumer versus Industrial Services. Goods and Service Continuum, Robert Johnston Model of Service segmentation strategy, Global and Indian Scenario in services sector: Service as key differentiator for manufacturing industries.	
2	Services Marketing Mix: Introduction to the 7 Ps of Services Marketing Mix; Product -Service Continuum; Standalone service products; Service products bundled with tangible products; Service Life Cycle Place Place – Distribution Strategies for Services; Challenges in distribution of Services Promotion : Promotion objective for Services; Personnel Selling, Advertising and Sales Promotion; Role of Relationship Marketing in promoting services Pricing : Factors involved in pricing a service product; demand variation and capacity constraints; Measures to respond to changes in demand	
3	People : role of service employees in a service business; Services marketing triangle; Service profit chain, Concept of Service encounter – Moment of Truth; Training and development of employees Physical evidence : Nature, Importance of physical evidence in services; Service scapes. Process : Service as a process & as a system – Strategies for managing inconsistency – Customers as 'co-producers' of services; Self Service Technologies	
4	Customer Satisfaction & Monitoring and Measuring customer satisfaction, Order taking and fulfillment; Service Guarantee – Handling complaints effectively; Defects, Failures and Recovery.	
5	Service Quality: Importance of quality in Services; How customers evaluate service performance,	
6	Service Quality Models Parsuraman- Zeithaml- Bitner (PZB) Gaps Model, SERVQUAL, Technology & Service Strategy: Applying technology to service settings, e-services.	

Suggested readings

1. Zeithaml, Bitner, Gremler & Pandit, TMGH, Services Marketing
2. Christopher Lovelock, Services Marketing
3. Rampal & Gupta, Services Marketing
4. Ardian Payne, Essence of Services Marketing
5. Services Marketing- Shajahan

MBA Sem III

Investment Analysis and Portfolio Management

Course Objectives:

- To acquaint the students with basic concepts, avenues and underlying techniques and to develop a broad understanding of the portfolio Management and accepted practices.
- To introduce practical aspects of Investment and portfolio Management as an important decision-making process in Investment
- To expose and update the participants to real life situations and current Units/debatable issues involving Investment decisions and to equip them with techniques for taking decisions.

Syllabus:

UNIT	Content	Session
1	Introduction: Meaning, objectives, Scope, and Constraints Process of Investment, Avenues of Investments and types of Investment, Concepts of risk and return with reference to Investment, basic principles of risk management, risks involved in Investment, Current scenario of Investment in India, Role of Securities Market in Indian economy	
2	Mutual Fund and Derivatives: Basic concepts, Functioning and Objectives of Mutual Fund, Types of Mutual Fund Schemes Analysis of MF, Performance Evaluation of MF Schemes using Sharpe, Treynor and Jensen's Models, Basic concept and types of Derivatives, Developments in Derivative and MF market in India	
3	Fundamental Analysis and Technical Analysis: Fundamental Analysis - Economic, Industry and Company analysis, Valuation of Equity and Preference shares, Technical Analysis - Concept, Importance and Limitations of Technical Analysis, Dow Theory, Technical Indicators and charts used in technical Analysis, Behavioral Finance and its impact on Investment decision making	
4	Portfolio Management: Portfolio Meaning, Characteristics and Objectives, Process of Portfolio Management, Investment policy statement and asset allocation, Equity Management Strategies, Systematic Investment Plan (SIP), Analysis of Debt Instrument, Bond Management Strategies, preparation of Investment plans for Individuals in different stages of life cycles and different situations	
5	Calculation for risk and return for Security/Portfolio: Problems on calculation of risk and return for security (mean, variance, and standard deviation), Problems on risk and return associated with portfolio consisting maximum three securities (mean, variance, and standard deviation), Capital Asset Pricing Model and its application	
6	Portfolio Theories: Efficient Market Hypothesis concepts and forms of EMH, Testing techniques of Weak Form, Random Walk Theory, High Frequency Trading and its impact on EMH, Arbitrage Pricing Theory, Efficient Frontier, Selection of optimal portfolio with reference to Investor's Utility Curves	

Suggested readings

1. Investment Analysis and Portfolio Management - Chandra. Prasanna.(2009), Tata McGraw Hill, New Delhi, 3rd Edition
2. Security Analysis and Investment Management - Fischer. and Jordon (2009), Pearson Education, 6th Edition
3. Investment Analysis and Portfolio Management - Rustagi. R. P. (2008), Sultan Chand & Sons, 2nd Edition
4. Investment Management: Security Analysis and Portfolio Management - Bhalla, V.K. (2010), S.Chand & Sons, 17th Edition.
5. Investment Analysis and Portfolio Management - Frank K. Reilly, Keith E Brown (2009), Cengage Learning, 8th Edition.
6. Investment Analysis and Portfolio Management, Ranganatham, (2004). Pearson Education, 1st edition.

Management of Financial Services

Course Objectives:

- To give the students an insight into the principles, practices of the prominent Financial services and their functioning in the changing economic scenario.
- To make critical appraisal of the working of the specific financial Services in India.
- To brief the students about developments in financial services.
- To provide a judicious mixture of theory and business practices of the contemporary Indian financial services.

UNIT	Content
1	Introduction to Indian Financial System: Development of Financial System in India, Financial System and Economic Development ,Functions of Financial System , Financial Instrument s, Weakness of Indian Financial Systems . Structure of Financial System-Financial Market, Financial Institutions /Intermediaries and Instruments. Financial Service : Meaning –Features of Financial Service, Classifications-Scope, Assets/Fund Based Services:- Hire purchase finance, Leasing , Factoring , Forfeiting, Loan Syndication , Consumer Credit, Challenges facing the financial services sector .
2	Financial Market Operations: Recent Development of Indian Capital and Money Market , Capital Market Operation: New Issue Market- Functions of New issue market, players of New issue market, Primary and Secondary market Operation, Procedure of (IPO), Book Building. Money Market Operation: features and objective of money market, Recent Developments, Composition of Money Market.
3	Investment Banking: Overview of commercial vs. Investment banking, capital raising, debt, equities, initial public offerings (IPO's). Merchant Banking: Origin, Nature and scope of merchant banking , Role of Merchant Banker, types of Merchant banking services, Project Counseling, Pre-issue and Post –Issue Management ,Progress of Merchant banking in India, guidelines for merchant bankers issued by SEBI, Mutual Fund: Concept, Structure of Mutual fund Operations in India, Types of Mutual Fund, Advantages and Limitations of Mutual Fund, Problems for Slow growth of Mutual fund concept in India, Guidelines for Mutual fund service, Rights & facilities for Investors, Future of Mutual fund industry.
4	Retail Banking and Rural Banking : Concept of Retail Banking-Distinction between Retail and Corporate/Wholesale Banking; Retail Products Overview: Customer requirements, products development process, Liabilities and Assets Products, Approval process for retail loans, credit scoring. -Financing Rural Development: Functions and policies of RBI and NABARD; Rural Credit Institutions-Role and function, Regulation of Rural Financial Service
5	Credit Rating and Securitization : Credit Rating: Introduction, Meaning, functions of credit rating agencies, Major Players in credit rating agencies in India , Debt Rating System of CRISIL, ICRA and CARE. Securitization: Concept and Meaning, modus Operandi, Securitization in India and new guidelines on Securitization
6	Venture Capital and Microfinance: Venture capital : Origin, concept, features, Advantages and Limitations , Stages in venture capital financing , Venture capital Guidelines-Methods of venture financing ‘ Microfinance: Origin, Meaning and Concept , advantages and Limitations, Micro credit, micro insurance scheme, SHGs/NGOs, linkages with banking, Role and Functions of Linkage banks towards development of Microfinance Industry in India.

Suggested readings

1. E-Gordon, K Natarajan, Financial Markets and Services, Himalaya Publishing House ((6th Edition)
2. M.Y.Khan, Financial Services, Tata McGraw Hill.
3. L.M. Bhole, Financial Institutions and markets, Tata McGraw Hill.
4. Shashi K. Gupta and Nisha Aggarwal, Financial Services, Kalyani Publications.
5. Ramesh Babu ,Indian Financial System,

MBA(HR) Sem-III
Training and Development

Objectives

- To understand the significance of Training and Development and its role
- To understand the various methods and applications of Training and Development

Unit	Content
1	Introduction: Concepts and Rationale of Training and Development; overview of training and development systems; organizing training department; training and development policies; linking training and development to company's strategy; Requisites of Effective Training ; Role of External agencies in Training and Development.
2	Training Needs Assessment (TNA): Meaning and purpose of TNA, TNA at different levels, Approaches for TNA, output of TNA, methods used in TNA.
3	Training and Development Methodologies : Overview of Training Methodologies- Logic and Process of Learning; Principles of Learning; Individual differences in learning, learning process, learning curve, learning management system; Criteria for Method Selection; Skills of an Effective Trainer; Use of Audio-Visual Aids in training; Computer Aided Instructions- Distance Learning, Open Learning, E- Learning; Technologies Convergence and Multimedia Environment. Development Techniques for enhancing decision-making and interpersonal skills, Case-study, in-basket exercise, special projects, multiple management Programme Learning, Action learning, Syndicate Work, Games, Action Maze, Role Play; Demonstration and Practice Monitoring; Coaching; Self Diagnostic Skills, Experience Learning, Discovery Learning, Brain Storming, Counselling, Position Rotation, Team Building, and Sensitivity Training .
4	Designing Training and Development Programs: Organisation of Training and Development programs, Training design, kinds of training and development programs- competence based and role based training; orientation and socialization; diversity training, choice of training and development methods, Preparation of trainers; developing training materials; E-learning environment; Flexible learning modules; Self development; Training process outsourcing.
5	Evaluation of Training and Development: Reasons for evaluating Training and development programs, Problems in evaluation; Evaluation planning and data collection, different evaluation frameworks, Problems of Measurement and Evaluation; Costing of training, measuring costs and benefits of training program, obtaining feedback of trainees; Methods of evaluating effectiveness of Training Efforts ; Kirkpatrick Department of Commerce, University of Delhi 36 Model of Training Effectiveness; Training issues resulting from the external environment and internal needs of the company.
6	Emerging Trends in Training and Development:

Gamification, team training and six sigma training; Training and development initiatives of some selected companies from private and public sectors and MNCs. Some cases of real business world to supplement learning from the course

Recommended Reading

1. Prior, John, Handbook of Training and Development, Jaico Publishing House, Bombay.
2. Trvelove, Steve, Handbook of Training and Development, Blackwell Business.
3. Warren, M.W. Training for Results, Massachusetts, Addison-Wesley.
4. Craig, Robert L., Training and Development Handbook, McGraw Hill.
5. Garner, James, Training Interventions in Job Skill Development, Addison-Wesley.
6. Kenney, John; Donnelly, Eugene L. and Margaret A. Reid, Manpower Training and Development, London Institute of Personnel Management.
7. Noe, Raymond A., and Amitabh Deo Kodwani, Employee Training and Development, Tata McGraw Hill.
8. Blanchard, P. Nick, James W. Thacker and V. Anand Ram, Effective Training: Systems, Strategies, and Practices, Dorling Kindersley (India) Pvt. Ltd.
9. Rolf, P., and Udai Pareek, Training for Development, Sage Publications Pvt. Ltd.
10. Michalak, Donald, and Edwin G. Yager, Making the Training Process Work, Writers Club Press.
11. Jack J. Phillips, Hand book of Training Evaluation and Measurement Methods, Routledge.
12. Dayal, Ishwar, Management Training in Organisations, Prentice Hall.

MBA(HR) Sem-III
Labour Laws

Objectives	
<ul style="list-style-type: none"> · To understand the laws and rules pertaining to labour · To understand the various concepts and laws in Labour Welfare 	
Unit	Content
1	Industrial Jurisprudence History and types of labour legislations, Concept of Jurisprudence, an overview of industrial jurisprudence, principles of social justice, natural justice, equity and economy, unique characteristics of Indian labour.
2	Laws relating to working condition - Factories Act 1948 Definition, provisions relating to health, safety and welfare, provisions relating working hours for adults, hazardous process, restriction on employment of women and children, Certifying officers, enforcement of the act and penalties
3	Laws relating to wages Payment of Wages Act 1936 ; definition, provisions for payment of wages, authorized deduction, enforcement of the act, Minimum Wages Act, the Equal Remuneration Act, 1976 - definitions, payment of equal remuneration, advisory committee, enforcement of the act
4	Social Security <ol style="list-style-type: none"> 1. The Employee Provident Fund, Miscellaneous Provisions Act, 1952 2. The Employee State Insurance Act, 1948 3. The Workmen Compensation Act 1923 4. The Bombay Labour Welfare Act <p>The role of ILO in promoting social security, Contribution of ILO to Labour Welfare</p>
5	The INDUSTRIAL EMPLOYMENT ACT (STANDING ORDERS) 1946 Definition, Special features, Matters to be provided in Standing Orders, Submission and certification of Standing Orders. Payment of Bonus Act, Payment of Gratuity Act,
6	The Maternity Benefit Act Definition, right to payment of maturity benefit, provision pertaining to leave, forfeiture of the benefit, Minimum Wages Act - Definition, provisions - meaning of the term "Wage" - Wage Vs. Salary, "Workmen Compensation Act"

Recommended Reading

1. J.K.Bareja, Industrial Laws, Galgotia and Sons
2. P.R.N.Sinha, Industrial relations, Trade unions and Labour legislation, Pearson Edu
3. Paul Blyton, Peter Turnbull, Dynamics of employee relations, Macmillan
4. V.P.Micheal, Industrial relations in India and Workers Involvement
5. C.B.Memoria, Dynamics of Industrial Relations
6. Agalgatti B B - Labour Welfare and Industrial Hygiene , Nirali Prakashan

HR 05: Human Resource Planning and Procurement**Objectives**

To develop analytical skill and abilities for understanding the impact of change in the manpower situation in a company to help the organizations in their manpower planning activities.

To help students in acquiring necessary skill for manpower planning of a business enterprise.

Unit	Content
1	Human Resource Planning: Objectives, Benefits, Advantages, Limitations and Problems. Linkage of HR Planning with Other HR Functions Influencing Factors in Manpower Planning.
2	HR Planning Tools, Methods and Techniques: Job Analysis, Job Description, Job Specification Skills Analysis/Skill Inventory, Performance Appraisal
3	HR Inventory: Quantitative Aspects, Qualitative Aspects, Methodology, Computerized Manpower Planning Information System
4	Use and Applicability of Statistical and Mathematical Models in Manpower Planning: Cohort Analysis, Census Analysis, Markov Models
5	Organisation as a Matrix of Jobs: Organisation Structuring: Traditional Concepts, Recent Trends; Role Clarity Job Enrichment/Job Enlargement. Career Planning/Succession Planning. Improving Manpower Utilization and Manpower Control
6	HR Planning Techniques and Formulation of Manpower for · Running Enterprises with No Major Expansion Plans · A Running Enterprise with Major Plans for Expansion, Modernisation, Diversification etc. · A New Enterprise about to be set up NOTE: Recent Trends in HR Planning to be taught.

Recommended Reading

1. John Bramham, Human Resource Planning, Universities Press.
2. Paul Turner, HR Forecasting and Planning, CIPD.
3. Edward, Leek, et al.: Manpower Planning, Strategy and Techniques in Organizational Context, Wiley
4. J.W. Walker: Human Resource Planning, Mc Graw Hill.
5. T. V. Rao, Readings in Human Resource Development, Oxford & IBH.

** Students will tap into a variety of resources to meet class assignments including outside reading, textbook materials, magazines, newspapers, the Internet, and possibly guest speakers. The learning in this class will not be limited to the class textbook.

MBA(HR) Semester: IV
CORE HR
HRD Instruments

Objectives

- To understand the linkage between employee assessment and performance
- To provide an in depth knowledge of various HRD instruments for individual and organizational effectiveness

Unit	Content	Session
1	<p style="text-align: center;">Introduction to Assessment Centers</p> What is an Assessment Center, Definition, Key features, tracing the growth of assessment center, strategic use of assessment center technology	
2	<p style="text-align: center;">Concept of Assessment</p> Why to assess, when to assess, What to assess, how to assess, methods and techniques of assessment.	
3	<p style="text-align: center;">Application of assessment center method in organizational development</p> OD interventions, managers involvement, group skills improvement, management improvement, organizational improvement.	
4	<p style="text-align: center;">Introduction of HRD Instrument</p> Difference between test and instrument, principles of test construction, reliability and validity of tests, ethical values, do's and don'ts and limitations of test, advantages and disadvantages of instruments	
5	<p style="text-align: center;">Tests for personal and interpersonal orientation and behavior</p> FIRO-B, PE Scale, Cattell's 16 PF test, Transactional Analysis, Ego states, LOCO inventory, MBTI, Johari Window, Leadership style test, managerial style test, MAO-C consulting style, Spiro –C , Aptitude tests, Team Building tests, Clerical test/ Mechanical test, Finger Dexterity test, Thematic Appreciation test, They X and Y theory, Peter Senge's Management game.	
6	<p style="text-align: center;">Understanding the Organization's Atmosphere and culture</p> PE Scale, Power enhancer scale, Organizational climate, MAO-C, Organizational learning, OLD, Organizational atmosphere, MAO-S, Organizational culture – Profile.	

Reference Material

1. P. Jansen and F. de Jongh, Assessment Centers : A Practical Handbook, John, Wiley and Sons Ltd.
2. Margaret Dale and Paul les, Assessing Management Skills – a guide to competencies and evaluation techniques
3. Udai Pareek, Training Instruments for HRD
4. S.K. Bhatia, Training and Development – concept and practice
5. Anne Anastasi and Susana Urbina, Psychological Testing, 7th edition, Pearson Education
6. Edwin Flippo, Personnel Management, 6th Edition, McGraw Hill international editions
7. Radha Sharma, 36 –degree Feedback, Competency mapping and Assessment center

MBA SEM-III

Regulatory Aspects of International Business

Course Objectives:

- To enable the student to understand the international business transactions

Syllabus

Unit	Content	Sessions
1	International Business transactions – Nature of cross border trade, Need to govern the cross border trade, International Law, choice of Law, Conflict of Laws, Legal & Regulatory aspects	
2	Framework of Statutes that govern cross border trade, Statutes framed by country of origin of transaction & International Guidelines	
3	Regulation of International Banking, High Financial gearing, BCCI International affair, Bank for International Settlement	
4	Regulation of Monetary System, Period between wars, Breton Woods, Euro, Smithsonian Agreement, Snake in Tunnel, Plaza & Louvre Accord, Regulatory Arbitrage, Labuan Model, Currency Board, Indian scenario – Process of Regulation & Deregulation	
5	a) Exchange control – Exchange Control Manual, Important Objectives & Provisions b) Process of Liberalization- An Introduction to FEMA, FERA & FEMA – Objectives & Important provisions, FEDAI Role & Rules – Dealing Business Ethics and Code of Conduct c) UCPDC – ICC Publication URC – ICC Publication Important clauses & interpretation d) Customs & Baggage Rules – Sale of Goods Act, INCOTERMS	
6	Country Risk – International Debt Crises, Herstatt Bank Crisis, Asian & other crises, Sovereign Risk – State Immunity Act, International Accounting Standards, Trade related Intellectual Property Rights	

Suggested readings

1. Regulatory requirements under FEMA 1999 Vol I FEDAI Publication
2. Compendium of FEDAI/ Instructions & Guidelines
3. Foreign Trade Policy – R- Return XOS & BEF, FEDAI Publication
4. ICC Publication UCPDC R, URC 2007 Revision ICC 600

Export Import Policies, Procedures and Documentation

Course Objective:

- To make students aware about the cross border trade procedures and practices in International Logistics

Syllabus

Unit	Content	Sessions
1	International Business – Nature & Scope, Framework of International Business, Meaning of Export/ Deemed Export/ Import	
2	Cross border trade flows, Procedural aspects involved with respect to statutes & Logistic aspects in maintaining flows, Import Export Code Procedure & INCOTERMS	
3	International Trade Logistics – Meaning, Objective of Logistics, Implications of 3 R in Exports Marketing, System elements common to Physical Supply Management and Physical Distribution Management	
4	Economic Order Quantity – Concept, Warehousing, Transportation, Communication, Ports in India, Port Efficiency and Productivity, Freight Forwarder, Custom House Agent, Multimodal Transport Operator Containerization – Types and Dimensions, Linear Shipping Services	
5	Cross Border Settlement Procedure with Advanced Payment Method, Open Account Method, Documentary Credit, Documentary Collection and Consignment Trading	
6	Documentation in Export and Import a) Regulatory & non Regulatory b) Financial – Bills of Exchange c) Commercial – Invoices d) Risk bearing Documents – Insurance e) Transport Documents – Bill of lading, Airway bill f) Other documents – Packing List, Weight List . Project right from steps involved in obtaining I.E code up to processing of order and clearance of goods from Customs and realization of proceeds from banks with reference to any Product/ Service	

Suggested readings

1. C Rama Gopal, Export Import Procedure and Documentation, New age International Publisher's, New Delhi.
2. W.K. Acharya and Jain K.S. Export Import Procedure and Documentation, Himalaya Publishing House, Mumbai.
3. Aseem Kumar, Export and Import Management, Excel Book, New Delhi.
4. P.K. Khurana, Export Management, Galgotia Publishing Co. New Delhi
5. Francis Cherunilam, International Trade and export Management, Himalaya Publishing House, Mumbai.
6. Logistics & Supply chain Management by Martin Christopher

Journals:

- a) Indian Ports, published by Indian Port Association
- b) Indian Shipping – Indian National Ship-owners Association
- c) ICC guide to INCOTERMS 2010

Website: www.i.e.Port.com

Quality Management

Course objective:

- To understand the Quality Management concept and principles and the various tools available to achieve Quality Management.
- Provide a basic understanding of "widely-used" quality analysis tools and techniques. Create an awareness of the quality management problem-solving techniques currently in use.
- Stressing upon the importance of the quality principles on the business performance.

Unit	Contents	Sessions
1	Introduction : Definition, importance, objectives of quality, Types of Quality, Customer driven quality, determinants of quality, cost of quality, dimensions of quality	
2	Quality Control: Quality and Financial performance, quality control objectives, quality control and inspection, quality assurance.	
3	Control Charts for SQC : Statistical Quality Control (SQC). Control charts for variables such as X, R charts and control charts for attributes such as p-chart,np-chart, c-chart. Construction & use of the control charts.	
4	Acceptance Sampling for SQC : Principle of acceptance sampling.Producer's and consumer's risk. Sampling plans –single, double & sequential. Sampling by attributes and variables.	
5	Customer Focus: The importance of customer satisfaction, ACSI Model, Kano's model of customer satisfaction, customer – driven quality cycle.	
6	Quality Systems: Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality, Quality Auditing, Six Sigma, Taguchi method, TS 16949, Kiezen – concept , system	

Suggested readings:

1. Quality Control – Dale H Bester field – Pearson Education
2. Total Quality Management – Sundarrajan
3. Quality Control & Total Quality Management – Jain
4. The essence of Total Quality Management – Hunsen&Ghare
5. Managing for Total Quality – Logothetic

Journals

1. International Journal of Productivity and Quality Management
2. Journal of Quality Management
3. POM Journal
4. International Journal of Operations & Production Management

MBA Sem III

Production Planning and Control

Course objective:

- To make conceptual clarity of the students.
- To make use of these concepts in industries for effective production planning and control
- Integrate the all management functions and study the contribution of production function with respect to other functions

Unit	Contents	Sessions
1	Introduction to PPC: Meaning, Objectives, Levels of Production Planning, Production interlink with other functions of management, Organizational set up of Production planning department.	
2	Factors influencing PPC system in the organization: Project and Job production, Batch production, mass and flow production, continuous or process production, comparison of manufacturing methods.	
3	Process Planning, Scheduling & Dispatching: Introduction, Inputs to process planning, steps in process planning. Process planning in different situations, cost benefit analysis, just in time, Material Requirement Planning (MRP). <i>Scheduling & Dispatching:</i> Concept, Inputs of Scheduling, Job Sequencing, Project scheduling. Dispatching- Introduction, functions of dispatching, dispatching under different situations.	
4	Forecasting for production: Objectives, forecasting Error, forecasting methods, statistical approach for making forecast, measuring seasonal variations.	
5	Production Control: Meaning, objectives, necessity of production control, level of production control, techniques of production control.	
6	Enterprise Resource Planning: What is ERP? An overview of Production Planning & Control Module in an ERP.	

Suggested readings:

1. L. C. Jhamb, Production Planning & Control, Everest Publishing House, Pune
2. Chase, Aquitlano Jacobs, Production and operations management, TMH,
3. James Dilwarth, Production and operations management, McGraw Hill, International, Delhi.
4. Chunnawala& Patel, Production and operations management, Himalaya Publishing House Pvt. Ltd, Mumbai.
5. Scott T. Young, Essentials of Operations Management, Sage Publications India Pvt.Ltd., New Delhi.

