

**Examination Scheme  
&  
Syllabus  
For  
Master of Business Administration  
(w.e.f. 2019-20)**



**Chaudhary Bansi Lal University, Bhiwani**

(A State University established under Haryana Act No. 25 of 2014)



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## Study & Evaluation Scheme of Master of Business Administration

### Summary

<b>Programme</b>	:	Master of Business Administration
<b>Duration</b>	:	Two year full time (Four Semesters)
<b>Medium</b>	:	English
<b>Attendance</b>	:	75 percent
<b>Total Credits</b>	:	124

### Assessment/Evaluation

Theory		
Internal	External	Total
20	80	100

### Internal Evaluation

Minor	Attendance	Assignment/ caselet	Total
10	5	5	20

### Duration of Examination

External	Minor Test
3 hrs	1 hr

*To qualify the course, a student is required to secure a minimum of 40% marks in aggregate including the end semester examination and internal evaluation. (i.e. both internal and external). A candidate who secures less than 40% of marks in a course shall be deemed to have failed in that course. The student should have at least 40% marks in aggregate to clear the semester.*

### Question Paper Structure

- 1. The question paper shall consist of 9 questions. Out of which, first question shall be of short answer type and will be compulsory. Question no. 1 shall contain 8 parts representing all units of the syllabus and students shall have to answer all 8 parts.*
- 2. There shall be 2 questions from each unit having internal choice. The students are required to attempt any one question from each unit. The weightage for each question shall be 16 marks.*

## POLICY ON HOBBYCLUB

### **1. List of Clubs (Both for UG and PG Programmes)**

1. IT Innovators Club (IT Club)
2. Performing Arts (Dance, Drama, Singing)
3. Sports and Fitness Club (Including the Indoor and Outdoor games, Yoga and Meditation)
4. Outreach (Extension and Rural Activities Club like social awareness programmes and sensitization)
5. Literary (Debate, Declamation, and Writing skills)
6. Fine Arts (Painting, Drawing, Sculpture, and Graphics)
7. Photography and Videography
8. Gardening & Landscaping
9. Entrepreneurship
10. Media Club
11. Culinary Skills (Cooking)

### **2. Criteria for Evaluation (Both for UG and PG programme)**

The criteria for the evaluation of the same may be framed as:

(a) Minimum Attendance (50%)

Less than 60%: No Marks

60%-75%: 30 Marks

76%-90%: 40 Marks

91%-100%: 50 Marks

(b) Participation in the Events organised by the club (15%)

(c) Organising the In-House Club Events (15%)

(d) Participation/ organizing a National or State level event (10%)

(e) Positions in the National / State Level event (10%)

### **3. Mode of Conduct**

List of clubs and their faculty coordinators will be floated at the beginning of each session and every student will mandatory choose one club as per his / her choice. This hobby club will be evaluated for 1 credits each in each semester for the first four semesters (Semester 1-4) in both UG as well as in PG Courses) as per the evaluation policy. However, these credits will not be added to the SGPA / CGPA. They will be counted together and the final letter grade will be reflected in the final DMC of the students with the name as **"Hobby club"**.

These hobby clubs will primarily run in the workshop mode, where one teacher will be assigned as coordinator to look after the over-all responsibility of the clubs. It is suggested that one workshop / meeting of atleast 1 hr will be conducted per week or 16 hours per semester (if in the long workshop mode). At least one event will be organised by the club during each semester. Students will be encouraged to organise and participate in the events. They will also be encouraged to participate in the national and state level programmes.

### **4. Review**

The structure and implementation of the clubs will be reviewed after every three years.

## **DETAILS ON THE CLUBS**

### **1. IT Innovators (Information and Technology)**

This group will focus on encouraging students with interest in Information and Technology to come up with new ideas. It will be a platform for young budding talent to share their thoughts. It will also focus on increasing awareness about latest trends in technology by way of seminars, competitions etc. Students will also get an exposure for showcasing any new inventions they make. The group will expose the students to professionals of the industry and help them get correct guidance from industry experts.

### **2. Performing Arts (Theatre, Drama, Music- Vocal and Instrumental)**

This group will focus on activities related to various arts like singing, dancing, drawing, theatre etc. The group will organize cultural programmes on different occasions as feasible. They will take charge of all the cultural activities that take place in the university. The students will get an opportunity to showcase their creativity. They will be guided regularly by expert artists by way of seminars, movies, activities etc. It will help in overall development of the students and harness their creative energies.

### **3. Sports and fitness (Yoga, Meditation, Indoor Games and Outdoor Games)**

In today's world people are living a very stressful life. They are losing on their health for earning money. People are not able to perform to their most optimum capacity because of health; stress etc. This group will try to bring the much needed work life balance. This group will focus on mental and physical fitness. They will start yoga, meditation, aerobics etc. They will also encourage increased participation in university sports teams. The group will organize regular camps of yoga, meditation, to increase the concentration and stamina of students.

### **4. Outreach (Activities having social Impact)**

Youth is the future of society and has the power to change it. This group will strive for making a social impact, bringing about the positive changes in the society we live in. The students will regularly engage in activities that will create a better society. This group will organize events for improving our society. It will provide hands on experience, of dealing with people, to the participants and raise a socially sensitive youth.

### **5. Literary (Debates, Declamations and Writing skills)**

The Literary club will endeavor to promote languages and literature. From time to time, the club will organize a rich and diverse array of literary activities such as debates, declamations, group discussions, poetry writing and recitation, short story writing, interactive/lecture sessions, etc. Through these activities, literary coordinators (student and teacher) reach out to language and literature lovers and try to create a space for sharing emotions and thoughts.

### **6. Fine Arts (Painting, Drawing, sculpture and Graphics)**

The fine art club aims to encourage students to express their thoughts, feelings and creativity through the various multidimensional art forms like sketching, painting, Sculpturing etc. It attempts to tap the inherent talents and potentials of the student community at all levels of life. It provides an opportunity to the students to let their imagination run wild and provides them with the sight to see things in a different way. Students learn from one another and share their prowess in different aspects of art.

## **7. Photography and Videography**

This club aims at providing a supportive environment for students interested in photography and videography to share their creativity, knowledge and hobby. The club will hold regular meetings and discussions and organize events such as; photo-walks, field trips, museum and gallery visits, and lectures and workshops by visiting artists. Members will also explore the possible opportunities for photography projects in collaboration with other campus departments, organize peer to peer portfolio reviews and explore the possibilities of exhibitions on and off campus.

## **8. Gardening and Landscaping**

This is a group for people with shared interests in gardens, gardening, plants and nature around us. In the current scenario it has become imperative that we take care of the environment we live in. this club is for people who are sensitive towards the natural environment we live in and find joy in getting close with the nature. This group will organize activities like tree plantation, lectures for enhancing knowledge about different plants, participating in social events pertaining to creating awareness about plants.

## **9. Entrepreneurship**

Entrepreneurs are the present and future of our country. We need people who can generate employment for themselves and others as well. The Entrepreneurship Club aims to provide a conduit by which students can access entrepreneurial resources, network with community entrepreneurs, and share ideas. The club is dedicated to furthering understanding about new and small businesses.

## **10. Media**

The Media Club is an exclusive platform for the college students which give students hands on experience of the real world, behind the scenes with many diverse types of activities planned and designed to understand the importance of journalism and media. The club brings together like minded people who have a keen interest in the media industry. The club will regularly organize workshops, information sessions and field trips to gain better and deeper understanding of the field.

## **11. Culinary skills (Cooking)**