Journals

1. Journal of production research and management
2. POM Journal
3. International Journal of Operations & Production Management

System Analysis and Design

Unit	Contents	Sessions
1	Introduction to system concepts: Introduction to System, characteristic, elements of system, types of system, categories of information system	
2	General phases of system development life cycle: SDLC, waterfall model, prototyping model, spiral model and 4GT, system analysis	
3	Requirement and Structured Analysis: Feasibility Study, Fact-finding techniques, Decision Tree and Decision Table Pseudocode, Structured English, DFD	
4	Database Design and Documentation Techniques: ERD, System Flow Charts; Functional Decomposition Diagram; Structured Flow-Charts	
5	User Interface Design: Interface Design Dialogue, Strategies, Screen Management.	
6	Practical and case studies	

Suggested readings

1. System Analysis and Design: Awad
2. System Analysis and Design: Senn
3. Software Engineering a Practitioner's Approach: Roger S. Pressman

MBA Semester III
Information Systems Security and Audit

Course Objectives:

- Describe the general framework for IT risks and control.
- Identify the unique elements of computer environment and discuss how they affect the audit process.
- Describe the security aspect and audit issues related to computer security.
- To enable the students to grasp knowledge of Auditing along with exposure to modern business information systems.
- Understand the audit objectives and procedures used to test data management controls. Discuss the stages in the SDLC

Unit	Contents	Sessions
1	What is Information Systems (IS) Auditing? ,Need for control and audit of computers, Effects of computers on internal controls, Effects of computers on auditing, Foundations of Information Systems Auditing, Organizational Responsibilities(Executive management, Auditors, IT and Information security and General users) Information system control techniques, categories of internal control, organizational controls, data processing environmental control, Business continuity planning control, user control, boundary control, input control, control over data integrity and security, logical access controls and issues , preventative, detective, deterrent, corrective, recovery, Administrative, Technical, Physical Types of audit procedures, Overview of steps in an audit, Auditing around or through the computer	
2	Meaning of Risk, Business risk, audit risk, security risk, and continuity risk. SEI risk statement (two things needed to express risk clearly) Components of risk: threat, vulnerability, exposure, impact, consequence Risk response options: manage, reduce, transfer, ignore, monitor Threat classes: natural, accidental and unintentional, intentional, political unrest, Threat agents, threat agent motives, Four basic steps to a risk assessment	
3	Information security programs- Relative importance of people, policy, and technology, Legal, Ethical and Professional Issues in Information Security Program foundation: policy, education, ownership, defined responsibilities Role of risk management in information security programs Information Security Management- Supporting role and purpose of: policy, training, culture, baselines, system acquisition and development, change management, configuration management, monitoring, personnel policies, assessments, metrics, and evaluation Incident response and basic steps: identification, containment, collection, recovery, analysis Cyber frauds, cyber attacks, impact of cyber frauds on enterprise, techniques to commit cyber frauds	
4	Software / System Development Life Cycle- Four basic steps in SDLC: analysis, development, testing, implementation General sense for SDLC risks , Differences between pre- and post-implementation audits Pre-implementation and Post-implementation: approaches, role of auditor, advantages, disadvantages (in both phases)	

5	<p>Evidence Collection- Audit software, Code review, test data, and code comparison, Concurrent auditing techniques, Interview, questionnaires, and control flowcharts, Performance measurement tools.</p> <p>Evaluating Asset Safeguarding and Data Integrity- Introduction, measures of asset safeguarding and data integrity, Nature of the global evaluation decision, Determinants of judgment performance, Audit technology to assist the evaluation decision, Cost-effectiveness considerations, Overview of the efficiency evaluation process, Performance indices, Workload models, System models, combining workload and system models, Overview of the effectiveness evaluation process, A model of Information System effectiveness, Evaluating system quality, Evaluating information quality, Evaluating perceived usefulness, Evaluating perceived ease of use, Evaluating computer self-efficacy, Evaluating Information System use, Evaluating individual impact, Evaluating Information System satisfaction, Evaluating organizational impact</p>	
6	<p>Audit planning - Scope, objectives, Audits vs. assessments Need for business continuity management, Business Continuity policy and Planning, objectives Goals, plan, implementation, testing, Types of Back up, Disaster recovery plan, Audit of BCP and DRP</p> <p>New trends- cloud computing, security issues, mobile computing, BYOD(bring your own device) threats of BYOD, web 2.0, social media and network – social network threats , Green IT security service and challenges.</p>	

Suggested Readings

1. Ron Weber Information Systems Control and Audit”, Pearson Education Inc., Ninth Impression, 2013, ISBN 978-81-317-0472-1
2. Doug Dayton, Daug Dayton (1997), “Information Technology Audit Handbook”, Prentice Hall, ISBN: 0136143148.
3. Richard E. Cascarino Auditor's Guide to Information Systems Auditing - 978-0-470-00989-5 Willey publication
4. Frederick Gallegos, Sandra Allen-Senft, Daniel P. Manson (1999) “Information Technology Control and Audit”, Auerbach Pub, ISBN: 0849399947.
5. James A. Hall “Information Systems Auditing and Assurance,” South Western College Publishing, 1999.
6. Michael E. Whitman and Herbert J. Mattord. “Principles of Information Security,” Thomson Course Technology, 3rd Ed., 2008.

RURAL MARKETING

Course Objectives:

- To sensitize the students towards the Agriculture and Rural Marketing environment so as to help them in understanding the emerging challenges in the Global Economic Environment

Suggested Readings:

Unit	Contents	Sessions
1	Rural marketing management perspectives, challenges to Indian marketer. Rural – urban disparities, policy interventions required rural face to reforms, towards cyber India.	
2	Rural marketing – concept, scope, nature, taxonomy attractiveness. Urban vs. rural marketing. Rural consumer behaviour – buyer characteristics, decision process, and behaviour patterns, evaluation procedure, brand loyalty, innovation adoption.	
3	Information system for rural marketing – concepts, significance, internal reporting system, marketing research system, decision support system. Selecting and attracting markets – concepts and process, segmentation, degrees, bases, and guides to effective segmentation, targeting and positioning.	
4	Product strategy for rural markets. Concept and significance. Product mix and product item decisions. Competitive product strategies. Pricing strategy in rural marketing: Concept, Significance, Objectives, Policy and strategy.	
5	Promotion towards rural audience, exploring media, profiling target audience, designing right promotion strategy and campaigns. Rural distribution – channels, old setup, new players, new approaches, coverage strategy.	
6	Cases related to the topics covered under earlier units.	

1. C.S.G. Krishnamacharyulu & Lalitha Ramakrishnan, “Rural Marketing” – Text and Cases, Pearson education.
2. C.S.G. Krishnamacharyulu & Lalitha Ramakrishnan, “Cases in rural marketing an integrated approach”. Pearson education.
3. Robert Chambers, “Rural Development: Putting the last first”, Pearson education.

MBA Sem III
SUPPLY CHAIN MANAGEMENT IN AGRIBUSINESS

Course Objectives:

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Unit	Contents	
1	Supply Chain: Changing Business Environment; SCM: Present Need; Conceptual Model of Supply Chain Management; Evolution of SCM; SCM Approach; Traditional Agri. Supply Chain Management Approach; Modern Supply Chain Management Approach; Elements in SCM.	
2	Demand Management in Supply Chain: Types of Demand, Demand Planning and Forecasting; Operations Management in Supply Chain, Basic Principles of Manufacturing Management.	
3	Procurement Management in Agri. Supply chain: Purchasing Cycle, Types of Purchases, Contract/Corporate Farming, Classification of Purchases Goods or Services, Traditional Inventory Management, Material Requirements Planning, Just in Time (JIT), Vendor Managed Inventory (VMI).	
4	Logistics Management: History and Evolution of Logistics; Elements of Logistics; Management; Distribution Management, Distribution Strategies; Pool Distribution; Transportation Management; Fleet Management; Service Innovation; Warehousing; Packaging for Logistics, Third-Party Logistics (TPL/3PL); GPS Technology.	
5	Concept of Information Technology: IT Application in SCM; Advanced Planning and Scheduling; SCM in Electronic Business; Role of Knowledge in SCM;	
6	Performance Measurement and Controls in Agri. Supply Chain Management. Benchmarking: introduction, concept and forms of Benchmarking.	

Suggested Readings:

1. Altekarr RV. 2006. Supply Chain Management: Concepts and Cases. Prentice Hall of India. Monczka R,
2. Trent R & Handfield R. 2002. Purchasing and Supply Chain Management. Thomson Asia. Van Weele AJ. 2000.
3. Purchasing and Supply Chain Management Analysis, Planning and Practice. Vikas Publ. House.

Introduction to Retailing

Course objective:

- To familiarize the students with evolution and growth of Retailing, expectations of customers and
- To study the importance of retailing in the current business scenario.

Syllabus:

Unit	Content	
1	Retailing- Meaning, Nature, Classification, Growing Importance of Retailing, Factors Influencing Retailing, Functions of Retailing, Retail as a career.	
2	Developing and applying Retail Strategy, Strategic Retail Planning Process, Retail Organization,	
3	The changing Structure of retail, Classification of Retail Units, Retail Formats: Corporate chains, Retailer Corporative and Voluntary system, Departmental Stores, Discount Stores, Super Markets, Warehouse Clubs.	
4	Variety of Merchandising Mix, Retail Models and Theory of Retail Development, Business Models in Retail, Concept of Life cycle Retail.	
5	Emergence of Organized Retailing, Traditional and Modern retail Formats in India, Retailing in rural India, Environment and Legislation For Retailing, FDI in Retailing.	
6	Case Studies in Retail Management	

Suggested readings

1. Swapana Pradhan- Retailing Management
2. David Gilbert- Retail Marketing
3. George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing
4. A. J. Lamba- The Art of Retailing
5. Barry Berman, Joel R Evans- Retail Management; A Strategic Approach

Retail Management and Franchising

Course objective:

- To familiarize the students with evolution and growth of Retailing, expectations of customers and to study the importance of retailing in present business scenario.

Syllabus:

Unit	Content
1	Introduction: Definition, Relationship between retailing & marketing, Customer Relationship Management for retail store, Features of retailing, retailing structure. Retailing & channels of distribution, place of retailing in channels of distribution, Structural dynamics, alternative ways of classifying, retail structure, essentials of successful retailing, non store retailing.
2	Retail Strategic Planning: Meaning, importance, steps involved in retail strategic planning.
3	Franchising: Introduction, meaning, Advantages & disadvantages of becoming a franchisee, Legal restrictions in franchising, types of franchises, elements of an ideal franchise programme, forms of franchise arrangement, Evaluating the franchise company, trends in franchising.
4	Location: Introduction, Geographic location decision, location site and types of retail development, location techniques, catchment area analysis, leasing of a retail outlet.
5	Store Design & Layout: Introduction, Store & its image, The External Store, Internal Store, Display, visual merchandising & atmospherics, types of layout.
6	Consumerism & Ethics in Retailing: Introduction, Pressures for a company to be socially responsible, criticism of marketing activity, product misuse and safety issues, acceptability of social responsibility.

Suggested readings

- 1) David Gilbert, Retail Marketing Management, Pearson Education.
- 2) Andrew J. Newman & Peter Cullen, Retailing Environment & operations, Change learning
- 3) Barry Berman & Jeol R. Evans, Retail Management – A Strategic Approach, Pearson Education.
- 4) Agarwal, Bansal, Yadav & Kumar – Retail Management, Pragati Prakashan, W.K. Road, Merut.
- 5) Barry Barman & Joel R. Evans, Retail management, Prentice Hall of India Pvt. Ltd.

MBA(HR) Sem III

OPEN COURSES

Open Courses: Any **TWO COURSES** from the specialization groups can be opted by the students.

Open Courses under Marketing Management		Open Courses under IT Management	
306	Digital Marketing	322	IT in BFSI Domain
307	Customer Relationship Management	323	Legal Aspects of IT & It Strategies
308	Marketing Research	324	Software Quality Standards & Process Documentation
309	Product & Brand Management	325	Cloud Computing
Open Courses under Financial Management		Open Courses under Production & Operations Management	
310	Corporate Taxation	326	Materials Management
311	Capital Market Operations	327	Maintenance Management
312	Financial Risk Management	328	World Class Manufacturing
313	Financial Statement Analysis	329	Business Process Re-engineering
Open Courses under Human Resource Management		Open Courses under Agribusiness Management	
314	Industrial Relations	330	Rural Banking
315	QMS & Innovation Management	331	Agriculture Marketing & Price Analysis
316	e-HRM	332	Commodity Market
317	Public Relations & Corporate Communication	333	Indian Agriculture & World Trade Organisation
Open Courses under IB Management		Open Courses under Retail Management	
318	Global Logistics & Supply Chain Management	334	HRM in Retail
319	International Economics	335	Retail Stores and Operations
320	Currency, Derivatives & Risk Management	336	International Retailing
321	Global Strategic Management	337	Information Technology in Retailing

MBA Sem III
Digital Marketing

Course Objectives:

- Develop an understanding of the basic concepts and issues in digital marketing

Syllabus:

Unit Number	Contents	
1	Introduction to Digital Marketing Introduction, Nature, scope and use of digital marketing, Recent trends in digital marketing.	
2	Strategies of Digital Revolution The digital revolution in India, Understanding the digital business, Increasing customer base through digital marketing, Methods for data collection, Emerging B2B business models	
3	Social Media and digital marketing Role of social media in digital marketing, Advantages and disadvantages of social media, Advertising on social networking.	
4	The customer in digital marketing Customer behavior, Customer expectation and perception, Improving trust in digital business, Internet branding	
5	Tools and Techniques in Digital Marketing Digital Marketing tools and techniques, Digital marketing through CRM	
6	Digital Marketing and experiences Making real money in a virtual worlds, Digital Marketing in FMCG	

Suggested Readings

1. Digital Marketing R Prasad
2. Virtual Marketing Sameer Kulkarni

MBA Sem III
Customer Relationship Management

Course Objectives:

- Course endeavors to highlight needs and relevance of managing customer relationships.
- Course equips students by covering various tools and techniques for building profitable customer relationships
- Largely the course is aimed at offering a broad framework customer relationship management

Syllabus:

Unit	Contents	Sessions
1	Concept, Context & Overview of Customer Relationship Management (CRM) Relationship Marketing – concept & evolution; CRM – definition, evolution & scope; difference between transaction marketing and relationship marketing; difference between marketing and CRM; difference between CRM and relationship marketing; Types of CRM; Process of CRM.	
2	Managing B2B and B2C Customer Relationships Key concepts in customer relationships - Characteristics of relationships, Promise, trust, commitment, satisfaction, quality, Service competition, customer defections, customer loyalty, Loyalty Management; Key principles of relationship management; Relationship building process; bonding for customer relationships; Customer Life cycle; Managing Customer relationship through customer life cycle stages; Analyzing customer defections;	
3	Developing & implementing CRM strategy Planning for CRM; Framework for building CRM strategy; CRM implementation	
4	CRM Measurement What needs to be measured; CRM Metrics; Assessment of Loyalty programmes; Customer metrics – types, approaches; Customer scorecard, Customer value – concept, characteristics; Customer life time value – meaning, dimensions & measurement; - Customer Value chain- Analyzing customer profitability; Recency Frequency Monetary Value (RFM) Model	
5	Technology enabled Relationship Management Contact Center Technologies; Front desk management technologies; eCRM; Customer data management – Data Mining, Data Warehousing; Database Marketing; Ethical issues in using IT in relationship Management – Customer privacy	
6.	Cases on CRM	

Suggested Readings:

1. Relationship Marketing by S.Shajahan, Tata McGraw Hill
2. Customer Relationship Management – A strategic approach to marketing by Kaushik Mukerjee, Prentice Hall India
3. CRM by Makkar & Makkar, McGraw Hill
4. CRM – a strategic perspective by Shainesh & Seth, McMillan India Limited
5. CRM – Concepts & Applications by Alok Kumar, Chabbi Sinha, Rakesh Sharma, Biztantra India
6. Handbook of relationship marketing edited by Sheth and Parvatiyar, Sage Publications
7. Leading Through Relationship Marketing by Richard Batterley
8. CRM by Dr. K. Govinda Bhatt, Himalaya Publishing House

**MBA Sem III
Marketing Research**

Syllabus

Course Objectives:

- To create awareness of Research Methodology basic concepts
- To create familiarity among learners about statistical tools application in Marketing research.

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Unit Number	Contents	
1	Introduction to Market Research, Types of Research – Basic & Applied, Nature, Scope, Objectives, Importance & Limitations of Market Research.	
2	Market Research Techniques. National readership survey, Retail Store Audit, Consumer Panels, Test Marketing, Research in Advertising Decisions, Marketing Audit, Data Base Marketing, Focus Group Interviews. Use of Internet in Marketing Research.	
3	Questionnaire design and drafting. Scaling techniques like Nominal, Ordinal, Interval, Ratio, Perceptual Map, Semantic Differential, Likert, Rating & Ranking Scales.	
4	Data Analysis - Use of Diagrams and Graphs. Use of various statistical tools – descriptive and inference statistics. Regression , multiple regression, chi square test. Statistical hypothesis testing tools. Multivariate analysis. Use of statistical softwares like MSEXCEL, SPSS, SAS, MINITAB.	
5	Setting up & Implementation of Marketing Research Project. Steps in formulating Market	
6	Research Projects, One live marketing project to be discussed (Field visit and use of computer recommended)	

Suggested Readings:

1. Marketing Research by Dr Subhash Bhave
2. Marketing Research by DM Sarawte.
3. Marketing Research by Ramanuj Majumdar
4. Marketing Research by Mishra
5. Research for Marketing Decisions by Paul Green, Donald Tull.
6. Marketing Research-Rajendra Nargundkar(Tata Mc)
7. Business research Methods-Donald R.Cooper.
8. Market research-G.C.Beri
9. Marketing Research, Concept & Cases – Cooper Schindler.
10. Marketing Research –Aakar, Kumar, Day
11. Marketing Research- Sangeeta Agarwal

MBA Sem III
Product and Brand Management

Course Objectives:

- To understand Product Management
- How to develop a product strategy
- How to develop new products successfully using the New Product Development Process
- The Product Life Cycle and its significance
- How to develop International Product Strategy?

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Unit	Contents	
1	<p>Introduction to Product Management</p> <p>What is a product? Classification of products -FMCG, FMCE, consumer durables , Components and levels of Product, changes affecting product management, , Growth strategies. Marketing organization – Product focused, Market Focused organization, Functionally focused organization,</p>	
2	<p>Developing Product Strategy</p> <p>Elements of a product strategy, product Positioning- choice of customer target, competitor's targets, the core strategy,</p> <p>Product Line Decisions</p> <p>Product Line and Product Mix, composition of product line, expanding product line, product line length, , Line modification ,Line stretching-upward, downward stretch, two way stretch, Line modernization.</p>	
3	<p>New Product Development (NPD)</p> <p>A. Classification of New Products-based on level of innovativeness, based on booz. Allen and Hamilton framework</p> <p>B. NPD process</p> <p>a) various methods- The cyclical approach ,New Product process Management model ,Product strategy Model .Five step process.</p> <p>b)Idea Generation:-Brain storming, need assessment,</p> <p>c)Idea Screening:-Approaches, Desirability index, criteria</p> <p>d)Concept Testing-Techniques like Perceptual Mapping, Buying intention score</p> <p>e)Test Marketing:-Pros and cons, Types of Test Marketing</p> <p>f)Product Launch:-Product launch cycle, Types of Launch ,Issues in launch, launch Mix, launch coverage, Launch control Plan</p> <p>g)Adoption process-Time of adoption, Classification of Adopters</p>	
4	<p>Product Life Cycle</p> <p>Types of product Life cycle, Identification of stages in PLC, span of PLC, Market evolution over various stages of PLC, Pseudo-Mature Market, Technology Evolution, Abernathy and Utterback patterns of evolution-Fluid pattern, Transition pattern, Specific pattern, Managerial response to product and market evolution, shortening Product Life Cycle</p>	
5	<p><u>Introduction to Brands and Brand Management</u></p> <ol style="list-style-type: none"> 1. What is a Brand, why brands matter, can everything be branded? 2. Branding challenges and opportunities 3. Concepts like Cult brands, Heritage brands ,Power brands, Super Brands, online Brands,Branding Strategy 	
6	<p><u>Identifying and Establishing Brand Positioning</u></p> <p>D)Making a strong Brand</p> <ol style="list-style-type: none"> 1. Brand Knowledge ,brand awareness- 2. Building a strong brand, Brand Portfolio- Brand Building Frame work by Kevin Keller, Brand building frame work by Ramanuj Mujumdar, Brand Building Approach by David Jobber 3. Building Global brands-Drivers, process , 4. Brand Value and Brand Value Pyramid 	

	<p>II) Brand positioning: Introduction, identify and establish brand positioning, positioning guidelines,- Frame of reference choose point of parity, choose point of difference , Establish points of parity and points of differences ,Positioning formula, 3Cs of Positioning ,Positioning strategy by Youngme Moon, Perceptual Map</p> <p>5. Brand Equity Issues and Measurement.</p>	
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Suggested readings

1. Product Management, Donald Lehman, Russel S winer, TataMcGraw Hill Education private Limited, 4th Edition.
2. Product Management in India, Ramanuj Mujumdar (2009), PHI learning private Limited,
3. Product and Brand Management, Dr Milind A Marathe, Dr Chetan G Chaudhari(2013), Himalaya Publication house, India
4. Product Management, S A chunawala(2005), Himalaya publication House, ,India
5. Product Management , Mukherjee, Kaushik (2009), PHI Learning Pvt. Ltd ,India
6. Brand Management, Dr R Ramesh, Himalaya Publication.

Websites:

- a. <http://www.productfocus.com/journal.php>
- b. <http://www.goodproductmanager.com/>
- c. <http://mindtheproduct.com/category/product-management-case-studies/>

**MBA Sem III
CORPORATE TAXATION**

Course Objectives:

- To introduce and orient the students with the definition and underlying provisions of Direct tax law and to develop broad understanding of the tax laws and accepted practices.
- To make them understood regarding practical aspects of tax planning as an important managerial

Syllabus:

UNIT	Content	
1	Introduction to Income: Definitions: Person, Companies, Association of persons and trust , Minors, Cooperative registered firms, Income , Deemed income , Concept of Assessee , Assessment year, Previous year, Gross total income , Total income , Residential status and scope of total income on the basis of residential status, Agricultural income, Income exempt from tax.	
2	Calculation of Income under differential head of income: Salaries, perquisites, gratuity and retirement benefits, income from house property, capital gain, income from other sources, income from business and profession, problems arising from aggregation of income and set off and carry forward of losses. Deductions under chapter VIA. Computation of income and Return of Income Tax.	
3	Basic concepts for taxation of companies: Company and types of companies, different heads of income, Deduction from gross total income for companies, basic calculation for computation of taxable income of companies, Minimum alternate tax.	
4	Tax Considerations for Managerial Decisions: Tax considerations for specific financial and managerial decisions like capital structure decisions, deemed dividend, dividend, own or lease, make or buy, repair or renewed, managerial remuneration, tax planning relating to mergers and demergers of companies.	
5	Tax planning: Concepts relating to Tax Avoidance and Tax Evasion and tax planning, Tax planning with reference to: Location of undertaking , Type of activity , Ownership pattern, Tax incentives and Tax exemptions.	
6	Tax Administration and Management: Filing of Returns and assessments, Penalties and Prosecutions, Appeals and Revisions, Review, Rectification, Advance tax, Tax deducted at source .Basic concept of International Taxation and Transfer pricing, Avoidance of double Taxation Agreements.	

Suggested Readings:

- 1.) Dr. V. K. Singhaniya-' Corporate Tax planning and Business Tax Procedures' , Taxman Publications New Delhi.
- 2.) AhujaGirish, Gupta Ravi, 'Simplified Approach to Corporate Tax planning and Management', Bharat Law House Pvt. Ltd. New Delhi.
- 3.) NitinVashisht and B.B. Lal' Direct Taxes: Income Tax ,and Tax planning', Pearson Education.

MBA Sem III
CAPITAL MARKET OPERATIONS

Course Objectives:

- To help the students in understanding the capital and derivative market trading, clearing, settlement and risk management processes of NSE.
- To learn the eligibility criteria for membership of NSE, important regulatory, valuation, accounting and taxation concepts.

Syllabus:

UNIT	Content	Session
1	Indian Securities Market – an Overview: Introduction, market segments, Primary Market, Secondary Market, products and participants, Derivatives Market, Reforms, Research, Corporate and Government Securities Market. NSE membership - stock brokers, sub-brokers, broker-clients relationship, trading mechanism, code of ethics etc.	
2	Trading: Introduction, NEAT system, market types, corporate hierarchy, local databases, market phases, order management, trade management, auction, limited physical market, RETDEBT market (RDM), trading, information downloaded to trading members and internet broking.	
3	Clearing and Settlement: Introduction, key terminologies, transaction cycle, settlement process, settlement agencies, risks in settlement, securities settlement, funds settlement, shortages handling, risk containment measures, international securities, identification number, demat and electronic transfer of securities, investor protection fund, clearing software – data and reports download, file transfer protocol.	
4	Legal Framework and Fundamental Valuation Concept: Introduction to various Acts governing securities Market - Securities Contracts (Regulation) Act, Securities Contracts (Regulation) Rules, Securities and Exchange Board of India Act, SEBI (Stock Brokers & Sub-Brokers) Regulations, SEBI (Prohibition of Insider Trading) Regulations, SEBI (Prohibition of Fraudulent and Unfair Trade Practices Relating to Securities Markets) Regulations, The Depositories Act, 1996, The Companies Act, Income Tax Act, Money Laundering Act, Fundamental Valuation Concepts - Elementary statistical concepts, understanding financial statements, time value of money and equity research.	
5	Introduction to Derivatives: Derivatives - types, history, participants and economic functions. Understanding interest rates and stock indices - Indices construction, economic significance, application etc. Futures contracts, mechanism and pricing - forward contracts, introduction to futures, terminologies, pricing etc.	
6	Trading, Clearing and Settlement: Futures and options trading system, the trader workstation, futures and options market instruments, criteria for stocks and index eligibility for trading, charges. Clearing and settlement - clearing entities, clearing mechanism, settlement procedure, risk management and margining system. Market Simulation Lab : Market simulation lab sessions on NSE Learn to Trade (NLT), internet based software to develop keyboarding skills for cash and derivative market.	

Suggested Readings:

1. Capital Market (Dealers) Module, Workbook from NSE
2. Derivative Market (Dealers) Module, Workbook from NSE

Reference Books:

1. Moorad Choudhry. Capital Market Instruments, illustrated, 2002, Prentice Hall
2. Dhankhar J N. Indian Capital Market in Operation, 2009, Skylrk Publications
3. ED Madhusoodanan. Indian Capital Markets, Quest Publications
4. Gupta, L.C: Stock Exchange Trading in India; Society for Capital Market Research and Development, Delhi, 1997.

MBA Sem III
Financial Risk Management

Course Objectives:

- To know the techniques of Financial Risk management

Syllabus:

UNIT	Content	
1	'Financial Risk' Definition, Risk Process, Risk Organization, Risk vs Time, Risk vs Return, Key Risks- Interest Rate, Market Risk, Currency Risk, Credit Risk, Liquidity, Legal and Operational	
2	Risk Measurement & Control, Risk Exposure Analysis, Risk Management & Mitigation Policy – Strategy of Timing limit – Stop loss limits, Position limit, Exposure and Risk, Interest Arbitrage	
3	Asset Liability Management, Cost Centre/ Profit Centre, Integrated Treasury Planning & Control, Risk Analysis, Liquidity Management, Mark to Market concept, Value of Risk, Accounting valuation & Exposure elimination	
4	Risk Adjusted Return on Capital, Capital Adequacy Norms, Risk in Derivative Trading	
5	Risk Hedging – Instruments & Mechanisms, Forward/ Future/ Options, Arbitrage Opportunities	
6	Challenges of BASEL norms & its implications to hedge positions, System Audit significance	

Suggested Readings:

1. International Finance and Risk Management – P.G.Apte
2. International Finance and Risk Management-Rajwade
3. Option/Future/Derivatives-Hull
4. How to manage Foreign Exchange Risk by Raghu Palak
5. Corporate Finance – 6th Edition Mc Graw – Hill Companies by Stephen, Westerfield, Jaffe & Jaffery (Feb – 2002)
6. Financial Theory and Corporate Policy by Copeland, Weston, Shastri (2004) 4th edition – Addison & Wesley
7. Treasury Management in India by A. A. Avadhani

Publication:

1. Exchange Cover & Risk Management FEDAI Publication
2. AP/ DIR Series Circular of RBI

MBA Sem III
FINANCIAL STATEMENT ANALYSIS

Course Objectives:

The objective of the course is to provide students with hands-on experience in financial statement analysis. Students will be exposed to general tools of financial analysis and theoretical concepts. By the end of the course, students will be comfortable with using firms' financial statements to develop an understanding of their performance and to establish a basis for making reasonable valuation estimates.

Syllabus:

UNIT	Content	
1	Conceptual Basis for Accounts: Meaning ,definition and understanding forms of Business Organizations, Basic framework of Accounting, objectives and purpose of Accounting information, users of Accounting information, Branches of Accounting, Fraud and Ethical Issues in Accounting.	
2	Orientation To Financial Statements of Companies: The role of accounting standards. Accounting concepts and conventions and GAAP. Preparation of Income Statement, Balance Sheet, Terms and Jargons in Financial Statements.	
3	Analyzing And Interpreting Financial Statements : Objectives of Financial Statements analysis, standards of comparison, Techniques of financial statement analysis- Analyzing financial statements using Ratio Analysis, common-size income statements, Cash Flow Statement and Funds Flow Statement.	
4	Contemporary Issues In Accounting: IFRS, Human Resource Accounting, Forensic Accounting, Environmental Reporting, Corporate Social Reporting. Discuss the implications for financial analysis of differing financial reporting systems	
5	Accounting in computerized environment and importance of internal control: Bird eye view of different accounting software and ERP packages e.g. TALLY , SAP etc., importance of effective internal controls. Objective of Audit of Financial Statements. Types of Audit prescribed under Companies Act, 2013	
6	Project Work: A project on Financial Statement analysis of a company, using any of the technique for analysis like ratios, trend analysis, common size statement	

Suggested Readings:

1. Chandra, Prasanna, "Finance Sense – Finance for Non-finance Executives", Tata McGraw Hill
2. Gupta, Ambrish, "Financial Accounting for Management – An Analytical Perspective"; Pearson Publications
3. Kishore, M. Ravi, "Advanced Cost Accounting and Cost systems", Taxmann Publications
4. Narayanaswamy R, Financial Accounting- A managerial perspective, PHI Learning Pvt Ltd 2014.
5. Palat, Raghu, "How to Read Annual Reports and Balance Sheets", JAICO Publishing House
6. Ramachandran, and Kakani, "How to Analyze Financial Statements", Tata McGraw Hill
7. Tulsian and Tulsian, " Financial Reporting", S.Chand
8. Vijaykumar M P., "First Lessons in Financial Reporting", Snow White Publications

MBA(HR) Semester III
INDUSTRIAL RELATIONS

Objectives

- to give an insight to the students in the areas of maintaining employee relations and the welfare provisions to be made available
- To adopt good techniques to have healthy industrial relations

Unit	Content
1	INDUSTRIAL RELATIONS – An Overview Definition, Objectives, Scope in the context of changing Socio-economic, political and legal changes, Overview of Industrial Relations (IR), Perspectives/Approaches to IR, Major stakeholders of IR , Evolution of IR in India , Changing Dimensions of IR in India, Impact of globalization on IR, ILO
2	THE INDUSTRIAL DISPUTES ACT, 1947. The Industrial Disputes Act 1947 – Definitions, Scope and objectives of the Act, Machineries and Authorities under the Act-Conciliation, Adjudication and Arbitration, Provisions relating to Lay off, Retrenchment, Closure, Strikes and Lock outs. The authorities and their provisions, power and duties, references of disputes to boards, courts or tribunals, conciliation, arbitration proceedings , unfair labour practices, provisions related to voluntary arbitration, awards and settlement, provision relating to strikes, lockout, closures, lay-off, retrenchments, offenses and penalties, Industrial Employment (standing orders) Act 1946 - Definitions, procedure for certifications of standing orders, provisions for model standing orders, nature of misconducts, domestic enquiry
3	TRADE UNION ACT,1926 Definitions, Registration of Trade union, rights of registered trade union, privileges of office bearers of trade unions, outside leadership of trade unions, dissolution, merger & amalgamation of trade unions, enforcement of the act. Concepts, Functions, Objectives, Structure, Kinds of Trade Unions, Problems of Trade Unions, Trade union movement in India, Trade Union Act, 1926,Applicability,Registration, Recognition of Trade unions.
4	COLLECTIVE BARGAINING Collective Bargaining Meaning, process and theories of common, Perlman, Hoxie, Tannenbaum Concept, Essential Pre requisites for collective bargaining, Levels of Collective Bargaining Plant Level, Industry Level and National Level, The collective Bargaining Process- Advantages and disadvantages of collective bargaining, Collective Bargaining in India
5	THE INDUSTRIAL EMPLOYMENT (STANDING ORDERS) ACT, 1946. Important definitions, Scope and Objectives, Matters to be provided in a Standing Order, Draft Standing Order, Procedure for the certification of standing orders, Posting of Standing Orders, Appeal Operation of Standing Orders.
6	THE CONTRACT LABOUR ACT

	<p>Standing Orders and Grievance Procedure Object and Evolution of Standing Orders, Grievances and Procedure, Indiscipline/Misconduct, Disciplinary Action, procedure for Punishment. The Industrial Employment (Standing Orders) Act 1946.</p> <p>Strikes and lockout Forms of Strikes, Wage for the period of strike, strike and Punishment, Layoff retrenchment and closure, Strike and Punishment, Strike and execution of good conduct bond, Lockouts - Legality of Lockouts, Consequences Of Illegal Strike and Lockout, Layoff, retrenchment and closure. Industrial Dispute Act 1947</p>
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Recommended Reading

1. Labour Welfare ,Trade Unionism and Industrial Relations – Punekar ,Deokar ,Sankaran
2. Managing Human Resources Industrial Relations in India – R.S.Dwivedi
3. Dynamics of Industrial Relations - Mamoria
4. Introduction to Labour and Industrial Law – Dr.Avtar Singh

QMS And Innovation Management

Objectives

- To enable students to understand the importance of innovation
- To educate the learners on ways to manage new technologies and emerging business opportunities by creative thinking.
- To understand the Quality Management concept and principles and the various tools available to achieve Quality Management.
- Provide a basic understanding of "widely-used" quality analysis tools and techniques.

Unit	Content	Session
1	<p>Innovation: : Why and how Innovation is relevant for any Organization. Strategic decision making regarding technology and innovation for different types of businesses/industries.</p> <p>Creativity. Stimulating creativity, innovation strategy,</p> <p>Exploring innovations — the processes used to explore innovations along the technology, market and strategy dimensions as the innovation moves from idea to market.</p> <p>Executing innovations — the structures and incentives organizations must put into place to effectively allow talented individuals (from different functions) to execute innovation processes. How innovation projects should be selected and management, the importance of teams, team structure and networks for innovation.</p>	
2	<p>Exploiting innovations — the strategies that a firm must consider to most effectively exploit the value of their innovation, including innovation platforms that incorporate multiple product options, portfolios and standards.</p> <p>Renewing innovations — the processes, structures and strategies for exploring, executing and exploiting innovations that established firms can use to renew their innovation foundations in the face of potentially disruptive innovations</p> <p>CASE STUDIES ON MANAGING INNOVATIONS IN PRACTICE</p>	
3	<p>Introduction: Quality, Strategic Planning, and Competitive Advantage: Brief History - Modern Developments in Quality – A Race Without a Finish Line. Definitions of Quality. Quality in Manufacturing and Service Systems.</p>	
4	<p>Principles of Total Quality Management</p> <p>Introduction – Elements of Total Quality Management – Strategic Planning and Leadership – A Customer Focus – Fact-Based Management – Continuous Improvement – Teamwork and Participation.</p>	

	Reliability Concept and Components – Concepts of failure – Reliability of system – Success and Failure models in series and parallel – Methods of achieving higher reliability – Concept of maintainability and availability – Comparison with reliability	
5	Managing and organization for quality Quality Policy – Quality Objectives – Leadership for Quality – Quality and organization culture – Change Management – Team Building. Partnerships – Cross-Functional Teams –Supplier/Customer Partnerships	
6	Quality Management Assistance Tools Quality Circles – Flow Charts – Pareto Analysis– Pokka Yoke (Mistake Proofing) Quality Management Standards: (Introductory aspects only) a. The ISO 9001:2000 Quality Management System Standard b. The ISO 14001:2004 Environmental Management System Standard	

1. Making Innovation Work: How to Manage It, Measure It, and Profit from It by Tony Davila, Marc Epstein, and Robert Shelton
Quality Control – Dale H Bester field – Pearson Education
2. Managing Innovation: Integrating Technological, Market and Organizational Change by **Joe Tidd and John Bessant**
3. Quality Control & Total Quality Management – Jain
4. The essence of Total Quality Management – Hunsen & Ghare
5. Managing for Total Quality – Logothetic
6. Total Quality Management – Sundarrajan
7. Managing human resource learning for innovation Peter Nielsen

Journals

1. International Journal of Productivity and Quality Management
2. Journal of Quality Management
3. International Journal of INnovation Management
4. International Journal of Operations & Production Management

MBA(HR) Semester III
e-HRM

Objectives

- To understand the planning, implementation and application of information technology for HR activities.

Unit	Content
1	Introduction Meaning, definition and scope. Types of E-HRM - Operational, Relational and Transformational.
2	E- sources of Recruitment, E-recruitment Processes
3	E-selection Strategies
4	e-training - Digital Training methodologies
5	E-learning modules
6	Knowledge Management , Strategic reorientation Case Studies

1.E-Human Resources Management: Managing Knowledge People

1. Human Resource Management By SeemaSanghi - Macmillion
2. Human Resource Management, Text & Cases By Dr. V.S.P Rao - Excel Books
3. Electronic HRM in Theory and Practice, Edited by: Bondarouk, Tanya, Ruël, Huub, Kees Looise, Jan

Public Relations and Corporate Communication

Objectives

to deal with theory and practice of Public Relations (PR) and Corporate Communication for building up of an image of any corporate entity

Unit	Content	Session
1	Theory and practice of PR, definition, role and functions ; PR in changing social and political environment	
2	Types of PR and tools for PR; Art of Persuasion, feedback, campaign planning and strategies. e-PR in practice, PR functions and PR mix.	
3	Financial PR ; Media Tracking – Cross Country issues/ propaganda. PR in manufacturing and Service sector	
4	Corporate Communication - Definition, scope, mode and functions of Corporate Communication. Corporate identity/philosophy/image, e-corporate communication, merits and demerits, strategies for effective corporate communication. Corporate communication in service sector (Banking, Finance, Healthcare etc.)	
5	Corporate Culture / Citizenship / Philanthropy / Social Responsibility ; Publicity – Concept and scope of Private PR Role of organization in corporate communication. Ethical issues in corporate communication	
6	Image, Event and Conference Management; Counselling as corporate communication tools - corporate communication networking in manufacturing and service sectors. Corporate communication network for successful international image. Case studies on Corporate Governance, corporate leadership, and communication in manufacturing and service sector.	

Recommended Reading:

1. Public Relations : Cases and Poblems – B.Canfield and Moore Homewood III, Irwin Publications
2. Corporate Communication : Principles, Techniques and Strategies - Kogan Page 1997
3. Planning and Managing a Public Relations Campaign – a step by step guide – Anne Gregory
4. Public Relations – a Scientific Approach – Baldev Sahai
5. Handbook of Public Relations in India – D.S. Mehta
6. Effective Public Relations – Scott M Culti and Allen H Center
7. Public Relations in India – J.N. Kaul

Global Logistics & Supply Chain Management

Course Objectives:

- To enable students to learn distribution management of goods from Seller/ Exporter to Buyer/ Importer as last great frontier for cost reduction

Syllabus

Unit	Content	
1	'Logistics' origin of the term and its relevance to International Trade, Interchangeability in Marketing Logistics, Materials Management, Objective of Logistics & Supply Chain management	
2	Marketing Logistics, Economic Order Quantity, Just in Time concept, Warehousing, Packing, Transportation	
3	Organization of overseas Transportation services, Choice of modes, Importance of ocean transport, General view of shipping, Chartering, Linear shipping	
4	Containerization & multimodal Transportation, Types of containers, Dimensions, Unimodal, Intermodal, Combined transport, Development of containerization in India, Ports in India, Container Traffic, Ports constraints, Definition of foreign port	
5	Rights/ Duties & Responsibilities of Carrier/ Shipper, Rights & Obligation of Consignee, Multimodal Transport Operator (MTO)	
6	Bill of lading/ Types & Airway Bill, Clearance of cargo, Charter party, INCOTERMS	

Suggested readings

1. Logistic & Supply Chain Management by Martin Christopher
2. Containerization & Multimodal Transport in India by K.V. Haribaran
3. Clearing & Shipping Terms Vol I & II by J. Bes

MBA SEM-III
International Economics

Course Objectives:

- To understand changing nature of the world that impinge upon the subject matter of chosen discipline

Syllabus

Unit	Content	
1	International Economics – Nature and Scope, Why separate branch of International Economics, Globalization & its impact	
2	Classical and Neo Classical theories of Trade, Offer curves and Terms of trade	
3	Heckscher Ohlin Model – Factor Endowment – Empirical Tests of Factor endowment	
4	Post H.O Theories of Trade & Intra Industry Trade, Economic Growth & International Trade, International Factor Movements, Tariff & Quota	
5	Instruments of Trade Policy, Impact of Trade Policy, Interventionist Trade Policies, Economic Integration, Macroeconomic Policy in Open Economy under Fixed & Flexible rate, International Monetary System Past – Present – Future WTO/ GATT/ IMF/ World Bank	
6	Balance of Payments Accounts, Debit and Credit entries, Basic & Overall Balance, BoP and Exchange Rate, Monetary & Portfolio Approaches to External Balance	

Suggested readings

1. International Economics- London Macmillan by B. Sodersten
2. International Economics – New York Macmillan
3. International Economics by D. M. Mithani
4. International Economics by Kindlberger

MBA SEM-III
Currency Derivatives and Risk Management

Course Objectives:

- To study the concept and application of risk management Techniques with the help of derivative instruments

Syllabus

Unit	Content	
1	Concept & characteristics of Risk, Types of Risk, Settlement & Pre-settlement risks – Currency Risk/ VAR model, Risk – Whether natural/ measurable/ transferable	
2	Historical impetus to the growth of Derivative, Recent Trends, Forex Market, Factors affecting Exchange Rate	
3	Management of Risk – Use of Derivative tools in managing risk, Derivative market Players	
4	Internal hedging Technique – Currency of Invoicing, Netting, Lead & Lag External hedging Technique – Currency Forward a) Booking Contract b) Rollover/ Extension c) cancellation, Futures – Features, Forwards & Futures, Options – Put & Call Strategies, Bullish call spread Straddle & Strangle	
5	Exchange Rate- Direct & Indirect Quote, European and American Quote, Understanding of & computation of Bank Rate Card, Discount & Premium in Forward market, Outright Forward Quotations, Arbitrage – Two points triangular arbitrage, Exchange Arithmetic, Delta, Gamma & Vega, Theta, Rho Hedging	
6	Currency Exposures – Transaction Translation & Economic, Currency Crises of various types, Currency Forecasting	

Suggested readings

1. International Finance and Risk Management – P.G.Apte
2. International Finance and Risk Management-Rajwade
3. Option/Future/Derivatives-Hull
4. How to manage Foreign Exchange Risk by Raghu Palak

Publication:

1. Exchange Cover & Risk Management FEDAI Publication
2. AP/ DIR Series Circular of RBI

MBA SEM-III
Global Strategic Management

Course Objectives:

- To outline and acquaint with main determinants of International Strategic Planning

Syllabus

Unit	Content	
1	Introduction: Meaning of Strategy and International Strategic Management , Commercial geographies	
2	Strategic Planning – Goals, Cultural Orientation, Formulating & Implementing Strategic Plans, Monitoring & Control	
3	Cultural Orientation of Strategic Planning – Ethnocentric , Polycentric, Regiocentric, Geocentric	
4	Organizational Strategy Design and Implementation of Organizational Systems	
5	Strategic Views on Organizational System a) Multidomestic Organizational Model b) International Organizational Model c) Global Organizational Model d) Transational Organizational Model	
6	Relationship between ‘Parents’ and ‘Subsidiaries’. Strategic Planning of SME, transfer pricing and taxation	

Suggested readings

1. Transactional Management – Texts, Cases & Readings in Cross Border Management new York – Irvin
2. The Globalization of Markets – Harvard Business Review
3. Segal – Horn S and Faulkner D (1999)
4. Multinational Enterprises & Global Economy J H Dunning & S M Lunda (Cheltenham – Edward Elgar – 2008)
5. Multinational Corporations & The New Global History – (Cambridge Press – 2005) – Chandler Mazli
6. International Business Frank McDonald & Fred Buoton Thomson

MBA Sem III
IT in Banking, Financial Services and Insurance (BFSI) Domain

Objective:

- To make the students conversant with Information Technology in terms of Banking and Financial Services

Unit	Content	
1	Introduction to E-Banking-Impact of Information Technology on Banking. Changing Financial Environment and IT as a strategic response Hardware and Software.	
2	Applications in Banking-Centralized Banking System/Core Banking System/System Administration, Database Administration, Application Server and Application Administration, Network Administration, Domains, Data Downloads/Uploads, Band widths, Data Centre, Data Storage Devices, Data Backups/Restoration;	
3	Delivery Channels-ATM, EFTPOS, Internet Banking, SMS Banking, Mobile Banking, Credit/Debit Cards, Smart Cards E-Commerce-Secure Electronic Transfer(SET), Payment Gateways (Credit card/Debit cards), Authentication of payments, etc.	
4	Security, Controls and Guidelines- Threats to Information System: i)Physical (Insiders/outside) ii) Viruses, Worms, Trojan horse, Malwares, Software bombs, Phishing, Spoofing, Spamming, denial of service attacks, etc., Information System Security Measures, policy, controls	
5	Basel guidelines for E-Banking, various RBI Committee Reports on Information Systems.	
6	IRDA reports on information technology	

Suggested Readings

1. Uppal RK, Banking with Technology, New Century Publications, New Delhi
2. Murdick RG, Ross JHE and Clagget JR, Information System for Modern Management, Prentice Hall of India, New Delhi
3. Kaptan SS, Indian Banking in Electronic Era, New Century Publications, New Delhi
4. Khan M.Y., Indian Financial System, Tata McGraw Hill Publishing Company Ltd., New Delhi
5. Vasantha Desai, Indian Banking-Nature and Problems, Himalaya Publishing House, Mumbai.
6. Uppal RK, Pooja, Transformation in Indian Banks-Search for Better tomorrow, Sarup Book Publishers Private Ltd., New Delhi

MBA Sem III
Legal Aspects of Information Technology and IT Strategies

Unit	Content	
1	Regulation of Cyber Space: Domestic Laws: Backgrounder , Information Technology Act – Part I, Information Technology Act – Part II, International Treaties, Conventions and Protocols Concerning Cyberspace	
2	Dispute Resolutions in Cyberspace: Issues of Jurisdiction and Applicable Law in Cyberspace , Enforcement Issues in Cyberspace, Online Dispute Resolution	
3	Right to Privacy and its Legal Framework: The Concept of Privacy, National Legal Framework or Protecting Privacy, International Legal Framework for Protecting Privacy, Privacy Related Wrongs and Remedies thereof	
4	Data Security: The Concept of Security in Cyberspace, Technological Vulnerabilities Legal Responses to Technological Vulnerabilities, Security Audits	
5	Emerging Issues in Data Protection and Privacy: BPOs and the Legal Regime in India, Protecting Kids' Privacy Online, Evolving Trends in Data Protection and Information Security	
6	Case Studies on unit number 2 to 4	

Suggested Readings

1. IT Act , 2000
2. IT (Amendment) Act , 2008

Website:

Meaty.gov.in /contents/cyberlaws

MBA Sem III
Software Quality Standards and Process Documentation

Syllabus

Unit	Contents	
1.	INTRODUCTION TO SOFTWARE QUALITY: Software Quality – Hierarchical models of Boehm and McCall –	
2.	Quality measurement – Metrics measurement and analysis – Gilb’s approach – GQM Model	
3.	SOFTWARE QUALITY ASSURANCE - Quality tasks – SQA plan – Teams – Characteristics –	
4.	SOFTWARE QUALITY ASSURANCE - Implementation – Documentation – Reviews and Audits	
5.	Software Quality, Product versus Process Quality management, techniques to help enhance software quality,	
6	QUALITY STANDARDS: Need for standards – ISO 9000 Series – ISO 9000-3 for software development – SEI-CMM and IEEE 1012 standard ISO /IEC 12207 Standard	

Suggested readings

1. Software Project Management : Bob Hughes and Mike Cotterell-Tata McGraw Hill
2. Software Engineering a Practitioner’s approach – Roger S Pressman Tata McGraw Hill,
3. Introduction to Software Project Management & Quality Assurance : By Ince, Dorrel, Helen Sharp & Mark Woodman
4. Software Engineering – Ian Sommerville, Addison Wesley, 2004
5. Norman E. Fenton and Shari Lawrence Pfleeger, “Software Metrics” Thomson, 2003
6. ISO 9000-3 “Notes for the application of the ISO 9001 Standard to software development”
7. Handbook of Software Quality Assurance
8. Software Quality Assurance: Principles and Practices by Nina Godbole
9. Software Quality Assurance from theory to implementation – Danial Galin
10. Software Project management - Edwin Bennatan Project Management Body of Knowledge – PMI

MBA Sem III
Cloud Computing For Managers

Course objective

- To enable students to get familiar with cloud computing fundamentals, architecture, services and its implementation.

Syllabus

Unit	Contents	
1.	- Introduction to Cloud Computing – Component of CC – Comparing CC with Virtualization, Grids, Utility Computing, client- server model, P-to-P Computing – Impact of CC on Business – Key Drivers for Cloud Computing - Cloud computing Service delivery model- Cloud Types – Private, Public and Hybrid, when to avoid public cloud, Cloud API	
2.	Virtualization - Introduction & benefit of Virtualization – Implementation Levels of Virtualization- VMM Design Requirements and Providers – Virtualization at OS level – Middleware support for Virtualization– Virtualization structure/tools and mechanisms: Hypervisor and Xen Architecture, Binary Translation with full Virtualization, Para Virtualization with Compiler Support – Virtualization for CPU, Memory and I/O Devices, Hardware support for Virtualization in intel x86 processor – CPU Virtualization – Memory Virtualization and I/O Virtualization – Virtualization in Multicore processors	
3.	Cloud computing - XaaS, IaaS, PaaS- Leveraging PaaS for Productivity- Services Languages for PaaS- DBaaS(Database as a services) – SaaS (Software as a service) – Comparison of various cloud computing providers/ Softwares.	
4.	Cloud Computing and Business Value : Key Business Drivers for CC- Cloud computing and out sourcing – Types of Scalability – Security issues in Cloud Computing- time to Market Benefits- Distribution over Internet – Three levels of Business value from Cloud computing.	
5.	Implementation and Administration : Eucalyptus and Open Stack Architecture Features – Components – Various mode of operations – Installation and configuration process of both open source – Cloud Administration and Management Task – Creating User	
6	Security : Security for Virtualization Platform – Host security for SaaS, PaaS and IaaS – Data Security – Data Security Concerns – Data Confidentiality and Encryption – Data Availability – Data Integrity – Cloud Storage Gateways – Cloud Firewall	

Suggested readings:

1. Cloud Computing Principles and Paradigms, Rajkumar Buyya Wiley
2. Distributed and Cloud Computing, Kai Hwang, Mk Publication
3. Cloud computing Black Book Dreamtech Publication
4. Using Google Apps engine O'reilly Publication
5. Programming Amazon EC2, O'reilly Publication
6. Cloud security, Ronald L. Wiley Publication
7. Cloud computing Dr. Kumar Saurabh, wily Publication
8. Virtualization for Dummies, Wiley Publication

**MBA Sem III
Materials Management**

Course Objectives

- To make conceptual clarity of the students.
- To make use of these concepts in Production and Operations Dept. for managing various types of materials, production planning and control.
- Integrate the all management functions and study the contribution of production function with respect to other functions.

Syllabus

Unit	Content	
1	Introduction: Material Management concepts, scope, objectives, importance, functions, Duties and responsibilities of materials manager.	
2	Materials Planning: Meaning and Importance, Factors influencing and techniques of material planning, materials requirement planning, moving average methods, inventory control, value analysis and cost reduction.	
3	Purchasing and Stores management: Purchasing principles, procedures and practices, purchase budgets. Stores management- functions, types, stores locations and layout, centralization and decentralization of stores, codification and merits and demerits of codification	
4	Inventory Management: Introduction, Types of Inventory, Selective control of Inventories i.e. ABC, VED, GOLF, FSN Analysis, Economic order Quantity (EOQ) concepts	
5	Materials Management Information System and computer In process materials and management control, Database management reports and specific reports.	
6	Logistics Management: Definition, objectives, activities and organization of logistics management, Forward and backward logistics management.	

Suggested Readings:

1. A.K.Dutta, Materials management, Prentice – Hall India.
2. N. K. Nair, Purchasing & Materials Management, Tata McGraw Hall, New Delhi.
3. Gopalkrishnan, Materials management, MacMilan Publishers India Ltd., Chennai.
4. Chunnawala & Patel, Production and operations management, Himalaya Publishing House Pvt. Ltd, Mumbai.

Journals

1. International Journal of Materials and Product Technology
2. POM Journal
3. International Journal of Operations & Production Management

**MBA Sem III
Maintenance Management**

Objective:

- To Know the importance and role of Maintenance Management
- To acquaint with various alternatives of Maintenance Management
- To understand use of decision tools for Maintenance Management

Syllabus

Unit	Content	
1	Need and Importance of Maintenance Management: Maintenance versus Aggregate production planning, Maintenance versus Scheduling, Maintenance versus Quality Control, Equipment Life Cycle, Measures of Maintenance Performance – Mean Time Between Failure(MTBF) and Mean Time to Repair(MTTR), Availability.	
2	Requirements for Effective Maintenance Management: Catalogues of Equipment, Maintenance Policy, Maintenance Manual, Troubleshooting Mechanisms, Fault-tree Analysis, Maintenance Information Systems.	
3	Maintenance Alternatives: Routine Inspection, Preventive Maintenance, Predictive Maintenance, Breakdown Maintenance, Planned Shutdowns/Major Overhaul, Equipment Replacement.	
4	Decision tools for Maintenance Management: Optimum Preventive maintenance policy, group replacement policy, equipment replacement decision,	
5	Spare parts management: Types of spares, Vital Essential and Desirable, Inventory planning for spares.	
6	Total Productive Maintenance: TPM Overall equipment effectiveness, TPM Methodology, TPM implementation, Technology in maintenance	

Suggested Readings

1. Operations Management: Theory and Practice-Mahadevan, 2nd Edition, TMGH
2. Operations Management-Norman Gaither & Greg Frazier, Cengage Learning, India Ed.
3. Operations Management-Norman Gaither
4. Production & Operations Management-Alan Muhlemann, John Oakland, Keith Lockyer, Macmillan India Ltd.

Websites: www.lifetime-reliability.com

MBA Sem III
World Class Manufacturing

Course Objectives

- To gain in depth knowledge of World Class Manufacturing(WCM) systems in globally Leading Manufacturers.
- To gain concept of Strategic Decisions for business, JIT, Total Employee involvement.
- To get acquainted with the use of IT, ERP and MRP systems

Syllabus

Unit	Content	
1	Introduction to World Class Manufacturing (WCM): World Class manufacturing; Concept, Imperatives for success – Technology, systems approach and change in the mindset	
2	Planning for Manufacturing System: Strategic decisions in manufacturing management; choice of technology; capacity; Layout; Aggregate Planning and Master production scheduling.	
3	Materials Planning: Resources planning - Materials Requirement planning (MRP). Manufacturing Resources planning (MRP-II) Enterprise Resources Planning (ERP).	
4	Just in Time (JIT): Just-In-Time (JIT) - Concept, Advantages, Techniques of JIT, JIT Layout, Kanban system, JIT Purchasing.	
5	World Class Manufacturing development Tools: Total employee Involvement and small group activities 5-S Concept, Total Productive Maintenance, Automation in design and manufacturing, Automated Material Handling equipments.	
6	Recent Trends in World Class Manufacturing: Role of IT in World Class Manufacturing, Flexible Manufacturing Systems (FMS), Group Technology, Six Sigma.	

Suggested Readings:

1. 1.Hugheschris, production and operations management ,London ,pan books ,1985.
2. 2.BuffaElwoods et al, programmed learning for production and operations Management -Illinois ,learning system Co.,1981.
3. 3.Schonberger ,Richard .J.: Japanese manufacturing Techniques ,NY, Free press ,1982 .
4. Devistsiotis Kostas N, Operations Management, Auckland. McGraw Hill, 1981.
5. B.mahadevan, Operations Management, Pearson Education.
6. L.C.Jhamb, Production and Operations Management, Everest publishing House.

MBA Sem III
BUSINESS PROCESS REENGINEERING

Course Objectives

- To explain how organizational performance in terms of efficiency and effectiveness can be improved through BPR.
- To introduce BPR as a change management tool.
- To explore and master the fundamental principles of BPR.

Syllabus

Unit	Content	
1	Introduction to business processes: Definition of business process, Dimension of business process, Common business processes in an organization, Definition of business process redesign, Definitions of various management-related terms, Overview of business process reengineering, Business processes improvement	
2	Introduction to Business Process Reengineering (BPR): History of BPR, Basics of BPR, Definition of BPR, Emergence of BPR, The need for reengineering, Benefits of BPR, Role of leader & manager, Break through reengineering model, BPR guiding principles, Business process reengineering & performance improvement, Key targets of BPR, Difference between BPR and TQM, BPR and Process Simplification, BPR and Continuous improvement	
3	BPR in Manufacturing Industry: Introduction, Enablers of BPR in manufacturing –Agile Manufacturing, Lean Manufacturing, JIT, Collaborative Manufacturing, Intelligent Manufacturing, Production Planning, Product design & development.	
4	BPR & Information Technology: Introduction ,Relationship between BPR & Information Technology, Role of Information Technology in reengineering, Role of IT in BPR (with practical examples), Criticality of IT in business process, BPR tools & techniques, Enablers of process reengineering, Tools to support BPR ,Future role of IT in reengineering	
5	BPR implementation methodology: Reasons of implementation of BPR, Necessary attributes, BPR team characteristics, Key concepts of BPR, BPR methodology, Different phases of BPR, BPR model, BPR methodology selection guidelines, Common steps to be taken for BPR implementation	
6	Success factors of BPR: Reengineering success factors, Critical success factors of BPR, Reasons for BPR project failure & success, Reengineering drives cause many changes. Managing barriers to business process reengineering success: Potential project implementation success, Risks associated with business process reengineering projects, Business process reengineering implementation barriers	

Suggested Readings:

1. Business Process Reengineering - Radhakrishnan, Balasubramanian, PHI, Eastern Economy Edition, 2008.
2. Business Process Reengineering - Jayaraman, Ganesh Natrajan and Rangaramanujan, MGH.
3. Business Process Reengineering and Change Management- Dey, Biztantra.

**MBA Sem III
RURAL BANKING**

Course Objectives:

- To educate learners about rural banking

Syllabus:

Unit	Contents	
1	Rural India: Demographic features; Population, occupation, literacy, socio-economic development indicators, health, nutrition and education, - urban migration. Characteristics of Rural Society; Caste and power structure - rural social stratification, Economic Features; Economic life of rural people, share in National income -Trends in per capita income, rural money markets, rural indebtedness, rural poverty - main causes and methods of measuring rural poverty.	
2	Rural infrastructure: Transport, Power, Markets and other services. Agriculture Economy; Structure and characteristics of Indian agriculture, Role of agriculture in economic development, agriculture-industry linkages, Resources and technical changes in agriculture, constraints to agriculture development, Emerging issues in Indian Agriculture.	
3	Financing Rural Development: Regulation of Rural Financial Services; Function and policies of RBI in Rural Banking, NABARD-Main functions, role, refinance support. Lead bank approach, State level and District level Credit committees.	
4	Rural Credit Institutions; Co-operative Credit Societies and Banks, Land Development Banks, Regional Rural Banks, Commercial Banks. Role of Information and communication technologies in rural banking-Models, Financial inclusion & inclusive growth for rural development banking, rural insurance micro insurance scheme, concept of Business Facilitators and Business Correspondents in rural financing. Financing agriculture / allied activities	
5	Priority Sector Financing and Govt initiatives: Components of priority sector. RBI guidelines. Government initiatives; Poverty alleviation programmes / Employment programmes / Production oriented programmes-rationale and philosophy, progress and impact, problems and deficiencies. Rural housing and Urban housing schemes under priority sector, their refinance, Educational loans	
6	Problems and prospects in Rural Banking: Role of rural banking. Problems of Rural branches of Commercial banks - transaction costs and risk costs. Technology based Financial Inclusion. Emerging trends in rural banking-financing poor as bankable opportunity, Micro Credit, Self Help Groups / NGOs, linkages with banking, latest guidelines of GOI and RBI.	

Suggested Readings:

1. Beatriz Armendáriz and Marc Labie, eds., The Handbook of Microfinance(Singapore: World Scientific Publishing, 2011).
2. Beatriz Armendáriz and Jonathan Morduch, The Economics of Microfinance, Second Edition (Cambridge, MA: The MIT Press, 2010).
3. Daryl Collins, Jonathan Morduch, Stuart Rutherford, and Orlanda Ruthven, Portfolios of the Poor: How the World's Poor Live on \$2 a Day(Princeton: Princeton University Press, 2009).
4. Thomas Dichter and Malcolm Harper, eds., What's Wrong with Microfinance? (Bourton on Dunsmore, UK: Practical Action Publishing, 2007).
5. David Hulme and Thankom Arun, eds., Microfinance: A reader(Oxon, UK: Routledge, 2009).
6. Joanna Ledgerwood and Victoria White, Transforming Microfinance Institutions: Providing Full Financial Services to the Poor (Washington, D.C.: The World Bank, 2006).

7. C. K. Prahalad, *The Fortune at the Bottom of the Pyramid, Revised and Updated 5th Anniversary Edition: Eradicating Poverty Through Profits* (Upper Saddle River, NJ: Pearson Prentice Hall, 2010).
8. Stuart Rutherford and Sukhwinder Singh Arora, *The Poor and Their Money: Microfinance From a Twenty-First Century Consumer's Perspective*, 2nd ed. (Bourton on Dunsmore, UK: Practical Action Publishing, 2010).
9. Ernst A. Brugger and Sarath Rajapatirana, eds., *New Perspectives on Financing Small Business in Development Countries* (San Francisco: Institute for Contemporary Studies Press, 1995).
10. International Finance Corporation Advisory Services, *The SME Banking Knowledge Guide* (Washington, D.C.: IFC, 2009).
11. Charles K. Mann, Merilee S. Grindle, and Parker Shipton, eds. *Seeking Solutions: Framework and Cases for Small Enterprise Development Programs* (West Hartford: Kumarian Press, 1989).
12. Organisation for Economic Co-operation and Development, *The SME Financing Gap (Vol. I): Theory and Evidence and The SME Financing Gap (Vol. II): Proceedings of the Brasilia Conference 27-30 march 2006*(Paris: OECD, 2006).

MBA Sem III
Agriculture Marketing and Price Analysis

Course Objectives:

- to familiarize students with price and market analysis.
- **To enable students for empirically analyzing prices, supply and demand conditions in various markets**

Syllabus:

Suggested readings:

1. Tomek, William G., and Kenneth L. Robinson. *Agricultural Product Prices*. Fourth Edition. Ithaca: Cornell University Press. 2003.
2. John W. Goodwin, *Agricultural Price Analysis and Forecasting*. New York: John Wiley & Sons, Inc. 1994.
3. Ferris, J.N. 2005. *Agricultural Prices and Commodity Market Analysis*. Michigan State University Press.

Unit	Contents	Sessions
1	Agricultural Marketing Nature, structure and system, Regulated Marketing, Legislation & Machinery, Marketable Surplus	
2	Product Development & Product Life Cycle; Pricing, Distribution and Promotion Decisions; Promotion Mix; Emerging Issues in Marketing Management	
3	Review of Supply and Demand Functions Index numbers	
4	Simple Regression Technique Price Movements: Trends	
5	Multiple Regression Technique. Price Movements: Seasonality, Demand for Agricultural Products, Supply for Agricultural Products Price Determination, Marketing Margins	
6	Forecasting Multi-commodity models Government Intervention & Agricultural Prices	

4. Goodwin, J.W. 1994. *Agricultural Price Analysis and Forecasting*. John Wiley & Sons, Inc.
5. Briand and R.C. Hill. 2011. *Using Excel for Principles of Econometrics*. 4th Edition. John Wiley & Sons.
6. Hill, R. C., Griffiths, W.E., and G.C. Lim. 2011. *Principles of Econometrics*. 4th Edition. John Wiley & Sons.
7. Howell, D. 2012. *Statistical Methods for Psychology*. 6th Edition. Thomson Learning, Inc.
8. Norwood, F.B. and J. Lusk. 2007. *Agricultural Marketing and Price Analysis*. Pearson Education, Inc.
9. Tomek, W.G. and H.M. Kaiser. 2014. *Agricultural Product Prices*. 5th Edition. Cornell University Press.

**MBA Sem III
Commodity Market**

Course Objectives:

- to equip young managers with the knowledge of emerging commodities derivatives trading practices in India.

Syllabus:

Unit	Contents	Sessions
1	Historical changes and growth of global and domestic Commodities derivatives markets, FCR Act 1952 and Regulatory structure of Commodities Derivatives Markets in India.	
2	Issues in Agricultural Commodities Markets, Issues in Non-Agricultural Commodities Markets, Commodities Derivative Exchanges and design of the markets	
3	Issues Related to Product Design and contract specifications, Issues related to Spot price and present practices of commodities exchanges	
4	Weather Derivatives & Crop Insurance Weather insurance in Agriculture, Livelihood Risk Management using Crop Insurance; Index Based Insurance are discussed, with valuation of insurance products workings.	
5	Commodity Finance and Risk Management We also discuss the Indian commodity derivatives markets and how have they benefitted farmers.	
6	Commodity Finance and Risk Management: discussions on the Indian commodity derivatives markets and how have they benefitted farmers. Cases such as eliminating middlemen in rural markets suing the ITC e-Choupal initiative)	

Suggested readings:

1. Agricultural prices and commodity market analysis, by John Ferris
2. Commodity and commodity derivatives, by Heylette Geman
3. Agricultural and mineral commodities year book, by Europa and David Lea, year 2002 and 2007
4. Agri-food commodity chains and globalising network, by Christina Stringer and Richard Le Heron
5. Agricultural Prices and Commodity Market Analysis Hardcover – by John N. Ferris
Exchange Traded Commodities Led by Gold, ETCs Opened the World of Commodities to Investors, Bienkowski, Nik.
- 6.

MBA Sem III
Indian Agriculture and World Trade Organisation

Course Objectives:

- To make a comparative analysis of the role played by WTO in overall economic development.
- To assess the tariff and non-tariff barriers in developed nations, which is main concern for the developing nations, especially India.

Syllabus:

Unit	Contents	Sessions
1	Free Trade and Globalization: Background of GATT and WTO	
2	Important Agreements under WTO: TRIPS, TRIMS, GATS, SPS & TBT.	
3	Anti – dumping duties and Genetically Modified seeds	
4	Administration”; Defending Trade Interests”; “Identifying & Exploiting Trade Opportunities”, “Policy Framework for Trade”. - Textiles and Multi-Fiber Arrangements Textiles and Multi-Fiber Arrangement to Agreement on Textiles and Clothing (ATC) Antidumping Measures, Subsidies, Countervailing Duties and Government Procurement - Michael J. Trebilock and Robert Hawse. “The Regulation of International Trade” –	
5	Dispute Settlement Mechanism under the WTO Notes on Dispute Settlement Mechanism, Time to Stop Dumping on the World’s poor.	
6	Developing countries and the WTO negotiations.	

Suggested Readings:

- 1-WTO and development Opportunities: S.B.Verma
- 2-WTO and Developing countries: SurendraBhandari
- 3-Trade liberalization and Indian Agriculture: SeemaBathla
- 4-Indian Economy and the WTO New Challenges and Strategies: VibhaMathur
- 5-WTO, India and emerging areas of Trade challenges and strategies: R Renehan
- 6-Trade liberalization and Poverty in India: Veenajha, Sarika Gupta, JamesNedumpara,KailasKarthikeyan
- 7- WTO, Globalization and Indian Agriculture: MohdIqbal Ali, and G .Bhaskar
- 8-Economics and the global Environment: CharlsS.Pearson

MBA Sem III
Human Resource Management (HRM) in Retail

Course objective:

- To familiarize the students with importance of HRM in Retail Business and acquaint them with the methods of developing required skills and commitment among employees for better performance.

Syllabus:

Unit	Content	Sessions
1	Introduction to HRM in Retail: Meaning, Importance, People oriented nature of Retail Business, Competitive advantage through effective HRM.	
2	Organization Design and Structure: Setting up a Retail Business, Consideration of Organization Design, Organizational arrangement by Retail Business, Chain Retailers and Diversified Retailers. Specific Task to be performed by Retail Business dividing task among channel members and customers, Grouping task in to jobs and classifying jobs. Organization Chart of Retail Business.	
3	Manpower Planning & Recruitment in Retail Business: Manpower planning for retail business – Manpower planning, Manpower forecasting, Manpower scheduling, Manpower Budgeting and Manpower outsourcing in Retail Business. Acquisition of Manpower – Recruitment, Sources of Recruitment, Types of employees in Retail Business, Special features of recruitment in Retail Business.	
4	Developing Skills of Retail Employees: Training Programme for existing and fresh employees, Methods of Training in Retail Business on typical task – Lectures, Demonstration, Video, Programmed Instruction, Sensitivity Training, Case Study, Role Play, Behavior Modeling and Competency Based Instructions.	
5	Motivation and Rewards for Performance: Performance Appraisal Concept and Methods Non-Monetary factors, Monetary factors, Tools used to motivate retail employees, Retention, Remuneration, Commissions, Bonus, Non cash Incentives, Empowering Employees, Developing partnering relationship with employees, Performance Management of retail workforce	
6	Special Human Resources Environment of Retail Business: Women in Retailing, Human Resources & Executive Information System	

Suggested readings

- 1) Suja R. Nair, Retail Management, Himalaya Publishing House, Mumbai (2006).
- 2) Gibson G. Vedamani, Retail Management - Functional Principles and Practices, Jaico Publishing House, Mumbai (2009).
- 3) Berry Berman, Joel R. Evans, Retail Management: A strategic Approach, Pearson Prentice Hall, New Delhi (2009).
- 4) V.V. Gopal, Retail Management: A Introduction, ICFAI University Press.

MBA Sem III
Retail Stores and Operation Management

Course objective:

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Syllabus:

Unit	Content	
1	Setting up Retail organization, Size and space allocation, location strategy, factors affecting the location of Retail, Retail location Research and Techniques, Objectives of Good store Design.	
2	Store Layout and Space planning, Types of Layouts, role of Visual Merchandiser, Visual Merchandising Techniques, Controlling Costs and Reducing Inventories Loss, Exteriors, Interiors.	
3	Store Management, Responsibilities of Store Manager, Store Security, Parking Space Problem at Retail Centers, Store Record and Accounting System, Coding System,	
4	Material Handling in Stores, Mall Management, Factor influencing Mall establishments.	
5	Logistic and Information system, Improved product availability, Improved assortments, Strategies, Quick Response System.	
6	Case Studies in Retail Stores and Operation Management	

Suggested readings

1. Swapana Pradhan- Retailing Management
2. David Gilbert- Retail Marketing
3. George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing
4. A. J. Lamba- The Art of Retailing
5. Barry Berman, Joel R Evans- Retail Management; A Strategic Approach

MBA Sem III
International Retailing

Course objective:

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Syllabus:

Unit	Content	
1	International Marketing- Concept, Importance, International Marketing Research and Information System,	
2	Market Analysis and Foreign Market Entry Strategies, Future of International Marketing, India's Presence in International Marketing	
3	Internationalization of Retailing and Evolution of International Retailing, Motives of International Retailing, International Retail Environment – Socio-Cultural, Economic, Political, Legal, Technological	
4	Selection of Retail Market, Study and Analysis of Retailing in Global Setting, Methods of International Retailing, Forms of Entry-Joint Ventures, Franchising, Acquisition	
5	Competing in Foreign Market, Multi-country competition and Global Competition, Competitive Advantages in Foreign Market, Cross Market subsidization, Retail Structure, Global Structure.	
6	Case Studies in International Retailing Management.	

Suggested readings

1. Swapana Pradhan- Retailing Management
2. Dravid Gilbert- Retail Marketing
3. George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing
4. A. J. Lamba- The Art of Retailing
5. Barry Berman, Joel R Evans- Retail Management; A Strategic Approach

MBA Sem III
Information Technology in Retail Management

Course objective:

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Syllabus:

Unit	Content	Sessions
1	Role of IT in Business, Influencing Parameters for use of IT in Retailing, IT Options Available to Retail, IT Application for Retail, Advantage of IT Application to Retail.	
2	Collection of Data/Efficiency in Operations help in Communication, Computer Awareness and Different Financial Packages, Issues Concerning the Use of Internet and Related Technology to Improve Retail Business.	
3	Emphasize Analysis of Consumer and Product/Service Types on Online Retailing, Effective Management of Online catalogues, Direct Retailing Methods that Involves Technology such as Interactive TV and Mobile Commerce.	
4	Electronic Data Interchange, Database Management, Data warehousing,	
5	Critical Analysis of E-Retailing Strategies, How Firms are using the Internet to expand their Markets, Customer Relationship Management and increase their sales.	
6	Cases in Information Technology in Retail Management	

Suggested readings

1. Swapana Pradhan- Retailing Management
2. Dravid Gilbert- Retail Marketing
3. George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing
4. A. J. Lamba- The Art of Retailing
5. Barry Berman, Joel R Evans- Retail Management; A Strategic Approach

MBA(HR)

SEMESTER IV

PROJECT MANAGEMENT

Objectives: To impart inputs regarding the planning, execution and management of projects		
Unit	Contents	
1	Project Management Concepts: characteristics of a project, Project classification importance of project management, types of project, project organizational structure, project life cycle	
2	Project Planning: Project Planning and Scheduling techniques: developing the project network USING CPM/PERT, constructing network diagram, Limitations of CPM/PERT.	
3	Project Identification: Criteria for selecting a particular project, importance of project identification, Feasibility Report.	
4	Project Quality Management: Concept of project quality, responsibility for quality in projects, quality management at different stages of project, tools and techniques, Quality Management Systems, TQM in projects.	
5	Managing Project Teams: Team development process, team building process, stages in developing a high performance project team, project team pitfalls IT in Projects: Overview of types of softwares for projects, major features of softwares like MS Project, criterion for software selection.	
6.	Project performance Measurement and Control: Monitor and assess project performance, schedule, and cost. Earned value Management, performance measurement. Methods to monitor, evaluate, and control planned cost and schedule performance. Project Closure/ Termination: Meaning of closure/ termination, project audit process, termination steps, final closure.	

Suggested Readings

1. Clifford F Gray, Erik W Larson, "Project Management-The Managerial Process" , Tata Mcgraw-Hill Publishing Co Ltd.
2. Jack Meredith, Samuel J. Mantel Jr. "Project Management- A Managerial Approach", John Wiley and Sons
3. John M Nicholas "Project Management For Business And Technology" , Prentice Hall Of India Pvt Ltd
4. James P Lewis "Project Planning, Scheduling And Control" , Tata Mcgraw-Hill Publishing Co Ltd

MBA(HR) Sem IV
Environment and Disaster Management

Course objectives:

- To sensitize students about the Environment , its protection in the current scenario
- The objective of the course is to familiarize the students with basics of disaster management to deal with real life situation of similar nature.

Unit	Contents
1	<p>Natural Resources : Renewable and non-renewable resources :</p> <p>a) Forest resources : Use and over-exploitation, deforestation, case studies.</p> <p>b) Water resources : Use and over-utilization of surface and ground water, floods, drought, conflicts over water, dams-benefits and problems.</p> <p>c) Mineral resources : Use and exploitation, environmental effects of extracting and using mineral resources, case studies.</p> <p>d) Food resources : World food problems, changes caused by agriculture and overgrazing, effects of modern agriculture, fertilizer-pesticide problems, water logging, salinity, case studies.</p> <p>e) Energy resources : Growing energy needs, renewable and non renewable energy sources, use of alternate energy sources. Case studies.</p> <p>f) Land resources : Land as a resource, land degradation, man induced landslides, soil erosion and desertification.</p> <p>• Role of an individual in conservation of natural resources. • Equitable use of resources for sustainable lifestyles.</p>
2	<p>Environmental Pollution Definition • Cause, effects and control measures of :- a. Air pollution b. Water pollution c. Soil pollution d. Marine pollution e. Noise pollution f. Thermal pollution g. Nuclear hazards</p> <p>Social Issues and the Environment –</p> <p>From Unsustainable to Sustainable development , Urban problems related to energy ,Water conservation, rain water harvesting, watershed management,Case Studies</p>
3	<p>Solid waste Management : Causes, effects and control measures of urban and industrial wastes. Role of an individual in prevention of pollution. Pollution case studies.</p> <p>E-WASTE: Sources of generation, Effects and Control measures, Global Strategy.</p>
4	<p>Environmental ethics : Issues and possible solutions. • Climate change, global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust. Case Studies.</p> <p>Consumerism and waste products.</p> <p>Environment Protection Act.</p> <p>Air (Prevention and Control of Pollution) Act.</p> <p>Water (Prevention and control of Pollution) Act</p> <p>Wildlife Protection Act</p>

	<p>Forest Conservation Act</p> <p>Issues involved in enforcement of environmental legislation.</p> <p>Public awareness.</p> <p>Role of Information Technology in Environment and human health. • Case Studies</p>
5	<p>Disaster management : floods, earthquake, cyclone and landslides.</p> <p>Concept of Disaster: Definition and types of disaster, distinction between disaster and hazard, disaster and crises, causers of different disasters and their impacts.</p> <p>Types of disasters</p> <ul style="list-style-type: none"> · Natural disasters: - floods, hurricanes, earthquakes and volcano eruptions that have immediate impacts on human health and secondary impacts causing further death and suffering from (for example) floods, landslides, fires, tsunamis. Epidemic, Cyclone, Drought, Food, Landslide, Fire and forest fire, Earthquake and Volcanoes, Tsunami · Environmental emergencies: including technological or industrial accidents, usually involving the production, use or transportation of hazardous material, and occur where these materials are produced, used or transported, and forest fires caused by humans. · Complex emergencies: involving a break-down of authority, looting and attacks on strategic installations, including conflict situations and war. · Pandemic emergencies: involving a sudden onset of contagious disease that affects health, disrupts services and businesses, brings economic and social costs.
6	<p>Man- made Disasters: War, Arson / Sabotage / Internal Disturbances / Riots, Nuclear Explosion / Accidents / Radioactive Leakages. Ecological disasters like Deforestation / Soil Erosion / Air / Water Pollution. HIV / AIDS, Life Style Diseases.</p> <p>Disaster Prevention strategies, Disaster Preparedness, Disaster Relief</p> <p>Disaster Recovery.</p> <p>Organizations involved in disaster management</p> <p>Case studies on Disaster Management</p>

Suggested readings:

1. Survey of the Environment – Annual Reports published – by The Hindu.
2. U.S. Environmental Protection Agency, The Potential Effects of Global climate Change on United States, 1988.
3. Waste Water Engineering – Treatment, Disposal & Reuse 3rd Ed. Metcalfe & Eddy. Inc. Tata McGraw Hill Pub. Co. 1995.
1. T. H. Tletenberg: Environmental & Natural Resource Economics, 2nd, Ed. Scott. Foreman Pub. Company.
2. Dr. S. L. Goel, Disaster Management, Deep & Deep Publications
3. Col. P. P. Marathe, Concepts and Practices in Disaster Management, Diamond Publications
4. Dr. S. R. Singh, Disaster Management, APH Publishing Corporation

MBA(HR) SEMESTER IV

SPECIALIZATION ELECTIVES

MBA Sem IV
Sales & Distribution Management

Course Objectives:

- Objective The purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy.
- Apart from this understanding of organizing and managing sales force and marketing channels.
- Course also offers insights about Current trends in Sales and distribution management.

Syllabus:

Unit	Contents	
1	Evolution of Sales management, Nature and Importance of Sales Management. Definition, meaning and objectives of Sales Management. Role and skills of sales manager, recent trends in Sales Management. Sales Organisation: Need for Sales Organizations, their structure, Recruitment and selection of sales persons, developing and conducting sales training programmes for newly appointed as well as experienced salespersons	
2	Sales forecasting: meaning, methods of sales forecasting- quantitative and qualitative methods. Sales quotas: need and importance of sales quotas , types of sales quotas Designing and Administering Compensation Plans – Leading and Motivating the Sales Force	
3	Sales Territory: meaning , need and importance , methods of designing sales territories- build up and break down. Assigning sales persons to sales territories, managing territorial coverage through routing of salespersons. Sales force performance appraisal : methods	
4	Personal selling: Process, steps involved therein.	
5	Introduction to Distribution: Channels of distribution, role and functions of wholesaler and retailer, Wholesaling, and recent trends,	
6	Channel Management: - Channel Selection Process & criteria – Performance appraisal of Channel Members – Channel Conflicts & Techniques to resolve channel conflicts.	

Suggested Readings:

1. Sales And Distribution Management Text And Cases-Krishna K.Havaldar, Vasant Kavale Tata Mc’Graw Hill Publications
2. Sales Management- S. A. Chunnawalla- Himalaya Publishing House, Mumbai
3. Sales Management – Still R R , Cundiff E W, Govani PHI
4. Channel Management & Retail Management – Meenal Dhotre
5. Physical Distribution & Logistics Management – Dr. Subhash Bhawe

MBA Sem IV
Integrated Marketing Communications

Course Objectives:

- To have a working knowledge of the tactical and strategic aspects of IMC
- Be able to apply specific tools and approaches to common marketing communications challenges
- Be able to assess the progress of IMC efforts over time
- To have an opportunity to analyze IMC programs and build innovative programs

Syllabus:

Unit	Contents	
1	<p>IMC FOUNDATION</p> <p>Overview of Communication and IMC programs - IMC Plan - IMC Components- Above the Line (ATL),Below the line (BTL) and Through The line (TTL) promotion - Promotional Mix, Push and Pull strategy, Significance of IMC, Ethical IMC Practices ,AIDA Model,Hierrachy of Effect Model,ELM Model</p>	
2	<p>IMC ADVERTISING TOOLS</p> <p>a) Introduction of Advertising- Functions & Types of Advertising -Institutions of Advertising Management – Objections on Advertising- Structure of Advertising Agency – Role and Services offered by Agency- Criteria for Selection – Ad Traffic Manager- Agency of Record – Client Agency Relationship.</p> <p>b) Media Mix- Media Vehicle- Ad copy –Appeals in advertising- Advertising budget & Appropriation Methods - Design of Advertisement (Print Media) – creativity in message design- Media planning and execution.- TRP Ratings - Role of ASCI & other Professional regulatory bodies .Media Plan and schedule.</p>	
3	<p>IMC PROMOTIONAL TOOLS</p> <p>a) Sales Promotion- Trade promotion -Consumer promotion- coupons, Premiums, contests, Sweepstakes, refund and Rebate, Sampling, Bonus , packs, price off- Sales force promotion -Database Marketing</p> <p>b) Public relation(PR), Types of PR- Publicity -Corporate Reputation, image building, crisis management, Sponsorship, Event Management & Marketing - word of mouth (WOM) Marketing, Direct Marketing</p>	
4	<p>IMC CONTEMPORARY TOOLS</p> <p>Recent Trends - Product placement and Branding in films, Product placement on television, Film Based Merchandising, Sponsorships for Reality Shows & TV serials, Ambush advertising, Surrogate advertising</p>	
5	<p>IMC EVALUATING AND CONTROL</p>	

	<ul style="list-style-type: none"> a) Need & Significance of IMC evaluation and control b) Message Evaluation- Copy Testing, Pre Testing & Post Testing Techniques. c) Methods for Measurement of Advertising effectiveness d) Behavioural Evaluations e) Evaluating PR activity f) Evaluating overall IMC programme g) Case studies in Indian context only 	
6	Cases to be discussed in class on Promotion Mix and PR, Media plan and Research etc.	

Suggested Readings

1. Advertising and Promotions IMC Perspectives: Belch and Belch Tata McGraw Hill, 6/e, 2003
2. Advertising 'An IMC Perspective' - S. N. Murthy , U.Bhojanna -Excel Books, 2007.
3. Advertising & Integrated Brand Promotion, O'Guinn, Allen, Semenik, 4/e, Thomson, 2007
4. Integrated Advertising, Promotion, and Marketing Communications, Clow, Baack, 3/e, Pearson Education, 2007
5. Advertising and Promotion: S.A.Chunawalla
6. IMC: The Next Generation, by Don and Heidi Schultz, McGraw-Hill, 2004.
7. Principles of Advertising and IMC, by Tom Duncan, McGraw-Hill, 2005
8. Advertising management Rajeev Batra, John G Myers &Aaker PHI, 5/e, 2007
9. Event marketing and management- Sanjaya Singh – Vikas Publication, 2003.
10. Foundations of Advertising, Chunawalla & Sethia, HPH, 2007

**MBA Sem IV
Corporate Finance**

Course Objectives:

- To orient the students regarding application of Corporate Finance
- To orient the students to understand basic concepts of Financial Planning and Liquidity Management
- To Orient the students to understand the concept of business combinations and Accounting for Mergers and Acquisitions

Syllabus:

UNIT	Content
1	Corporate Finance: Nature and Scope of Corporate Finance, Changing role of Corporate Finance in global economic environment, sources of long term and short term finance , Corporate Governance
2	Financial Planning : Financial Planning, Long range planning and Short range planning, Steps in the preparation of Financial Plan, Factors affecting financial planning, Capitalisation: Meaning, Over-Capitalisation and Under captilisation- Meaning, Causes and Remedial Measures.
3	Cash flow Management/Liquidity Management: Inventory Control Management- inventory control system, Factors determining level of Inventory, Techniques of Inventory control. Management of Receivables:- Determinants of Size of investment in Receivable.
4	Corporate Restructuring and Business Combination;- Meaning , objectives and Motives behind Business Combination, Tools of corporate Restructuring – Amalgamation, Strategic Alliance, Mergers, Demerger, Joint Venture, Acquisition, Slump sale, Divestment, Franchise. Restructuring Techniques; Mergers and Acquisition-portfolio restructuring –financial restructuring, Practical cases of Corporate Restructuring
5	Mergers and Acquisition: Meaning , Types of Mergers , Merger negotiations, calculation and Significance of P/E Ratios and EPS Analysis , Market Capitalisation, Analysis of Mergers & Acquisitions, The Legal and Regulatory framework of Mergers and Acquisition(Law and Statutes in India)-The Indian Companies Act-2013, IRDA Act-1951. Cases – Discussion on Mergers & Acquisitions in the Business World, Cases -Failure of Mergers and Acquisition
6	Accounting for Mergers & Acquisitions: Accounting methods for Mergers & Acquisition - Purchase Method and Pooling of Interest Method, Tax aspects on Mergers and Acquisitions

Suggested readings

1. Introduction to Corporate Finance – Terry S. Maness, McGraw – Hill International Editions, Finance Series
2. Financial Management – I.M. Pandey, Vikas Publishing House Pvt. Ltd.
3. Financial Management - Theory, Concepts and Problems – R.P. Rustagi, Galgotia Publishing House
4. Modern Corporate Finance – Alan Shapiro & Sheldon Balbirer
5. Financial Management – Dr. P.C. Tulsian, S Chand Publishing
6. Financial Management – Dr. N.M. Vechalekar, NiraliPrakashan
7. Mergers and Acquisitions – The Art of Science: Practioner’s Perspective- Ashish Patil , SAAA Capital Pte. Ltd

MBA Sem IV
International Financial Management

Course Objectives:

- The objective of this course is to acquaint students with various sources of availing finance in cross border dealings

Syllabus:

UNIT	Content	
1	Introduction: An overview, Scope and objective of International Finance, Distinction between Domestic and International Finance, Importance and Challenges of International Financial Management, India's financial sector reforms after globalization.	
2	International Flow of Funds and Monetary System: Concept, Principles and various components of Balance of Payment, International Monetary System-Evolution, Gold standard, Bretton woods system, The Flexible Exchange Rate Regime, The current Exchange Rate Arrangements.	
3	Foreign Exchange Market: Functions and structure of the Forex market, major participants, Types of transactions, Foreign Exchange Exposure, various tools and techniques of Foreign Risk Management and Risk Management Products	
4	Foreign Exchange Rate Determination: An overview, Factors influencing Exchange Rates, Foreign Exchange rate quotations, International Arbitrage and Interest Rate Parity, Relationship between Inflation, Interest Rates and Exchange Rates - Purchasing Power Parity	
5	International Trade Settlement: Concept, objective and importance of International Trade, risks involved in International Trade, factors influencing International Trade and its settlement Methods of International Trade Settlement: Open account, Advance Payment, Documentary Credit, Documentary Collection, and Consignment Trading	
6	International Trade Finance: Pre and Post Shipment Finance, Suppliers credit, Buyer's credit, Factoring, Forfeiting and Offshore Banking Documentary Credit Mechanism Steps involved in LC mechanism and role played by parties.	

Suggested Readings:

1. Jain, Peyrard and Yadav: International Financial Management, Macmillan India Ltd. New Delhi 02
2. P.G.Apte: International Financial Management, Tata McGRAW, Hill.
3. V.Sharan : International Financial Management, Prentice Hall of India Pvt. Ltd. New Delhi-01
4. MadhuVij: International Financial Management Anurag Jain, Excel Books, Daryaganj, New Delhi 02
5. C Jeevanandam: Foreign Exchange, (Practice, Concepts & Control) Sultan Chand & Sons, Daryaganj, New Delhi 02
6. V.A. Avadhani : Global Business Finance, Himalaya Publishing House Mumbai 04

Personnel Cost and Compensation Management

Objectives

To impart knowledge about the compensation function in organizations.

To familiarize the students with the basic concepts, techniques, and tools of job evaluation, To impart skills in formulating a compensation policy and planning a suitable package on principles of equity and efficiency.

To facilitate HRM students to design a tax friendly compensation package after learning the basics of taxes

Unit	Content
1	Introduction Concept, scope and importance of Compensation and Benefits Management; Factors affecting Compensation and Benefits decisions; Roles and responsibilities of Compensation and Benefit Managers.
2	Labour Cost Components of Compensation package; Bonus: Method of Determining Bonus; Fringe Benefits: concept and types; Wage Incentives: Concept, different kinds of wage incentives plans and their application; Labour Turnover: causes, implications and costs.
3	Executive Compensation Compensation and organization Structure; Aligning compensation to organization culture; Stock Options and Stock Purchase plans; Economic value added (EVA) as an alternative to Stock based compensation; Pay for performance; Competency based pay.
4	Job Evaluation Methods of Job Evaluation: the ranking method, the classification method, factor comparison method, point rating methods, Hay guide chart – profile method.
5	Company Wage Policy National Wage Policy: Objectives, Concepts; Labour Market: Concept, broad types; Wage Determination; Pay Grades, Economic Principles; External Equity: Wage Surveys.
6	Taxation Aspect Current rules of taxation of salaries; Exemption in income tax-and the rationale; Fringe benefit tax and its implication for the employers and employees; Taxation of stock options; Designing a tax friendly package. Note: Simple problems on Income Tax Calculation to be taught.

Recommended Reading

1. Labour Cost Accounting and Compensation Management (2000): A.P. Rao, Everest Publishing House.
2. New Compensation Management in changing environment: By S.K.Bhatia
3. Managing Human Resources: W.F. Cascio
4. Compensation & Reward Management; By B.D.Singh, ISBN, Excel Books (2007) New Delhi.
5. Wage and Salary Administration by Michael Armstrong and Helen Marlis
6. Wage and Salary Management: S C Fonseca
7. Labour: Richard Perlman

MBA (HR) Sem IV
Performance Management System

Objectives

- To introduce the concept of performance management and its importance in organizations
- To enable students, knowledge of managing performances for greater success
 - To provide information about the latest development and trends in the practices of performance management

Unit	Content	Session
1	Introduction to Performance Management: Definition of Performance Evaluation, Evolution of Performance Management, Definitions and Differentiation of Terms Related to Performance Management. What a Performance Management System Should Do? Importance of Performance Management, Linkage of Performance Management to Other HR Processes	
2	An Overview of Performance Management: Aims of Performance Management, Purpose of Performance Management, Employee Engagement and Performance Management, Principles of Performance Management, Overview of Performance Management as a System, Dimensions of Performance Management; Performance Management Process,	
3	Performance Management Planning and Development: Introduction, Performance Management Planning, the Planning Process, Performance Agreement, Drawing up the Plan, Evaluating the Performance Planning Process; Mechanics of Performance Management Planning and Documentation: The Need for Structure and Documentation, Manager's Responsibility in Performance Planning, Employee's Responsibility in Performance Planning Mechanics and Documentation,	
4	Performance Appraisal: Definitions and Dimensions of PA, Purpose of PA and Arguments against PA, Necessity of Performance Appraisal and its Usage by Organisations, Characteristics of Performance Appraisal, Performance Appraisal Process, Performance Appraisal Methods: Performance Appraisal Methods, Traditional Methods, Modern Methods, and Performance Appraisal of Bureaucrats – A New Approach,	
5	Performance Appraisal Feedback: Feedback – Role, Types and Principles, Situations Requiring Feedback and Pitfalls, Components of a Feedback and Steps in giving a Constructive Feedback, Levels of Performance Feedback; 360-Degree Appraisal: Introduction, the Impact of 360-Degree Feedback on Organisations, Concept of 360-Degree Feedback System, Purpose, Methodology, Ratings, Advantages and Disadvantages of the Method, The Process of 360-Degree Feedback, Operating 360-Degree Appraisal	

6	Issues in Performance Management – I: Team Performance, Performance of Learning Organisations and Virtual Teams: Team Performance Management, Performance Management and Learning Organisations, Performance Management and Virtual Teams, Performance Management and Reward, Improving Quality of Planning and Design of Performance Management, Improving the Objectivity of Performance Management, Ethics in Performance Management	
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Recommended Reading

- Demartini C. 2014. Performance Management Systems. Springer, Berlin Heidelberg
- Armstrong Michael and Barren Angola, Performance management
- Lowe P, Performance management , Kogan Page India Pvt Ltd, Vol 1
- Fister M, Performance Appraisal, Kogan Page India

**MBA (HR) SEM IV
NEGOTIATION AND COUNSELLING SKILLS**

Objectives:

To train the students in developing negotiation and counselling skills

Unit	Content
1	Managers as Counsellors–Specific Role of HR managers in counselling–The Helping Relationship and the Helping Process– Helpers and Clients as diverse persons- Types of Counselling- Need for Counselling
2	Development of Counselling Skill–Internal Frame of Reference–Attention and Interest–Managing resistance and making referrals–Active listening–Problem-solving–Coaching, demonstrating and rehearsing
3	Important issues in managerial counseling–Multi-cultural and gender issues–Ethical issues–Specific counselling issues for HR managers.
4	Significance of Negotiation skills for Managers– interpersonal skills–Understanding the Imperatives for negotiation– basic theoretical principles– Planning for effective negotiations– Negotiation Process
5	Negotiating integrative agreements—HR Manager as Negotiator –Background to Negotiation– Development of Negotiation Skill—Phases of Negotiation.
6	Role of HR Managers–Skills and Requirements of Negotiation — Current trends, issues and practices in Negotiation in Indian Industries. Case Studies

Reference Books:

1. Richard Nelson-Jones, Basic Counselling Skills: A Helper's Manual, SAGE. 17
2. Stephen Palmer, Gladeana McMahon, Handbook of Counselling, Psychology Press.
3. Michael L Spangle, Myra Warren Isenhardt, Negotiation Communication for Diverse Settings, Regis University.
4. K. Singh, Counselling Skills for Managers, Prentice-Hall. 5. F. Alan, Negotiation Skills and Strategies, Universities Press

MBA(HR) Sem IV
HR- Audit

Objectives

Understanding the concept and process of HR audit
Implementation of HR audit for development & legal compliance

Unit	Content	Session
1	Conceptual Understanding of Human Resource Audit: Introduction, what is Human Resource Audit? Need for Human Resource Audit, Identifying the Human Resource Audit Goal, Defining the Audit Team, Approaches to Human Resource Audit, and Benefits of Human Resource Audit; Components of Human Resource Development Audit, Human Resource Development Strategies and Human Resource Development Systems, Human Resource Development Structure, Culture and Competencies, Conceptualizing of Human Resource Audit, What you need to know before conducting Human Resource Audit	
2	HR Audit Methodology and Issues: Introduction, Conducting a Human Resource Audit, Preliminary Steps, Goals of the Audit, Areas of the Audit, Issues in HR Audit; Human Resources Audit Structure: Introduction, Recruiting, Staffing, Employee Orientation Programmes, Employee and Supervisory Training, Benefit Administration; HR Audit and Workforce Issues: Introduction, Workforce Communication and Employee Relations, Performance Management, Compensation System, Teambuilding System	
3	Areas for HR Audit: Introduction, Audit of HR Planning , Audit of HR Development, Audit of Training, Audit of Industrial Relations, Audit of Managerial Compliance , Audit of HR Climate , Audit of Corporate Strategies; The HR Audit Process: Introduction, Audit of Human Resource Function, Planning Questions, Collecting Data, Analyzing the Audit Data, Interpretation: Assessing the Ability for Change, Post Audit Steps	
4	Audit and HR Scorecard: Introduction, How to Approach a Human Resource Scorecard, Understanding the Reason for Implementing the Human Resource Scorecard, Understanding Business Context of Human Resource, Maintaining Human Resource Scorecard Framework, Measuring Human Resource Effectiveness – Human Resource Scorecard Design, Balanced Scorecard; Audit and Competency Management: Introduction, Competency Management – Introduction, Competency Management Framework, Design and implementation, Competency Mapping, Integration of Competency Based HR systems	
5	The HR Audit for Legal Compliance and Safe Business Practices: Introduction, what does the Human Resource Audit Cover? Pre-employment Requirements, Hiring Process, New-hire Orientation Process, Workplace Policies and Practices; HR Audit as Intervention: Introduction, Effectiveness of Human Resource Development Audit as an Intervention, Human Resource Audit and Business Linkages	
6	Human Resource Auditing as a Tool of Human Resource Valuation: Introduction,	

	Rationale of Human Resource Valuation and Auditing, Valuation of Human Resources, Issues in Human Capital Measurement and Reporting; HRD Audit –The Indian Experience and case studies: Introduction, Prevalence of HR Audit, HR Audit Case-Manufacturing Industry, HR Audit Case-Service Industry; HR Audit Questionnaire : Introduction, Areas to be Concentrated, A Comprehensive Coverage of the Entire Human Resource Practices, A Sample Internal Human Resource Audit Questionnaire	
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Recommended Reading :

1. Personnel & Human Resource Management – P. Subba Rao.
2. Human Resource and Audit – T.V.Rao
3. Human Resource System – T.V.Rao & Udai Pareek

MBA SEM-III
International Marketing

Course Objectives:

- To acquaint students with fundamental concepts and techniques of International Marketing
- To train and to develop students regarding how to implement plans and marketing strategies for entering in to international trade and manage overseas operations

Syllabus

Unit	Content	
1	Introduction to International Marketing : Meaning, Nature, Importance and Scope, International marketing Vs Domestic Marketing, International marketing Orientation : EPRG framework, International Market Segmentation ,Positioning and targeting (STP)	
2	International marketing Environment: Introduction, Political Environment, Legal and Regulatory Environment, Economic Environment, Scio-cultural Environment, Technological Environment. Challenges in front of International Marketing	
3	International market Entry Strategies : Introduction, Different modes of entry: Exporting, Licensing, Franchising, Contract Manufacturing, Joint Ventures, Direct Investment, Strategic Alliance, Case studies on modes of entry	
4	International product and pricing Strategies: Product Designing: product Standardization Vs. Adoption, Managing International product Line, International PLC , Branding Decision ,Packaging strategies, new Product Development, Pricing for International Market, Factors affecting International pricing	
5	International Distribution and promotion : International Distribution channel their role and functions , factors affecting choice of channels, Types of Intermediaries, Modes of Transportation, International Promotion Mix: Advertising and others means of communication , Role of trade fair and exhibitions International marketing	
6	Emerging Trends International Marketing : International Marketing Information System, Role of WTO in International Marketing ,Regionalism VsMultilaterism , Trade Block, global quality standards , quality issues for Indian Products in International Business	

Suggested readings

1. International Marketing: Francis Cherunilam
2. International Marketing: Catero, Philip R. and Graham John (Tata McGrawHill Edition.)
3. International Marketing: Subhash C. jain
4. International Marketing: An Indian Perspective : Varshnety R.L., Bhattacharya (Sultan Chand, New Delhi)

MBA SEM-IV
Global Business Strategies

Course Objectives:

- To discuss Corporate Strategies for sequencing the penetration of countries

Syllabus

Unit	Content	
1	Export – Import – Strategies, Third Party Intermediaries, Cause of Ethical dilemma ‘Is demand always Export’ Technology impact on Export Strategy	
2	Global Manufacturing Strategies, Global Supply Chain Management, Ethical Dilemma –supplier relations approach that yields best result	
3	Control Strategies – Introduction, Planning, Organizational Structure, Location of Decision making, Control in process of Internationalization, Control Strategy Mechanisms Corporate Culture & Co-ordinating Methods, Control in special situations Acquisitions, Shared ownership	
4	Role of legal structure in Control Strategies – Control or No control Constant Balancing Act	
5	Collaborative Strategies – Motives for collaborative arrangements, Considerations in collaborative arrangements, Licensing/ Franchising / Contracts/ Joint Ventures/ Equity Alliances	
6	Problems of Collaborative Arrangements, Collaborative Importance, Differing Objectives, Control Problems, Cultural Difference, Compatible Partners, Steps to know how Innovation breeds collaboration	

Suggested readings

1. A resource Based theory of Strategic Alliance T.K Das & Bing- Sheng Teng Journal of management 26, no.1 [2000:31-61]
2. Collaborative Strategy Jeffery Reur The logic of Alliances – Financial Times Oct- 4 1999- Page 12-13
3. Strategic Planning for Global Business, by Chakrawarthy B and Permutter H (1995)
4. Competitive Advantage of Nations by m Porter (1990) New York Free Press
5. The Strategy Process Engelwood Cliffs, M J Prentice Hall
6. The Dynamics of International Strategy London – International Thompson Press

MBA Sem IV
Logistics & Supply Chain Management

Course objective:

- To gain the in depth knowledge, and importance of the subject of Supply Chain Management (SCM)
- To acquire the working knowledge.

Syllabus:

Unit	Contents	
1	Introduction to Logistics and SCM: Meaning, objectives, importance of various terms and concepts of SCM in relation to competitive global business . EOQ models, Customer Relationship Management and Supply Chain	
2	Planning and SCM: Planning Demand & Supply chain, types of distribution network, concept of 5R in achieving Customer satisfaction/ delight. Role of agent, Distributer, Ware house, Retailer ,and various types of distribution level	
3	Materials Management and Logistics: Meaning of logistics in reference to materials management, broader sense including transport selection, long term contracts for information flow & material flow to reach the supply with 5R.Sourcing and pricing of logistics.	
4	Transportation Systems: Types of transportation systems & their merits/ demerits, , selection of suitable type, complexities in trans shipment, and exporting the goods, role of forwarding and clearing agents and documentation requirements.	
5	Integration of Logistics functions: Developments in outsourcing of Logistics-stores functions-bar coding, layout, , material handling, and suitable equipments for it, overall integration of various functions of material management, stores, procurement, distribution network tuned to information flow from customers to get the effectiveness .	
6	Current Trends in Logistics and SCM: Current developments/ practices- MRP meaning BOM, exploding and dynamic MRPII. 3PL,4PL, use of IT.	

Suggested readings:

1. Materials & Logistics Management-LC Jhamb
2. Logistical Management-Donald J Bowersox, Davis Closs
3. Logistics &SCM- D.K.Agrwal
4. Materials Management-Dutta
5. Handbook of Materials Management-L.C.Jhamb
6. SCM- Sunil Chopra
7. Concepts & Cases, SCM- Rahul Altekar
8. Scott T. Young, Essentials of Operations Management, Sage Publications India Pvt.Ltd., New Delhi.

Journals

SCM Journal, ICFAI University Press

MBA Sem IV
Industrial Management

Course objective:

- To acquire the working knowledge of the subject in relation to Production process and managing the business for various Industrial Engineering/ Management Activities.
- To acquire various techniques for increasing the productivity , efficiency and reduce the manufacturing cost.

Syllabus:

Unit	Contents	
1	Meaning, concepts, scope, objectives, & importance of Industrial Management. Role of Industrial Manager, functions of Industrial management.	
2	Productivity & utilization : Meaning, definition, objectives, purpose, calculation of productivity, factors affecting it, resources for increasing the productivity and utilization of operations.	
3	Work study/method study: Definition, objectives, concept, scope, steps involved in work study, various types of charts- activity, material flow, process flow, types of motion, ergonomics,. Work measurement, simplify/ modify the activities, operation sequence, use of tools, fixtures, jigs to increase the quality and quantity of production. Time & motion study, fatigue reduction.	
4	Selecting Plant location & layout: Factors affecting the selection. Weighing various factors and selection methods. Types and selection of suitable material handling and storage systems. Types of different layouts & their characteristics.	
5	Value Analysis and Value Engineering: Value Analysis- meaning, steps in Value Analysis, Value engineering, BPR (Business Process re engineering)- need , methods and advantages of BPR.	
6	Industrial Psychology: Definition, concepts, objectives and scope. Morale, Motivation, Working Climate Analysis, factors affecting, industrial fatigue, industrial legislation.	

Suggested readings:

1. Production & Op. Management- Chunawala
2. Industrial Management& Ind. Engg—O.P.khanna
3. Work Study & Economics-I.C.Jhamb

Journals

Productivity Journals for Industries , ICFAI Publication

MBA Sem IV
RDBMS with ORACLE

Course Objectives:

- The objective of this course is to help students to understand the basics of Relational Database Management System, and back-end Tool using ORACLE
- To study use of RDBMS in organization and processing complex business information.

Syllabus

Unit	Contents	
1	Relational Database Management Systems: Concepts of RDBMS, Components of RDBMS, Introduction to SQL, Data Definition language, Data Manipulation Language, Query Language, Data Control Language, Oracle 3 tier architecture	
2	Data types in Oracle -Character, Char, Varchar/varchar2, Long, Number, Number (p) - fixed point, Number (p, s) - floating point, Date, Raw, Long raw. Introduction to LOB data types (CLOB, BLOB, BFILE)	
3	Queries: a. Select with all options, Operators, Arithmetic, Comparison, b. Logical (in, between, like, all, %, _, any, exists, is null, and, or, not, Distinct), c. Order by clause. SQL Functions: a. Date,- Sys_date , next_day, Add_months, last_day, months_between, b. Numeric - Round, trunc, abs, ceil, cos, exp, floor, mod, c. Character- Initcap, lower, upper, ltrim, rtrim, translate, length, lpad, rpad, replace, d. Conversion- to_char, to_date, to_number, e. Miscellaneous- Uid, User, nvl, vsize, decode, rownum, f. Group function- avg, max, min, sum, count, with Group by and Having Clause, Nested functions	
4	Joins: Simple join, Equi join, Non equi join, Self join, Outer join, Set operators (Union, union all, intersect, minus), Sub queries and Correlated query, DML statements (Insert, Update, Delete with where clause), TCL (Commit, Rollback, Savepoint). Locks in Oracle, DDL Statements	
5	Table- Create, Alter, Drop, Truncate, Rename, Constraints (Primary key, Foreign Key, Unique Key, Check, Default, Not Null, On delete, Cascade), Column level and Table level constraints. Oracle Objects- Views, Sequences, Synonyms, Index (Define, Alter and Drop)	
6	Introduction to Report writing using SQL (Title, Btitle, skip, set, pause, column, sql.pno, Break on, compute sum, set server Output on.) Database Triggers- Types of Triggers Enabling, disabling Predicates- inserting, updating, deleting. SQL/PLSQL: Introduction to PL/SQL, The PL/SQL block constructs, using variables and SQL statement in the PL/SQL block, PL/SQL constructs like If..Else..Endif, Loop, Endloop, while loop etc. Working master detail relationship, writing triggers in forms and creating list of values with cursors, creating and using stored functions, procedures and packages.	

Suggested Readings

1. William G Page Jr., Nathan Hughes, Oracle8, Published by Que Pub
2. Ivan Bayross, "SQL / PLSQL",BPB Publications, New Delhi
3. Dasgupta, Database management System,
4. Oracle, SQL&PL/SQL2010, PHI, Learning
5. Deshpande ,SQL & PL/SQL for Oracle 10g Black Book,1 st Edn,2008,
6. Dreamtech Dreamtech , Oracle 10g Administration in Simple Steps,1edn ,2008,
7. Dreamtech, Harrison- Oracle Performance Survival Guide A Systematic Approach to Database, 2010 Pearson Education
8. George Koch & Kevin Loney, "ORACLE 8 – The Complete Reference", TMH

Enterprise Business Applications

Course Objective:

To enable students in learning the Enterprise Business Applications, its system, structure, modules, benefits

Unit	Contents	
1	Enterprise Resource Planning Introduction What Is ERP? Need of ERP. Advantage of ERP Growth of ERP	
2	ERP and related technologies Business Process Re-Engineering (BPR) Management Information System (MIS) Decision Support System (DSS) Executive Support System (ESS) Data Warehousing, Data Mining On-Line Analytical Processing (OLAP) Supply Chain Management Customer Relationship Management	
3	ERP Modules and Vendors Finance Production Planning, Control and Management Sales and Distribution Human Resource Management Inventory Control System Quality Management ERP market	
4	ERP Implementation Life Cycle Evaluation and selection of ERP package Project planning, Implementation, Team Training and Testing End User Training and Going Live Post Evaluation and Maintenance	
5	ERP Case Studies Post Implementation review of ERP packages in manufacturing, Services and Others Organizations	

Suggested Readings

1. Enterprise Resource Planning Alexis Leon
2. ERP Ware: ERP Implementation Framework V.K. Garg &N.K. Venkita Krishnan
3. ERP Concepts & Planning V.K. Garg &N.K. Venkita Krishnan

MBA Sem IV
Use of Information Technology in Agribusiness Management

Syllabus:

Course Objectives:

- To provide a foundation for understanding information technology in modern context as well as to provide the skills necessary for solving a range of information based problems in competitive business environment

Suggested Readings:

1. Turban, McLean, Wetherbe 2003, Information technology for Management, John Wiley & Sons
2. S. Sudalaimuthu, S.Anthony Raj. 2008, —Computer Application in Business||, Himalaya Publishing House
3. O’Brien, J.A. (2004). Management Information Systems: Managing IT in the Business Enterprise. (6th

Unit	Contents	Sessions
1	Introduction to Computers: Types of Computer systems, Basic Computer operations, Networks: Internet, Intranet and Extranet Applications, Functional units of Computers, Practical data processing application in business, and Computer applications in various areas of business.	
2	The Software: Software types, Systems Software, Classification of Operating System, Application Software, Introduction to Programming Language, Types of Programming Languages. Introduction to Microsoft Office, working with MS Word, MS Excel, MS Power point, Data Base, Data Base Management System	
3	Internet, Security and E-Commerce: Introduction, History and Core features of the Internet, Internet Applications, Internet and World Wide Web, Extranet and E-mail, Mobile Computing, Electronic Commerce, Types of E-Commerce and their utilities	
4	Management Information Systems: Introduction to MIS, Principles of MIS, Characteristics, functions, structure & Classification of MIS, information for decisions; strategic importance of MIS, MIS in Manufacturing, Marketing, Finance Human Resource Management, Materials & Project Management; ERP: CRM	
5	Managing Knowledge: Introduction to Knowledge Management, Organizational Learning and Memory, knowledge management activities, Approaches to Knowledge management, Information Technology in Knowledge Management, knowledge Management Systems implementation, Roles of people in knowledge management, Managerial Issues in Knowledge Management.	
6	Corporate Performance Management and Business Intelligence: A framework of Business Intelligence: Concepts and Benefits, Business Analytics: Online analytical processing reporting and querying, Data Text Web mining and Predictive Analytics, Data Visualization, Geographical Information Systems and virtual reality, Real time business intelligence and competitive Intelligence, Business Performance Management Scorecards and Dashboards.	

edition) Prentice Hall

4. Lucas, H. C. Jr. (2004). Information Technology For Management. (7th ed.). New Delhi: TMH
5. Jaiswal & Mittal, (2010), Management Information Systems, Oxford University Press
6. V. K. Narayanan, Managing Technology and Innovation for Competitive Advantage, 1/e, Pearson Education
7. Information Technology for Management, B Muthukumaran, Oxford University Press

MBA Sem IV
Cooperatives Management

Course Objectives:

- To make the students understand the principles and practice of cooperation as they are applicable to the Agricultural Sector of India.

Syllabus:

Unit	Contents	
1	Cooperation ideology-origin growth and development Principles of Agriculture Co-operation. Raifeisen and schulze concept of Agricultural Cooperatives Cooperation and other forms of Enterprise Cooperative Management- Nature and Function. Professionalized Management for Cooperatives.	
2	Theory and practice of Agricultural Cooperative credit system critical study of organization and financial structure, operation and Management of selected cooperative credit institutions-Central Cooperative Banks. State Cooperative Banks. Land Dev. Banks and NABARD	
3	Formation and Management in Agriculture Cooperative Societies; Re-organization of Agricultural Credit Societies, Multipurpose cooperative Societies; Large-Sized Cooperative Societies, Service Cooperatives. Cooperative farming in India	
4	Cooperative Processing; Management of Cooperative Sugar Factories; Cooperative Agricultural marketing; Growth and Development Problems and challenges. Cooperative Education and Training Management in India; Role of State in the progress Indian Cooperative Movement.	
5	Dairy Cooperatives, Growth and Development, Problems, Measures to overcome these problems	
6	Indian Cooperatives in this era of Globalisation	

Suggested Readings:

1. B.S. Mathur Cooperation in India, Sahitya Bhawan, Agra
2. Kamat, G.S. Cooperative Management, HPH
3. Bedi R.D. Theory, History and Practical of Cooperation
4. Fay, C.R. Cooperation in India and Abroad
5. Raj Krutia Cooperative Farming some Critical Reflection
6. Sami-uddin & Cooperative Sector in India, S. Chand M. Rechmans
7. Rais Ahmad Cooperative Development and Management Text and Cases, Mittal Pub. House

MBA Sem IV
Merchandising, Display Advertising

Course objective:

- To familiarize the students with evolution and growth of Retailing, expectations of customers and to study the importance of retailing in present business scenario.

Syllabus:

Unit	Content
1	Introduction: stages of merchandise, management process, Developing merchandise plan (a) Decision related to buying organization and its process, (b) Factors to be considered in the process of devising merchandise plan.
2	Elements of Merchandise Management: Introduction, issues of merchandise management (a) Sales forecasting, (b) Inventory planning, (c) Logistic.
3	Implementing Merchandise Plan: Steps involved in implementing the plan, (a) Logistic – performance goal, order processing & fulfillment, transportation & warehousing, customer transaction and customer service. (b) Inventory Management – Meaning, Retailer task, inventory levels, Merchandise security, Reverse logistic, Inventory analysis.
4	Fundamentals of Merchandising: (a) Product - Merchandise strategy, Planning, Sourcing, Arranging & display, space management. (b) Pricing – objectives, pricing for markets, pricing calculations, pricing policies, pricing strategies.
5	Promoting the Store: Elements of promotion, communicating the image, selection of promotion mix, advertising and sales promotion, publicity, personal selling and relationship marketing.
6	Display Advertisement: Types of promotion, promotion in the channel, promotional objectives, steps in planning and retail advertising campaign, Management of sales promotion & publicity.

Suggested readings

- 1) David Gilbert, Retail Marketing Management, Pearson Education.
- 2) Andrew J. Newman & Peter Cullen, Retailing Environment & operations, Change learning
- 3) Barry Berman & Jeol R. Evans, Retail Management – A Strategic Approach, Pearson Education.
- 4) Agarwal, Bansal, Yadav & Kumar – Retail Management, Pragati Prakashan, W.K. Road, Merut.
- 5) Barry Barman & Joel R. Evans, Retail management, Prentice Hall of India Pvt. Ltd.
- 6) Patrck M. Dunne, Robert F. Lusch, David A. Griffith, Retailing, Thomson Asia Pvt. Ltd. Singapore
- 7) Meenal Dhotre, Channel management & Retail Marketing, Himalaya Publishing House, Mumbai.

MBA Sem IV
Supply Chain Management in Retailing

Course objective:

- To promote an understanding of the integrated supply chain to the achievement of organizational effectiveness.

Syllabus:

Unit	Content	Sessions
1	Introduction to Supply Chain Management: Meaning, Objectives and Importance, Decision phases, Process View, Competitive and supply chain strategies, Achieving strategic fit, Supply chain drivers.	
2	Planning Demand and Supply in Supply Chain: Supply Chain integration, Demand Forecasting in a supply chain, Managing Demand and supply in supply chain, Role of IT in forecasting.	
3	Designing the Supply Chain Network: Designing the Distribution Network, Role of Distribution, Factors influencing distribution, Design options, Modeling for supply chain, Network design in Supply Chain.	
4	Logistics in Supply Chain Management: Introduction, Elements, Logistics interfaces with other areas, Approach to analyze Logistics System, Logistics System Analysis-Techniques, Factors affecting the cost and Importance of logistics.	
5	Sourcing and Pricing in Logistics: I. Sourcing- In-house or outsource, Supplier scoring and assessment, Procurement process, Sourcing-Planning and Analysis II. Pricing- Pricing and Revenue management for multiple customers, Perishable products, Seasonal demand, Bulk and spot contracts.	
6	Information Technology in supply Chain Management: Role of IT in Supply Chain management, Customer Relationship Management, Internal Supply Chain management, E-Business and Supply Chain Management, Building strategic partnerships and trust within a supply chain	

Suggested readings

- 1)Sunil Chopra, Peter Meindal, D.V.Kalra, Supply Chain Management-Strategy, Planning and Operation, Pearson Education.
- 2)Braj Mohan Chaturvedi, Supply Chain Management, ICFAI University Press.
- 3)Rahul V.Altekar, Supply Chain Management, Concepts and Cases, Prentice Hall India, New Delhi.
- 4)John Mentzer, Supply Chain Management, Response Books, Sage Publication, New Delhi

SEMSETER IV OPEN COURSES

*Open Courses: Any **TWO COURSES** from the specialization groups can be opted by the students.*

Open Courses under Marketing Management		Open Courses under IT Management	
403	Strategic Marketing	419	Big Data Analysis
404	Retail Marketing	420	IT Infrastructure Management
405	Marketing of Financial Services	421	Technology Management & IT Services
406	Social Media Marketing	422	Lab on Oracle & Open Source Software
Open Courses under Financial Management		Open Courses under Production & Operations Management	
407	Management Control System	423	Negotiation Management
408	Indirect Taxes	424	Service Operations Management
409	Banking Operations	425	Environment , Health & Safety
410	Financial Modelling Using MS Excel	426	Quality Management Standards
Open Courses under Human Resource Management		Open Courses under Agribusiness Management	
411	Labour Welfare	427	Microfinance
412	Managerial Competencies & Career Development	428	Rural Entrepreneurship
413	HR Lab	429	Agriculture & Indian Economy
414	HR Analytics	430	Marketing of Agro Products
Open Courses under IB Management		Open Courses under Retail Management	
415	Global Business Environment	431	Contemporary Retail Management
416	Foreign Exchange Management	432	Retail Planning
417	International Marketing Research	433	Retail & Distribution Management
418	International Financial Management	434	Rural Retailing

**MBA Sem IV
STRATEGIC MARKETING**

Course Objectives:

- To Create awareness about strategic Marketing concepts among learners.
- To Make the Learners understand the application of Strategic marketing concepts in real time

Syllabus:

Unit	Contents
1	Concept of strategy: Defining strategy - Levels at which strategy operates-Strategic Decision Making and Approaches to Strategic Decision making - Mission and Purpose, Objectives and Goals - Strategic Business Units - Strategic Management Process.
2	Environment Analysis and Marketing decisions: Concept of Environment and its components - Environment scanning and appraisal - organizational appraisal d)Strategic advantage analysis and diagnosis - SWOT analysis. Strategic marketing Overview: Global meltdown and India-Evolving consumer-Strategic marketing and Marketing management- Changing Rules of Marketing Game-Competitive advantage- Corporate strategy vs marketing strategy.
3	Strategic Marketing Formulation– Industry, competitor and SWOT analysis; GAP Analysis; Porter’s Five forces Model of competition; McKinney’s 7’s framework; Boston’s Consultancy Model - Distinctive competitiveness; - Factors affecting Strategic Choice – Cost, Leadership, Differentiation focus, value chain analysis, bench-marking,
4	Strategic Marketing implementation: Marketing strategy and customer analysis- Positioning strategy-Branding strategy-developing brands and testing brands-differentiation and positioning strategy-Competitors analysis and strategy- Market leader, challenger, follower and niche strategy- Industry analysis and strategies- Industry growth, structure, cost structure, Industry trends and global competition strategy- Technological Revolution and strategic marketing-Internet and strategic marketing-online marketing-strategic imperatives for dot.coms.
5	Marketing strategic options and Implementation: Determinants of strategic options- Growth strategy- Product development for existing Market-Integration and Diversification strategy-Strategies in hostile and declining Market- Market entry and exit strategy- Global growth strategy. Marketing Control and strategic Marketing Evaluation-Marketing control Process-Types of marketing control -Strategic marketing control-Marketing Audit-Marketing environment audit- Marketing strategy Audit-Marketing organization audit-Marketing system audit-Marketing Productivity audit- Marketing function audit.
6	Cases on: Competative Marketing strategies, Mega Marketing, SWOT and GAP Etc.

Suggested Readings

1. Marketing Strategy - Boyd Walker, Mullins Larrech, TMGH
2. Strategic Marketing Management - David Aaker
3. Principles of Marketing - Philip Kotler, Gary Armstrong
4. Business Policy and strategic Management- Azar Kazmi
5. Strategic Marketing –Texts and Cases- S. Shajahan
6. Marketing Management: Analysis, Planning & Control: - Phillip Kotlar
7. Strategic Marketing-David W.Cravens ,Nigel f.Piercy
8. Case Studies in Strategic Marketing Management:
9. Fundamentals of Marketing- Stanton and Stant

**MBA Sem IV
Retail Marketing**

Course Objectives:

- The course is designed to develop understanding of Indian and global retail industry in the emerging market scenario.
- Course is further aimed to unfurl the practices of retailing and equip students with various tools & techniques.
- Broadly, course offers a framework for elements of retail marketing mix

Syllabus:

Unit	Contents
1	Introduction to retailing / Overview of retailing Retailing – Definition, function & significance, Retail Marketing mix, Types of retail formats, Rural Retailing, Franchising in retailing, Theories of retail development, Concept of Retail life cycle, Indian Retail Environment , Current trends in global & Indian retail industry, E Retail
2	Retail Location & store atmospherics: a) Type of retail locations, Factors affecting retail location decisions, Steps involved in choosing retail location, Methods of Trading area analysis, Current trends in retail property development in India b) Store layout, Types of store layouts, Considerations in layout selection, Theories of shopping behaviour, Store Atmospherics, Store image mix, Store Façade, Merchandise presentation techniques
3	Merchandise Management & Retail Pricing : a) Merchandise Management – introduction & definition, Category Management, Private Labels, Process of merchandise planning, Merchandise Sourcing, Evaluating Merchandise Performance, b) Retail price – Concept & elements, Determining the price, Retail pricing policies / strategies, Retail Price adjustments
4	Retail Communication Mix : Planning retail Communication mix, Market based & store based promotion mix, Role of point of purchase displays, Methods of display, Visual Merchandising as a retail communication tool
5	Managing retail store & supply chain Management: a) Store management responsibilities, Retail space management, Managing retail shrinkage / loss, Use of IT in store management, b) Strategic advantage of supply chain management in retail, Retail Logistics, Integrated retail supply chain management

Suggested Readings

1. Retail management by Levy & Weitz, Tata McGraw Hill
2. Retail Management: A strategic approach by Berman and Evans, Pearson Education
3. Retail marketing management by David Gilbert, Pearson Education
4. Retail Management by Sapana Pradhan, Tata McGraw Hill
5. Retail management by Bajaj, Tuli, Srivastava – Oxford Higher Education
6. Retail marketing by Sullivan & Adcock, Thomson Publications
7. Changing gears: Retailing in India, The Economic Times, Retail ET Knowledge Series – ET Intelligence Group
8. Retailing: Environment & Operations by Newman & Cullen – Cenage Learning
9. Retail management edited by V. V. Gopal, ICAI Books
10. “International Retail Management” – A 8 book series by various authors like Peter Fleming, Elliot & Rider, ISBN 81-7992-626-5, Jaico Publications
11. E – Retailing – Principles & practices by D P Sharma, Himalaya Publishing Houses

Websites: www.indiaretailing.com, www.indiaretailforum.in, www.planetretail.net

MBA Sem IV
Marketing of Financial services

Course Objectives:

- To acquaint students about the financial markets and the role of the same in financial system
- To explain students to various concepts pertaining to investment management and analysis.
- To provide necessary knowledge about various financial services

Syllabus:

Unit	Contents	
1	Overview of financial services: a) Banking in India - The Paradigm Shift; Differences between Retail and Corporate Banking, The corporate banking products - Liability Products, Asset Products, SME Banking, Types of Retail Banking Products - Liability Products, Asset Products, Credit/Debit Cards, Investment Products, Banking to HNIs, Ultra HNIs and NRIs b) Fee based services - Importance of Fee-based Services, Corporate Fee-based Services like Cash Management Services, Bill Discounting, Factoring, and Forfeiting, Foreign Exchange Services, Merchant Banking, Underwriting, and Custodial Services, Leasing, Credit Rating, Retail Fee-based Services - Money Transfer and Payment Services, Wealth Management : a) Assets Management products – Mutual Funds, PMS, Pension products Insurance – Life insurance, General insurance, Portability in health insurance	
2	Basics of investing: Nature and scope of investment management: What is Investment? Financial and Economic Meaning of Investment, Investment versus Gambling and Speculation, Investment objectives and risks: Objectives of Investment, Forms of Investment, Risks of Investment. Evaluating return and risk. What is return? Expected rate of Return, Risk and the Risk-Return-Trade off, Measuring Risk, Types of Risk. Taxation aspects investment. Suggestions and guidelines for effective Investment for a successful Investor, investor life cycle, retirement planning	
3	Institutional and Regulatory framework of financial services sector in India: Global system financial services regulation, Indian financial services regulations. Introduction roles & functions of Indian financial services regulators like RBI, IRDA, SEBI, FMC, MCA Complaint & grievance redressal mechanism like banking ombudsman, Insurance ombudsman, SAT, SEBI's – grievance cell, Self regulatory voluntary Organization – AMFI, IBA, IPEF,	
4	Financial & Distribution intermediaries in Financial services: a) Financial intermediation - Services of Registrars and Transfer Agents, Services of Custodians, Central Depository Systems, TPA in Insurance, b) Distribution intermediation- Banking channels - Branch Banking, ATM, The Internet, Phone and Mobile Banking, EFTPOS, Direct Selling Agents (DSA), Call Centers, Distribution Network of Alliance Partners, Insurance distribution channels – Brokers, Agency Models, Bank assurance, emerging forms of insurance distribution channels, Mutual Fund distribution channels – Independent Vs Tied Channels, Corporate Agents, Individual Agents, Banks agents, emerging MF distribution channels	
5	Personal selling in financial services: Personal selling process, Concept & strategies for cross selling & up selling, Personal selling approaches, Transactional selling Vs Relationship Selling, turning customers into life time client, how to think like a client, ethics in selling financial services	
6	Global trends in financial services: Global trends in financial services – Integration and bundling of financial services, Innovative financial services - Islamic banking, Socially responsible investing, Shariah Complaint products Transactional self service – mobile, online, telephone; Applied intelligence at the point of sales and service, Embedded technologies, Emerging forms of new distribution channels – Mall assurance, Kiosks, DRTV, Worksite Channel, Social media platforms	

Suggested Readings

1. Farquhar, J., and Meidan, A., (2009), Marketing Financial Services, Basingstoke, UK: Palgrave Macmillan, 2nd Edition
2. Bhole, L.M., financial Institutions and Markets, Tata McGraw Hills, New Delhi.
3. Marketing of Financial services by V. A. Avadhani, Himalaya Publishing House
4. Financial services by MY Khan, Tata McGraw Hill
5. Relationship Selling, Mark Johnston, Greg Marshall, Publisher - McGraw-Hill/Irwin; 3 edition
6. Relationship Marketing by S.Shajahan, Tata McGraw Hill
7. Intelligent Investor by Graham, Collins Essential
8. Indian Banking, by Natrajan & Parmeswaran, Sultan Chand
9. Corporate Finance – Principles and problems by P.V. Kukarni
10. Essentials of Business Finance by R.M. Srivastava

Websites

1. Moneycontrol.com
2. Equitymaster.com
3. Websites of financial regulators

MBA Sem IV
Social Media Marketing

Course Objectives:

- To familiarize students with concepts and practice of social media marketing
- To appreciate the importance of Social Marketing in today's marketing environment and business climate
- To understand Message Development for Social Media Marketing

Syllabus:

Unit	Contents
1	What is social Marketing: Introduction to social Marketing: introduction, Difference between commercial and social marketing, understanding various terms like Green Marketing, cause marketing, Corporate Philanthropy, Community Volunteering, Critical Marketing, Ethical Consideration in social Marketing process, The social Marketing Mix Product-green product, Price, Place, Promotion ,Publics ,Partnership, people, partnerships, Policy, Purse strings
2	Planning for social Marketing : Formative Research in social Marketing: Quantitative and qualitative Research, research and Evaluation framework, research concept in public health, Methodology for community research. Analysis of environment:- Introduction, Environment Monitoring, environment determinants of health and well-being, social class and self-efficacy, social capital, social ecology, Advocacy for environmental change, Compete or cooperate, countering competition
3	Segmentation and Targeting: Introduction, Psychographics, motives and Benefit segmentation, stage approach, Cross cultural Tailoring, Cultural tailoring strategy Development: setting goals and objectives, creating a social Marketing Plan
4	Message Development, Pretesting : Identifying Appropriate Channels: channel criteria, outlets, Formats, Reverse channels. Developing effective messages: theories of Behavioral change, Message concepts. Producing creative executions:- Draft Material, creativity, language. Pretesting principles:- why pretest, pretesting pitfalls, pretesting criteria. Using the pretesting Results, Interpret pretesting results, finalize material, pilot testing
5	Implementation: Developing an Implementation Plan- Distribution plan, Internal Readiness plan , developing social marketing campaigns ,Lawrence greens PRECEDE-PROCEED MODEL, using media in social marketing- various tools like PR Plan, edutainment, civic(Public) Journalism, Word Of Mouth Marketing(WOM), Viral marketing, sponsorship. Planning and buying media: Paid vs. free media, Broadcast media ,print media buys, Out-of-home media Buys. Generating Publicity: Media attention, News, type of Media, Coverage, Respond
6	Evaluation and feedback: Evaluation Basics: Need, types, Challenges, evaluation design Data from records, Same group Pretest-Post Test, Comparison with standard, using control group, Evaluation indicators, implementation, process Evaluation. Monitoring and Evaluation methods: observation, qualitative methods, Tracking mechanisms . Using feedback to improve programme: Real -time –feedback, Improvements for future. Ethical issues in social marketing:- codes of behavior, Green washing, criticism of Power imbalance in social marketing,

Suggested Readings

1. Philip Kotler and Nancy Lee(2011) Social Marketing: Influencing Behaviors for Good ,Sage , 4th edition
2. Donovan and nadine henley (2010),Principles and Practice of Social marketing an International perspective ; Cambridge university press,New York
3. Social Marketing to Protect the Environment: What Works (Doug McKenzie-Mohr, Nancy R. Lee, P. (Paul) Wesley Schultz and Philip Kotler) Sage 2011
4. Kotler/Lee (2008)Social Marketing: Influencing Behaviors for Good , Sage Publications
5. Michael T Ewing,editor,Social Marketing(2010),Best Business Books,USA
6. Pingle,H and thompson ,M (1999),Brand Spirit,How Cause related Marketing Builds Brands,John Wiley and Sons,Chchester,UK
7. Rob Donovan and Nadine Henley(2010),,Principles and Practice of Social marketing an International perspective ; Cambridge university press,New york

8. Philip Kotler and Nancy Lee(2005) ,Corporate Social Responsibility , Wiley
9. Andrew Crane, Abigail McWilliams, Dirk Matten, Jeremy Moon, Donald S. Siegel(2008), The Oxford Handbook of Corporate Social Responsibility, Oxford Handbooks Online.
10. William B. Werther, Jr., David Chandler(2005),Strategic Corporate Social responsibility,Sage Publications
11. Social Marketing and Public Health-Lessons from the Field(2003), Produced by the Turning Point National Program Office at the University of Washington.

Websites:

1. <http://socialmarketingcollaborative.org/>
2. <https://www.webduckdesigns.com/pages/website-resources/social-marketing-online.html>
3. <http://www.briansolis.com/2011/07/the-top-marketing-sites-for-social-media-marketing-trends/>
4. <http://www.1goodreason.com/blog/>
5. <http://socialmediatoday.com/errol-apostolopoulos/1096191/year-review-lessons-two-social-marketing-hits>
6. <http://www.ecreativeim.com/social-marketing>

MBA Sem IV
Management Control System

Course Objectives:

- To introduce the fundamentals of Management Control System and orient the students difference between Effectiveness and Efficiency
- To orient the students to the application of Management Control Systems.
- To give a broad overview of methods of management control and its incorporation into control system

Syllabus:

UNIT	Content
1	Introduction: Definition, Concept of Management, Control and System, Nature and Characteristics of MCS, Areas and Process of Control, Efficiency and Effectiveness, Need and Steps of Strategic Planning Process, Key variables of organizational unit
2	Behavioral Aspects of Control: Goal Congruence, Motivation, Management by Objectives, Key variables of organizational unit, Concept of Return on Investment and Economic Value
3	Responsibility Centers and Transfer Pricing: Concept of Cost Center, Profit Center, Revenue Center and Investment Center Measuring Profitability, Problems of Profit Center Meaning and Significance of Transfer Pricing, Objectives of Transfer Prices, Transfer Pricing methods, Administration of Transfer Prices, Problems on Transfer Pricing
4	Budgetary Control System: Objectives of Budgetary Control System, Nature of a Budget, Budget Preparation Process, Fixed Flexible and Functional Budget, Advantages and Limitations of Budgetary Control, Problems on Flexible Budget and Cash Budget
5	Variance Analysis and Control: Standard Costing and Variance Analysis, Importance of Standard Costing in Control Process, Calculating Variances, Advantages and Limitations of Standard Costing, Practical Problems on Material and Labour Cost variances.
6	Audit as a Control System: Concept of Management Audit, Need, Advantages and Contents of Management Audit. Preparation of Management Audit Plan Small Cases in Management Control System

Suggested Readings:

1. Management Control Systems”, Eleventh Edition - Robert N. Anthony and Vijay Govindarajan, Tata McGraw-Hill Edition
2. “Advanced Cost and Management Accounting”, - V.K. Saxena, C.D. Vashist, Sultan Chand & Sons.
3. “Management Control Systems” – P. Saravanavel, Himalaya Publishing House
4. “Management Control Systems” – Anil Agashe, Jayant Oak, SatishInamdar, Everest Publishing House
5. “Management Control Systems” Text and Cases, Subhash Sharma, Tata McGraw-Hill Publishing Company Ltd.
6. Cost Audit and Management Audit, V.K. Saxena& C.D. Vashist, Sultan Chand & Sons.

**MBA Sem IV
INDIRECT TAXES**

Course Objectives:

- To introduce and orient the students with the definition and underlying provisions of Indirect tax laws and to develop broad understanding of the tax laws and accepted practices.
- To make them understood regarding practical aspects of taxability and their impact on important managerial decision making process.
- To expose and update the students to actual situation and current topics / debatable issues involving indirect taxes.

Syllabus

UNIT	Content
1	Central Excise: Basic Concepts, Classification of Excisable Goods, Valuation of Excisable Goods, CENVAT Credit, General Procedures under Central Excise, Export Procedures, Bonds, Demand, Adjudication and Offences, Refund, Appeals, Remission of Duty and Destruction of Goods, Warehousing, Exemption Based on Value of Clearances (SSI), Notifications, Departmental Clarifications and Trade Notices, Advance Ruling,.
2	Excise Department : Organisational Structure of the Excise Department, Excise Audit, Settlement Commission
3	Service Tax: Basic Concepts of Service Tax, Place of Provision of Service, Point of Taxation, Valuation of Taxable Service, Exemptions and Abatements, Service Tax Procedures, Demand, Adjudication and Offences, Other Provisions.
4	Customs Policies: Basic Concepts, Levy of and Exemptions from Customs Duty, Types of Duty, Classification of Goods, Valuation under The Customs Act, 1962, Administrative Aspects of Customs Act, 1962,
5	Foreign Trade Policy: Importation, Exportation and Transportation of Goods, Warehousing, Demand and Appeals, Refund, Duty Drawback, Provisions Relating To Illegal Import, Illegal Export, Confiscation, Penalty & Allied Provisions, Settlement Commission, Advance Ruling, Miscellaneous Provisions, Foreign Trade Policy.
6	VAT: Concepts and general principles, Calculation of VAT Liability including input Tax Credits, Small Dealers and Composition Scheme, VAT Procedures. Note – If new legislations are enacted in place of the existing legislations relating to central excise, customs, service tax and VAT, the syllabus will accordingly include such new legislations in place of the existing legislations with effect from the date to be notified by the University. GST- Goods and services Tax (2016): overview

Suggested Readings

- 1.) V.S. Datey- Indirect Taxes
- 2.) Ahuja Girish, Gupta Ravi, 'Systematic Approach To Taxation Containing Income Tax & Indirect Taxes ', Bharat Law House Pvt. Ltd. New Delhi.
- 3.) Rajesh Tayal, indirect Tax, Snowwhite Publication .

MBA Sem IV
Banking Operations

Course Objectives:

- To study 'Operations of Banking' and role of IT in Banking Sector

Syllabus

UNIT	Content	
1	Meaning of the term Bank , Banking and Banker, Types of Banks – Investment Banking, Treasury and Banking, Unit and Branch Banking, Scheduled and Non Scheduled Banks, Co-operative Banks, Nationalized and Private Banks, Foreign Banks	
2	Legal Provisions related to Banking, B. R. Act, RBI Act	
3	Origin, History & Growth of Banking, Impact of Information Technology on Banking, Computerization in Banks/ Internet Banking, Password usage and security, Information security, Core Banking Solution, RTGS, NEFT & ECS, Credit & Debit card Operations	
4	D. T. I. Component, KYC norms, Types of Deposits and deposit products, Types of Advances & Credit Product, Credit creation process of banks, Lendable fund concept after treatment of SLR/ CRR, Types of borrowers	
5	Modes of creating charges, Priority and Non Priority Advances, Assessment of non fund limits, Agriculture Advances and Documentation , Management of Credit, Working Capital Assessment, Commonly used Ratios, Funds Flow Statement, Monitoring and Management of Credit Portfolio, Due Diligence in Credit	
6	Concept of NPA and guidelines status of NPA & Suggested measures to reduce NPA, Treasury and Risk Management in Banks, Forex business by Banks	

MBA Sem IV
FINANCIAL MODELING USING MS EXCEL

Course Objectives:

- To help the students to learn about the various option strategies, risks and payoff associated with different strategies.

Syllabus:

UNIT	Content
1	Mathematical Tools : Basic probability, random variables – discrete and continuous random variables, expectation and variance, binominal, normal, and lognormal variables, Multivariate distributions – conditional probability and distributions, independence, covariance, conditional expectation. Sampling – sample mean and variance, large sample approximations, data fitting.
2	Portfolio Design: Cash Flows – interest, present and future value, internal rate of return. Fixed income securities – bonds, prices and yields, duration, immunization, term structure of interest rates. Random cash flows – asset return, portfolio return, random returns, portfolio mean return and variance, diversification, portfolio diagram, feasible set, Markowitz model, two fund theorem, one fund theorem. Capital asset pricing model – capital market line, CAPM, betas of stocks and portfolios, security market line, use of CAPM in investment analysis and as a pricing formula.
3	Excel as a Tool in Financial Modeling: Excels concepts – Basic commands. Functions – math’s, logical, look up, text and financial. Chart, diagram, picture, background, auto format, conditional formatting, style, filter, sort. Formulas and macros. What if analysis, pivot table, pivot chart, scenario, goal seek, problem solver tool, advanced filter.
4	Financial Modeling Basic Concepts: Introduction, advance functions of MS-Excel as a tool in financial modeling. Components of a financial model, building the template, filling in the historical data, identifying assumptions and drivers, forecasting various schedules and financial statement, building the supporting schedules, various approaches to valuation, key ratios, financial ratios and company analysis, building cases and sensitivity analysis:- looking at the probabilistic analysis of the best and worst case scenario.
5	Pricing of Financial Derivatives: Forwards and Futures – Forward and Futures prices and values, hedging, stock index futures, currency futures. Options – Factors influencing options premium, Put-call parity, Binomial option pricing model (BOPM), dynamic hedging, pricing of American options.
6	Valuation Models for Financial Derivatives: Black Scholes Model – Modeling of stock prices, analogy with BOPM, delta hedging, hedging parameters – “The Greeks”. Option Spreads- Spreads, Butterflies, straddles, and strangles. Value at Risk (VaR) – Estimating VaR by linear and quadratic models, Monte Carlo Simulation. P.S.: Students must read daily news papers like The Economic Times, Financial Express, etc., watch business channels e.g. CNBC, NDTV Profit, ET Now etc. and get updates from websites of SEBI, NSE etc.

Suggested Readings:

1. Mathematical Finance, Workbook from NSE.
2. Financial Valuation and Modeling, Workbook from NSE.

Syllabus

Objectives

- To understand the significance of Labour Welfare.
- To understand various Concepts and Laws in Labour Welfare.

Unit	Content	Session
1	Industrial Development In India : Modern factory system, Industrial policy resolutions in India, Concept of Tri-Partism, Five year plans and its impact, Collective Bargaining, Workers participation in India.	
2	Labour Welfare: Meaning, Theories of Labour Welfare, Welfare Provisions in The Factory Act, 1948, Statutory and non statutory welfare facilities, Duties and responsibilities of Labour Welfare Officer, Grievance procedure, Wage boards.	
3	The Role Of International Labour Organisation: Constitution and important resolutions and conventions, Contribution of ILO to Labour Welfare. Workers Education in India, The Apprentices Act, 1972.	
4	The Co-Operative Societies Act: Formation and functions of various co-operative societies such as credit, Housing ,Transport, Canteen etc., NGOs and involvement of NGOs in Welfare. Corporate Social Responsibility: Corporate Governance, Up-liftment of members of employee's families.	
5	Social Security: The role of ILO in promoting Social Security Study of few social security legislation and the rules as under: 1 The Employees Provident Fund and Miscellaneous Provisions Act, 1952 2 The Employees State Insurance Act, 1948 3 The Payment of Bonus Act, 1965 4 The Bombay Labour Welfare Fund Act, 1953 5 The Workmen's Compensation Act, 1923	
6	CASE STUDIES	

Suggested Reading

1. Aspects of Labour Welfare and social security – A.M.Sarma – Himalaya Pub.
2. Labour Welfare, Trade Unionism and Industrial Relation- S. D. Punekar, Deodhar- Himalaya Pub.
3. Labour Problems and social welfare – Saxsena- Prakashan Kendra.
4. Labour welfare and Industrial Hygiene – Agalgatti B.B.- Nirali Publication

Managerial Competencies and Career Development

Objectives

To understand managerial competencies in changing business environment and the resultant challenges

To establish links between managerial competencies for effective career development

Unit	Content
1	Concept of Competencies Meaning and significance of Managerial competencies for effective work performance, Theoretical foundations for competency identification and its role in career development, managerial competency and career development in a dynamic business environment and in global workplace, PJ Job fit Theory, PE fit Theory, Holland Theory.
2	Competency Mapping for Career Development Competency Mapping - concept and scopes, significance of competency mapping for effective HRM, techniques for competency mapping, career planning, role of competency mapping in career planning and development, Traditional career development vs. Protean career development theory, contribution of effective competency mapping in effective career development system.
3	Competencies and Career Development Practices Career Anchors, relevant issues in career development – competency approach to career development, competency building, competencies and career development strategies, mentoring for career development. Succession planning, fast tracking, dual ladder, etc.
4	Competency Appraisal for Career Development Need and benefits of effective appraisal for career management by organizations, techniques of appraisal, identifying performance dimensions for competency building.
5	Training for Competency Management for Effective Career Development Drawing career paths for self and the employees of the organization; career transition and career plateauing, identifying training needs, develop suitable training programmes for competency management, challenges in training for career development of employees, implementing and managing training programmes consistently.
6	Management Competencies and Career Development in Organizations Developing a model for competency mapping and management for effective career development for a chosen firm, Career Development and Business strategy, Special issues in Career Development.

Recommended Reading

1. Lisa a Manero, Cheryl Tromley, Developing Managerial Skills in OB
2. T.B. Rao, Assessment Center
3. Vasant Naik, Assessment Center
4. Nitin Sarawadekar, Career Development
5. Spencer and Spencer, Competency at Work, Wiley Publication
6. Radha Sharma, 360 degree Feedback, Competency Mapping and Assessment Center

OPEN MBA(HR) SEM IV
MBA HR SEM IV
HR – Lab

Objectives:

To train the students in the applications of the HR concepts

Units	Contents
1	Preparation for Interview, Preparing resume, Mock Interviews - Students are expected to act as both interviewer and interviewee.
2	Developing training Program - Students can select any organization of their choice and design a training program after studying the training needs of the organization.
3	Study of Performance Appraisal System - Students are expected to interact with employees working on set targets; specially working in marketing or Information Technology field and prepare a study report about how performance of an employee is measured.
4	Study of best compensation and reward management practices- Students are expected to study best compensation and reward management practices across the world and give presentation on it.
5	Role Plays, Business Games based on leadership.
6	Role Plays, Business Games based on conflict management, motivation

MBA(HR) Sem IV
HR Analytics

Objectives

To enable the learner towards critical thinking about data for HR decisions.
Use of statistical software to manipulate and organize data.

Unit	Content
1	HR Analytics – the power to predict. What is analytics, The history and evolution of analytics, Analytics and its role in HR, Hr Analytics Defined.
2	Towards Analytical Prediction The power of analysis, The model of predicament management, Measuring what is important, Human capital measurement, Implementing strategy,· From business analysis t rational analysis.
3	HCM :21 model The big picture, Value of statistical analyses. Importance of Risk analysis. · Human revenue vs human capital planning
4	Data Challenges and Analytical tools. Data collection, Data sources, Analysis tools, Visualization tools,Tools for analysis.
5	Data to business intelligence What is metrics, Avoiding common metrics problems, Second and third, generation metrics, Predictive analysis that yield business. Business intelligence – The ultimate goal.
6	HR Analytics what next. What do we know about tomorrow,· What analytics can deliver for your organization

Recommended Reading

HR Analysis - The what , why and how. Tracey Smith
The new HR Analytics Jac Fitz Enz

MBA SEM-IV
Global Business Environment

Course Objectives:

- To study the Comparative Environmental Framework and Trends in new millennium

Syllabus

Unit	Content	Sessions
1	Difference between Domestic and International Business Modes of International Business, Merchandise Exports & Imports, Service Exports, Counter trade, International Companies MNE, MNC, TNC	
2	Understanding Companies Physical & Societal Environment , Competitive Environment	
3	Evolution of Strategies in the Internationalization Process, Pattern of Expansion, Countervailing Forces, Globally standardized versus Nationally Responsive Practices	
4	Globalization – Impact, Globalization Perspective – Globalization Debate	
5	Comparative Environmental Framework a) Cultural Environment b) Political Environment c) Legal Environment d) Economic Environment	
6	World Financial Environment, Brettonwoods to BREXIT, Foreign Exchange Market in the new Millennium , Various Crises, Country Risk Analysis	

Suggested readings

1. Institutions, Institutional Change & Economic Development by Cambridge University Press
2. Organizations & National Culture, A Comparative Analysis, Sage
3. Culture & Organizations- Software of the mind – London Macgrawhill
4. Global Competition & Local Networks Macnoughton R & Green M

MBA SEM-IV
Foreign Exchange Management

Course Objectives:

- To study Evolution of Exchange rate from Barter to Freely Floating System & Volatile foreign Currency market

Syllabus

Unit	Content	
1	Meaning of the term Foreign Exchange, Definition as per Section 2 M & 2 N of FEMA, Why it is required to be managed, Foreign Bank Notes/ Foreign Currency Assets – Convertibility	
2	Foreign Exchange Market – Existence and Dealing types, Participants in Forex Market & their role, Characteristics and Features of Foreign Exchange	
3	Historical perspective of changing the money – Gold standard, Gold specie, Gold Bullion Bretton Woods – Collapse of Fixed Exchange Rate, Smitsshsonia agreement	
4	Monetary Modus Vivendi, Co-existence of various systems, Managed Float, Dirty Float, Liberalization of floating – Fixed float, Trade weighted Appreciation and Depreciation	
5	European Monetary System – Exchange Monetary System, European Currency Unit, Exchange Rate Mechanism, European Monetary Unit, Brexit and its implications on Market	
6	Foreign Exchange & Money Market separations in practice, Direct Indirect Quotes, European American quotes, Arbitrage changed meaning, Long & Short positions, Day light & Over night limits, Factors affecting Exchange Rates, Managing fluctuations in Exchange Rate with Derivative Tools	

Suggested readings

1. International Economics- London Macmillan by B. Sodersten
2. International Economics – New York Macmillan
3. International Economics by D. M. Mithani
4. International Economics by Kindlberger

Publication:

FEDAI Publication on Foreign Exchange Rates & Risk Management

MBA SEM-IV
International Marketing Research

Course Objectives:

- To acquaint students with fundamental concepts and techniques of International Marketing Research
- To inculcate the analytical abilities and research skills among the students

Syllabus

Unit	Content	
1	International Marketing Research : An Introduction :Meaning, Nature, Importance and Scope, International Marketing Research Process, The Job of Research Analyst, Users of Marketing Research	
2	Research Design: Introduction, Exploratory Research, Descriptive research, Causal/ Experimental Research Design, Relationship in between different types of designs.	
3	Data Collection Methods, Primary & Secondary Data, Observation & Questionnaire Techniques, Analysis & interpretation of Data, Development of questionnaire.	
4	Sample Design, Sample Plan, Probability & Non- Probability Sampling, Sample Size, etc., Attitude Measurement through different types of scales.	
5	Marketing Research in the International Environment : Introduction, Role of Research in International Marketing Strategy formulation, Issues specific to International Marketing Research, Cost , Equivalence, Personnel, International Marketing Research in practice	
6	The Future of International Marketing Research, Case studies on International Marketing Research	

Suggested readings

1. International Marketing Research: V. Kumar, Pearson Education
2. Research for Marketing Decisions: Paul E. Green, Donald S. Tull
3. Marketing Research: Text and Cases Harper W. Boyd Jr., Ralph Westfall
4. Marketing Research: S L Gupta Excel Books
5. International Marketing Research: C. Samuel Craig, Susan P. Douglas

MBA SEM-IV
International Financial Management

Course Objectives:

- The objective of this course is to acquaint students with various sources of availing finance in cross border dealings

Syllabus

Unit	Content	
1	Introduction , Nature, Scope and Importance of International Finance, Distinction between domestic and international finance, India's financial sector reforms after globalization.	
2	Methods of international trade settlement – Open account, Advance Payment, Documentary Credit, Documentary Collection, Consignment Trading	
3	Financing of Imports – Documentary Credit Mechanism Steps involved in LC mechanism and role played by parties.	
4	Financing of Exports – Pre and Post Shipment finance, Characteristics of Export Finance. Export finance in Indian Rupees and Foreign Currency.	
5	Suppliers credit, Buyer's credit factoring and forfeiting Offshore Banking	
6	External Commercial Borrowings – Automatic and Direct rout, Guarantees used in International Trade	

Suggested readings

7. Jain, Peyrard and Yadav: International Financial Management, Macmillan India Ltd. New Delhi 02
8. P.G.Apte: International Financial Management, Tata McGRAW, Hill.
9. V. Sharan : International Financial Management, Prentice Hall of India Pvt. Ltd. New Delhi-01
10. Madhu Vij: International Financial Management Anurag Jain, Excel Books, Daryaganj, New Delhi 02
11. C Jeevanandam: Foreign Exchange, (Practice, Concepts & Control) Sultan Chand & Sons, Daryaganj, New Delhi 02
12. V.A. Avadhani : Global Business Finance, Himalaya Publishing House Mumbai 04

Journals:

- a) Exchange Control manual Vol. I & II
- b) FEDAI – Publication on Documentary Credit & Standby credit
- c) ICC Publication UCPDC & URC

MBA Semester IV
Big Data Analysis

Course Objectives:

- To introduce learner with Big Data Concept, decision making by doing analysis on the data and managing the data using Big Data Tools like Apache Hadoop, Pig and Hive.

Syllabus

Unit	Contents	
1	Big Data History, The Big Data Business Opportunity- Business Transformation Imperative, Big Data Business Model, Business Impact of Big Data	
2	Big Data In Organization Data Analytics Lifecycle, Data Scientist Roles and Responsibilities – Discovery, Data Preparation, Model Planning, Model Building, Communicate Results, Operationalize, New Organizational Roles, Liberating Organizational Creativity.	
3	Decision Theory and Strategy Business Intelligence Challenge, Big Data User Interface Ramifications, Human Challenge of Decision Making, Strategy for Decision Making- Big Data Strategy Document, Case Study.	
4	Value Creation Process Understanding Big Data Value Creation, Value Creation Drivers, Michael Porter’s Value Creation Models- Michael Porter’s Five Forces Analysis, Michael Porter’s Value Chain Analysis, Case Study.	
5	Big Data User Experience The Unintelligent User Experience, Understanding the Key Decisions to Build a Relevant User Experience, Using Big Data Analytics to Improve Customer Engagement, Uncovering and Leveraging Customer Insights, Big Data can Power a New Customer Experience.	
6	Big Data Use Cases The Big Data Envisioning Process –1. Research Business Initiatives, 2. Acquire and Analyze your Data, 3. Brainstorm New Ideas , 4. Prioritize Big Data Use Cases, 5. Document Next Steps, The Prioritization Process. Big Data Architecture New Big Data Architecture, Introducing Big Data Technologies – Apache Hadoop, Hadoop MapReduce, Apache Hive, Apache HBase, Pig, New Analytic Tools.	

Suggested Readings

- Bill Schmarzo, Big Data- Understanding How Big Data Power Big Business
- Edureka lectures :Link:- <https://www.youtube.com/watch?v=A02SRdyoshM>

MBA Sem IV
IT Infrastructure Management

Course objective

- **To create awareness about IT Infrastructure Management**

Syllabus

Unit	Contents	Sessions
1.	The need for IT Infrastructure Management IT Infrastructure Management Overview – ITIL Model	
2.	Organizing and managing people Managing System Development	
3.	Capacity Planning Availability Management	
4.	Change Management Operations Management	
5.	Asset and Facilities management Business Continuity Planning	
6	Case Studies and Presentations	

Suggested readings

1. Rich Schiesser,|| IT Systems Management||
2. E Turban, E Mclean and James Wetherbe, —Information Technology for Management|| (Chapter 15)
3. Kenneth C Laudon, Jane P Laudon, —Management Information Systems|| (Parts 2 and 5)
4. Roger S Pressman, —Software Engineering: A Practitioner’s Approach||
5. James A O’Brien, —Management Information Systems||
6. Walker Royce, — Software Project Management: A Unified Framework||

MBA Sem IV
Technology Management & IT Services

Course Objective:

- To provide a broad perspective on the key issues involved in the effective management of technology and innovations.

Unit	Contents	Sessions
1	Introduction to Technology Management: Definition and characteristics of technology, levels of development of technology, relation of knowledge and technology,	
2	Technology and Wealth Creation: Role of technology in wealth creation, historical perspective, creation of wealth – long wave cycle, evolution of production technology, product technology, technology and the national economy	
3	Critical factors in managing technology: Creativity, invention, innovation, link between science and technology, types of innovation, bringing innovations to market , technology-price relationship , the timing factor, productivity : effectiveness and competitiveness . leaders Vs followers	
4	Management of technology: The new paradigms : technology trends, resources and the business environment: changes in the business environment , the structure and management of organization	
5	Management of technology: Guiding principles for managing enterprises	
6	Global Competiveness: Competitiveness of India and China : a comparative analysis	

Suggested readings:

1. Management of Technology- The Key to Competitiveness and Wealth, Tarik Khalil and Ravi Shankar, Tata McGraw Hill Publications ,2nd Edition
2. Managing Technology and Innovation for Competitive Advantage, V K Narayanan , Pearson Education, 2009 Education
3. Strategic Management of Technology and Innovations, Robert A Burgelman, Modesto A Madique, Steven C Wheelwright, McGraw Hill, International Edition

MBA Sem VI
Lab on Oracle and Open Source Software

Objective:

- To enable students in improving their skills and knowledge on Oracle and one Open Source Software through lab sessions

- Students shall visit the designated computer labs for the lab session, wherein they should work on Oracle and one Open Source Software assigned by the concerned faculty member.
- The assessment shall be done by the concerned faculty member by taking practical exam for this course.

MBA Sem IV
Negotiation Management

Objectives:

- To learn the fundamentals of negotiation and conflict management
- To explore legal and behavioral aspects of negotiation
- To explore ethical standards and criteria of negotiation and conflict resolution
- To explore the social contexts of negotiation
- To learn best practices in negotiation and conflict management

Syllabus

Unit	Contents	
1	Negotiation Fundamentals, Managing the process of interdependence: negotiation and conflict management,	
2	Exploration of two core strategic approaches: zero- sum negotiations and integrative (“win-win”) negotiations. Negotiation preparation: choosing a strategy, framing issues, defining objectives and planning action	
3	Psychological sub processes of negotiation, Perception, cognition and emotion, Communication dynamics, Power, Ethical standards and criteria	
4	Social contexts of negotiation, Reputation and its effect, Managing multi-party negotiation, International and cross-cultural negotiation	
5	Developing effective negotiation and conflict management skills	
6	Best practices and case studies related to the earlier topics	

Suggested readings:

1. Fisher, R., Ury, W., & Patton, B. (1991). Getting to Yes: Negotiating Agreement Without Giving In, second edition. NY: Penguin.
2. Lewicki, R.J., Saunders, D.M., & Barry, B. (4th edition) Essentials of Negotiation NY: McGraw-Hill.
3. Ury, W. (1991). Getting Past No: Negotiating with Difficult People. New York: Bantam
4. Crucial Conversations – Tools for talking when stakes are high. (2002) By – Kerry Patterson, Joseph Grenny, Ron McMillian and Al Switzler

MBA Sem IV
SERVICE OPERATIONS MANAGEMENT

Objectives

- To acquaint the students with the service operations strategy aspects
- To provide students with the concepts and tools necessary for effectively managing field service operations.
- To familiarize the students with the concepts of CRM and role of IT in managing service operations

Syllabus

Unit	Content	
1	Service Operations Concept: Nature of Services, Difference between Manufacturing and Service Operations, Service Operations Characteristics, Purpose and objectives of service operation, Functions and processes in service operation.	
2	Service Operations Strategy: Service objectives and goal formulation, Service organization: In house Vs. Outsourcing, Centralized Vs. Decentralized, Creating Customer Connection, Effect of technology on service operations-strategic and tactical problems of managing operations functions in service environment. Enhancing customer satisfaction, Service Operations as a Profit Centre	
3	Designing & Managing Service Operations: Technology and its impact on Services, Design and Development of Service Delivery Systems, Factors determining design of service systems-Impact of customer contact on design of service system, Work Measurement, Locating Facilities, Designing their Layout. Service capacity, Capacity Planning process design in service systems basic structure of waiting line model-Principles of queuing theory for capacity analysis issues- Short term capacity planning problems- service quality measurements.	
4	Field Service Management, Service Manpower Planning & Scheduling: Field Service Organization, Field Service Inventory Management, Field Technical Support Service, Integrating Field Service with Information Technology, Field Service Effectiveness Evaluation, Field Service and its impact on Customer satisfaction, Field Service and Customer Relations Management, Uncertainty in Manpower Requirements, Cyclical and Seasonal nature of demand, Service Level Considerations and Cost Considerations in Manning.	
5	Customer Relationship Management: Customer requirement assessment, Customer satisfaction parameters and indices, Manpower recruitment and training, Customer feedback collection and analysis, Customer service evaluation	
6	Role of IT in managing service operations: Web-enabled Services, ERP enabled Field and Technical Support Services, Tele marketing and servicing	

Suggested readings:

1. Successful Service Operations Management- Metters, King- Metters, Pulliman and Walton, Thomson India Edition, 2nd Edition.
2. Customer Service, Robert Lucas, Tata McGraw
3. Service Operations Management –Improving Service delivery by Robert Johnston Graham Clark, Prentice Hall.

MBA Sem IV
ENVIRONMENT, HEALTH & SAFETY

Course objective:

- To learn the basic concepts of safety management.
- To study the various provisions of health and safety.

Syllabus:

Unit	Contents	
1	Health and Safety Organization and Administration: Safety Organization, Safety Planning, Safety policies, Role of Safety officer, Fire hazards, Fire inspection, Safety inspection, Plant inspection list, Record keeping.	
2	Occupational and Work Related Health and Safety: Occupational health, Occupational Safety, Occupational Disease, Fire Basic Chemistry/ Mechanism, Reasons, Prevention and Types of Fire, Extinction of Fire, Loss Prevention, Association-Objective Formation, Scope and Significance.	
3	Accident compensation statutes: Section I: The Dangerous Machines Act 1983 (Entire Act), The fatal accident Act 1855 (Entire Act) , Workmen Compensation Act1928 (Health and Safety Related Sections), The Mine Act 1952 (Section19 to22)	
4	Accident compensation statutes: Section II: The Employers liability Act 1938 (Entire Act), Public Liability Insurance Act 1991 (Entire Act), The Employees State Insurance Act 1948 (Health and safety Related Sections), Factories Act 1948(Section 11 to Section 40), Maharashtra Factories Rule 1963 (Health and Safety Related Sections), Maharashtra Safety Officers Rule 1982(Health and Safety Related Sections)	
5	Environmental Pollution: Air pollution, Water pollution, Soil pollution, Noise pollution, The Air Prevention and Control Act 1981, The Water Prevention and Control Act 1974,	
6	Environmental Protection: The Environment Protection Act 1986: Definitions, General powers of the central Government : Power of Central Government to take measures to protect and improve environment, appointment of officers and their powers and functions, rules to regulate environmental pollution.	

Suggested readings:

1. Industrial Health and Safety Management -A.M.Sarma
2. Safety Management:- John V. Grimaldi, Rollin H. Simonds
3. Industrial Safety Management- L.M. Deshmukh

Supplementary Reading Material- BARE Acts APS Labour Digest

Websites - www.lawsinindia.com

Journals

1. Management & Labour Studies
2. International Labour Review

MBA Sem III
Quality Management Standards

Course objective:

- To introduce various management system standards
- To help the students understand the implementation of IMS through cases in services and manufacturing Sector

Syllabus:

Unit	Contents	Sessions
1	Overview of IMS–QMS, EMS, OHSAS ,TS: Introduction to core tools and TS16949, Introduction to CMMI, Introduction to EFQM, Implementation requirements for certification	
2	QMS Standards: Key clauses-4.1 Process & documentation, 5.0 Top management, Organization and Role of MR, 6.0 Resource management, 7.0 Process control from Contract review to Calibration, 8 Monitoring measurements and improvement	
3	EMS Standards: Key clauses- 4.1 General requirement, 4.2 Policy, 4.3 Planning – registers, objectives & programs, 4.4 Implementation and operation, 4.5 Checking	
4	OHSAS 18001: 2007 Standards: Key clauses-4.1 General requirement, 4.2 Policy, 4.3 Planning– registers, objectives & programs, 4.4 Implementation and operation, 4.5 Checking	
5	Study of Apex manual & Procedural manual for QMS: Service and Manufacturing setup, Study of Apex manual and procedural manual for EOHS, Study of core tools implementation requirement,	
6	Study of ERP, Legal register, Risk register and Impact registers and various programs & monitoring programs and SOPs & their interrelation	

Suggested readings:

1. Operations Management: An Integrated Approach by Danny Samson and Prakash Singh , Cambridge University Press.
2. Managing Quality Edited by Barrie G Dale, Tonvan der Wiele and JosvanIwaarden, Blackwell Publishing, 5th Edition

Websites

<http://www.ohsas-18001-occupational-health-and-safety.com/>
<http://www.iso14000-iso14001-environmental-management.com/>
<http://www.efqm.org/en/>

**MBA Sem IV
Micro-Finance**

Course Objectives:

- To familiarize students with the Agricultural Financial System, Microfinance System and tools and techniques used for better management decisions

Syllabus:

Suggested Readings:

1. S.S.M. Desai: Agriculture & Rural Banking in India, HPH
2. Srivastava R.M.: Financial Management. Principles and Problems, HPH
3. Pension: Agricultural Finance, Tata Mc Grow Hill
4. Bauman. I Dieslam & EC: Capital and Credit Needs in Changing Agriculture, PHI
5. Rais Ahmed: Micro- Finance and Women Empowerment. Mittal Pub. New Delhi
6. Malcolm Harper: Practical Micro-Finance- A Training Guide for South Asia
7. Muhammad Yunus: Creating a World without Poverty- Social business and the Future of capitalism, BBS Pub. New York

Unit	Contents
1	Need and Importance of Agriculture Finance, Essential Features of Agriculture credit system, Agricultural credit Structure in India. Non-institutional financing for Agriculture, Merits and Demerits. Management of Agri-Finance: View point of Borrower and lender. Economic feasibility Tests of Farm credit proposal (Three R's of credit & Four C's of Credit).
2	Methods and mechanics of Lending to Agriculture, Role and functions of NABARD for Agriculture Finance Role of Commercial Bank and Agricultural Finance, Regional Rural Banks and Rural Finance, Its viability, Problems and challenges
3	Multi-agency Approach to agricultural Finance, Problems of Over dues of Agricultural loans. Measures to overcome the Problem of over dues.
4	Public Farm Financing Schemes: Financing of Bio-Gas Plant, Financing of Poultry Development, Financing of Dairy Development, Financing of Customs Services Units, Financing of Minor Irrigation Schemes
5	Microfinance: Concept and Revolution, Grameen experiment. Growth and development of Micro-finance in Bangladesh, World without poverty-Views of Muhammad Yunus. Microfinance and SHGs in India and its importance for socio- economic development of poor families.
6	Microfinance and women empowerment. Role of NABARD in linking SHGs with Banks, Growth and Development. SGSY and SHGs. Role of MFIs (Non-Banking Financial Institutions) in expanding micro-credit facilities for the poorest of poor in the country. These MFIs include SKS microfinance, SHARE, BASIX, etc. Some case studies on microfinance and Agriculture Finance.

8. Thomas Fisher, M.S. Sriram: Beyond Micro Credit- Putting Development Back into Micro- Finance.
9. K.G. Karmakar, Rural and Self Help Groups Microfinance Needs and concepts in India, SAga Pub.
10. What is Wran with Microfinance, Edited by Thomas, dichter adn Mulcom Harper

**MBA Sem IV
RURAL ENTREPRENEURSHIP**

Course Objectives:
to educate students on the aspects of rural entrepreneurship

Syllabus:

Suggested Readings:

1. Alsos, GA, S. Carter, E. Ljunggren, and F. Welter (Ed.) 2011. The Handbook of Research on Entrepreneurship in Agriculture & Rural Development.
2. S.L. Doshi & P.C. Jain (2002): Rural Sociology; Rawat Publication, Jaipur,

Unit	Contents
1	Concept Of Rural Industrialization - Importance Of Rural Industrialization For Rural Development, Gandhian Approach To Rural Industrialization - Appropriate Technology For Rural Industries
2	Concept - Characteristics - Types Of Entrepreneurship – Entrepreneurship And Rural Industrialization - Development Of Rural Entrepreneurship In India, Policies And Programmes For The Development Of Rural Industries - Industrial Policy - Resolutions - Five Year Plans
3	Khadi And Village Commission - Objectives - K.V.I.C. During Five Year Plans
4	Rural Industrial Sectors - Small Scale - Handloom - Agro Based Industries Rural Artisans - Handicrafts And Sericulture
5	Problems Of Marketing - Marketing Strategy And Information System For Rural Industries - Consortium Approach – Exhibitions
6	Globalization And Rural Industrial Promotion - Imports And Exports - Strategies - Policies Implications

3. Vasant Desai: A Study of rural economics; Himalaya Publishing Company; New Delhi.
4. S.R.Mehta: Sociology of Rural Development; Sage Publications; New Delhi
5. Meenu Jain (2011): Rural Development Programmes in India
6. Vasant Desai, Dynamics of Entrepreneurship Development ,Himalaya Publication house
7. David Holt Entrepreneurship , New Venture Creation , Prentice Hall India.
8. S.S. Khanka ,Entrepreneurial Development S.Chand & Company Ltd. New Delhi
9. Peter F. Drucker , Innovation and Entrepreneurship
10. R. Gopal, Pradip Manjrekar ,Entrepreneurship and Innovation Management (an Industry Perspective) , Excel Books

MBA Sem IV
Agriculture and Indian Economy

Syllabus:

Suggested readings :

Unit	Contents
1	Introduction : Agricultural Economics - Meaning, Nature, Scope and Importance Role of Agriculture in Economic Development, Trends in Agricultural Growth since 1950-51
2	Development of Agriculture, Agricultural Productivity – Meaning and concept, Causes of Low Productivity and Measures, Regional Variations, Comparison with Developed Countries, Green Revolution – Achievement and Failures. Need of second Green Revolution, Changes in Cropping Pattern, Organic Farming – Meaning & Scope
3	Recent Issues in Indian Agriculture : Environmental Issues, Special Economic Zone (SEZ) - Impact on Agriculture, Farmers Suicide – Causes & Preventive Measures
4	Agriculture Price Policy: Issues on Agriculture - Food Security.
5	Agricultural Marketing: Problems and Remedies of Agricultural Marketing in India, Co- operative Marketing – Merits and demerits.
6	Agricultural Export and Import –policies since 2009, Foreign direct investment in Agriculture

1. Dalt.R. & K.P.M.Sundharm (2011), Indian Economy , S.Chand & Co.Ltd New Delhi
2. Misra S.K. & V.K.Puri (2011), Indian Economy Himalaya Publication house Mumbai
3. Sadhu A.N. and J.Sing, Agricultural Problems in India, Himalaya Publishing House Mumbai
4. Sundarm I.S. Rural Development Himalaya Publishing House Mumbai
5. Gopal and Suman Banhri (2013) Indian Economy Performance and Policies. Pearson Publication
Delhi.
6. Dr. Datir R.K. And others Bharatiya Arthvyavastha- 5thEdition 2012, Nirali prakashan Pune.
7. GoMamoria C-D : Agricultural Problem of India KitabMahal 2005
8. Government of India ,Economic Survey New Delhi
9. RBI,Hand Book of statistics of India

**MBA Sem IV
Marketing of Agro Products**

Syllabus:

Course Objectives:

- To understand the concepts of effective retailing in the current scenario

Syllabus

Suggested Readings:

1. Rhodes, V., J. Dauve, and J Parcell. 2007. The Agricultural Marketing System, 6th Edition. Scottsdale: Holcomb Hathaway Publishers.
2. Introduction to Agribusiness Marketing, Seperich, Woolverton and Beierlein

Unit	Contents
1	Basic Concepts of Agricultural Marketing: Definition of market and agricultural marketing, historical development, approaches, classification of markets, types of marketing functions and services, futures trading, marketing channels, marketing institutions - rule of the games - formal/informal, agricultural marketing system - then and now, market integration, contract farming, marketing development and planning, modern infrastructural facilities, cooperative/ group marketing systems, value addition and, agro-processing, post harvest technology.
2	Agri - Marketing Organizational Management: Structure and Model of Agri-Marketing Organizations with functions, market planning, management of agri- marketing personnel, role of leadership, motivation and human relations in improving organizational efficiency, various communication methods, effective co-ordination of various marketing functions, management of finance, man-power and hygienic conditions in the markets and food supply chain management.
3	Legal Framework of Agricultural Marketing: A.P (G & M) Act, PFA, MFPO, FPO, Weights and Measures, Packaged Commodity Rules; IS0-9000, Consumer Protection Act, Storage and Warehousing Act,. Comparative study of State Agricultural Produce Market Acts, Market regulation, Model Act, Land Acquisition, Public Premises Eviction Act, unauthorized occupation, Forward Contracts Act, Grading and Standardization, formulation and enforcement of grade standards, grading under Agmark and at Producer's level, modernisation of grading at farm/mandi level, Model Act and reforms suggested.
4	Key Agricultural Marketing Organizations: Role, Functions and Schemes of NAFED, NCDC, CCI, JCI, IIP, CFTRI, MPEDA, APEDA, NHB, DMI, NIAM, BIS, CWC, SWC, Commodity Boards, Export Inspection Council, State Cooperative Marketing Federations
5	Market Information: Role, importance and concepts of market intelligence, agricultural price terminology, administered prices including support prices, methodology of data collection, critical review of market intelligence and news service, role of IT and tele- communication, on line market information service, electronic auctions, commodity information system, e-chaupal model, dissemination of market intelligence through various media, importance and limitations of statistics, market information schemes, index numbers and cost of living, cyber trading/e-commerce, market Information Service (AGMARKNET) and infrastructure development schemes launched by DMI.
6	Marketing Extension: Role and importance of extension service, challenging role of market extension in global agri-trade, role of leadership in market extension, improving the communication skills of the extension personnel, role of effective coordination in marketing extension, role of communication, role of IT and newspaper and radio talks, art of public speaking, marketing information service, role of information. Advantages of direct marketing,

3. Principles of Marketing, Philip Kotler and Gary Armstrong, Prentice Hall Inc.
4. Marketing of Agricultural Products, Ninth Edition. 2002. R.L. Kohls and J.N. Uhl. Prentice-Hall, Inc.,

MBA Sem IV
CONTEMPORARY RETAIL MANAGEMENT

Course objective:

- To understand the concepts of effective retailing in the current scenario

Syllabus:

Unit	Content
1	INTRODUCTION: An overview of Global Retailing – Challenges and opportunities – Retail trends in India – Socio economic and technological Influences on retail management – Government of India policy implications on retails.
2	RETAIL FORMATS: Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats.
3	RETAILING DECISIONS: Choice of retail locations - internal and external atmospherics – Positioning of retail shops – Building retail store Image - Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions. Mercandising and category management – buying.
4	RETAIL SHOP MANAGEMENT: Visual Merchandise Management – Space Management – Retail Inventory Management – Retail accounting and audits - Retail store brands – Retail advertising and promotions – Retail Management Information Systems - Online retail – Emerging trends .
5	RETAIL SHOPPER BEHAVIOUR: Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behavior – Complaints Management - Retail sales force Management – Challenges in Retailing in India.
6	Case Studies

Suggested readings

1. Michael Havy ,Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, Sixth Edition, 2007
2. Ogden, Integrated Retail Management, Biztantra, India, 2008.
3. Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 4th Edition 2008.
4. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 2007.
5. Swapna Pradhan, Retail Management -Text and Cases, Tata McGraw Hill, 3 rd Edition, 2009.
6. Dunne, Retailing, Cengage Learning, 2nd Edition, 2008
7. Ramkrishnan and Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University Press, 2008
8. Dr.Jaspreet Kaur , Customer Relationship Management, Kogent solution.

**MBA SEM IV
RETAIL PLANNING**

Course objective:

- To impart knowledge about Retail planning

Syllabus:

Unit	Content
1	Marketing & Strategic management Marketing: Retailing, Role, Relevance & Trends.-Retail Customer-Retail market segmentation & franchising-Relationship marketing in Retailing.-Retailing in banking and other financial services, mutual funds and Insurance-Quantitative methods in marketing.-Social Marketing in Retail management , Strategic management: Retail in India.- Services marketing and management.-Brand Management- International / Strategies- Pricing - Advertising & sales promotion
2	Operations & Finance in Retailing: Retail location strategy-Product and Merchandise management-TQM-Mathematics / Statistics-EDP / MIS -Logistics & SCM-Security measures-Footfalls / computerized methods & non computerized methods-Visual / display methods - Merchandising & Management-Fashion designing Finance: Accounting Methods-Capex planning-Risks-Capex planning-Accounting Processes Accounting software's-WIP -Accounting methods-Strategic cost management-Management of Obsolete goods
3	Human Resources Management in Retailing Human Resources: Retail organization- Laws involved in HR.- Motivation-Customer psychology-Training needs for employee-Top grading-Obstacles to Top grading- Astronomical Costs of Mis- Hires- Company killers and Company Derailers- recruitment Best Practices- How to Avoid Mis Hires- CIDS (Chronological in Depth Structure) based Model – Coaching to fix weakness-Interviews guide- Avoiding Legal Problems: Bulletproof Approach.
4	Legal & compliances for a Retail Store Legal & compliances: License-Contracts & Recovery-Legal Process-PF/ESIC & Exemptions Food & Restaurants-PPF-IR – Law-Shops & establishments- IPR Patents, Copyright & Trademarks- Inclusion of Service Mark- Procedure and Duration of Registration-Collective Mark- Certification Mark- Procedural Compliance for Establishing an Retail Store- Customer Rights- Consumer Protection Acts- -Unfair Trade Practices- -Holding of Contests and Schemes Disparaging Products of Competitors- Correctness of Representation- The Standards of Weights and Measures Act – Procedures applicable for a Retail Store
5	Mall Management: Types of Various retail formats-Concepts in mall design-Factors influencing Malls establishments-Aspects in Finance-Aspects in security / accounting -Aspects in HR Aspects in Quality management-Statistical methods used in measuring mall performance.

Suggested readings

1. Retailing Management Text & Cases- Swapna Pradhan- The McGraw Hill Companies
2. Retailing Management -Levy & Weitz- The McGraw Hill Companies
3. Marketing Channel- Bert Rosenbloom- South Western -Thomson
4. Marketing Creating and Keeping Customers in an e-commerce world- William G Zikumund & Michael d Amico South Western –Thomson
5. Retail Management A Strategic Approach – Barry Berman & Joel R.Evans- The Prentice Hall of India, New Delhi
6. Legal Aspects of Business –Akhileshwar Pathak- The McGraw Hill Companies
7. Top Grading – How Leading Companies Win by Hiring, Coaching and Keeping the Best People- Bradford D Smart- Viva Books Pvt Ltd

MBA SEM IV
RETAIL AND DISTRIBUTION MANAGEMENT

Course objective:

- To provide inputs on retail and distribution management

Syllabus:

Unit	Content	
1	Marketing Channels: Definition & Importance, Functions of Marketing Channels-Intensive, Selective & Exclusive distribution strategies, Decisions in Channel Management. Integrated Marketing Channels : Channels for Consumer goods, Industrial goods & Services – Horizontal, Vertical, Multichannel Marketing Systems	
2	Wholesaling and Retailing: Concept, Importance, Functions-Wholesaler Marketing Decisions – Trends in Wholesaling Retailing- Concept, Importance, Functions – Indian Vs. Global Scenario	
3	Retail formats : Store & Non Store Retailing-Franchising- Unconventional channels	
4	Retail Location : Factors affecting location decision-Site Selection- Location based retail Strategies	
5	Store Design and Administration: Interiors and Exteriors – Store layout – Types of layouts - Factors affecting store layout – Store image mix – Store Façade – The Internet Store. Store Administration : Floor space management-Managing store inventories and display	
6	Channel Management: Channel selection-Channel Conflicts & its Resolution- Channel Performance Evaluation. Technology in distribution : Bar-coding – RFID – Electronic payment systems	

Suggested readings

1. Channel Management-Stern-El-Ansary
2. Retailing Management-Swapna Pradhan
3. Retail Management – Gibson Vedamani
4. Physical Distribution & Logistics Management-Dr. Subhash Bhawe
5. Channel Management & Retail Management-Meenal Dhotre

**MBA SEM IV
RURAL RETAILING**

Course objective:

- To provide inputs on rural retailing

Syllabus:

Unit	Content
1	Introduction: Definition, scope of rural retailing/ marketing, concepts, components of rural markets, classification of rural markets, rural vs. urban markets. The future of Rural Retailing: Introduction, Focused Marketing Strategies, Market Research, Consumer Finance, Rural Vertical, Retail and IT Models, Rural Managers, Glamorize Rural Marketing, Public-Private Partnership, e-Rural Marketing
2	Rural retailing environment: Population, occupation pattern, income generation, location of rural population, expenditure pattern, literacy level, land distribution, infrastructure facilities, problems in rural retailing/ marketing, Rural credit institutions: Role of cooperative institutions, regulated markets, agriculture export zones(AEZ). Establishments of marketing departments for various agricultural and non-agricultural produce. KAPPAC, COIR BOARD, COFFEE BOARD, NHB, APEDA.
3	Rural Consumer behaviour: Consumer buying behaviour models, Factors affecting Consumer Behaviour, Social factors, Technological Factors, Economic Factors, Political Factors, Characteristics of Rural retail consumer- Age and Stages of the Life cycle, Occupation and Income, Lifestyle, Personality and Brand Belief, Information Search and pre purchase Evaluation, Rise of Consumerism, Consumer Buying Process, Opinion Leadership Process, Diffusion of Innovation, Brand Loyalty
4	Segmentation, Targeting and Positioning in Rural Market: Segmenting, Targeting and Positioning Segmentation- Heterogeneity in Rural, Prerequisites for Effective Segmentation, Degrees of Segmentation, Basis of Segmentation and Approaches to Rural Segmentation- Geographic Segment, Demographic Segmentation, Psychographic Segmentation, Behaviour Segmentation, Multiattribute Segmentation, Targeting- Evaluation and Selection of Segments, Coverage of Segments, Positioning- Identifying the positioning Concept, Selecting the positioning Concept, Developing the Concept, Communicating the Concept
5	Distribution Strategy: Introduction: Accessing Rural Markets, Coverage Status in Rural Markets, Channels of Distribution, Evolution of Rural Distribution Systems- Wholesaling, Rural Retail System, Vans, Rural Mobile Traders: The last Mile Distribution, Haats/Shandies, Public Distribution System, Co-operative Societies Behaviour of the Channel, Prevalent Rural Distribution Models- Distribution Models of FMCG Companies, Distribution Model of Durable Companies, Distribution of fake products, Emerging Distribution Models- Corporate –SHG Linkage, Satellite Distribution, Syndicated Distribution, ITC's Distribution Model, Petrol pumps and Extension counters, Barefoot agents, Agricultural agents, Agricultural input dealers, Other channels, Ideal distribution model for Rural market
6	Communication strategy: Challenges in Rural Communication, A view of Communication Process, Developing Effective- Profiling the Target Audience, Determining communication objectives, designing the message, selecting the communication channels, deciding the promotion mix, Creating advertisement for rural audiences rural media- Mass media, Nonconventional Media, Personalized media, Rural Media: The importance of the two-step flow of communication Media Typology, The Media Model, Media innovation, Influence of Consumer Behaviour on Communication strategies,

Suggested readings

1. Rural Marketing - Pradeep Kashyap & Siddhartha Raut, Biztantra
2. Rural Marketing - Gopal Swamy T. P, 3/e, Vikas Publishing House,
3. Rural Marketing - Dogra & Karminder Ghuman, 1/e, TMH. Rural Marketing - Sanal Kumar Velayudhan, 2/e, Response SAGE Publication 2007.

4. Rural Marketing – Badi, HPH. Rural Marketing – Mathur U. C, 1/e, excel books.
5. Rural Marketing – Krishnamacharyulu C. G & Lalitha Rama krishnan, Pearson Education.
6. Rural Marketing – Habib Ur Rahman,1/e, HPH, 2004. Rural Marketing – Sukhpal Singh , Vikas Publishers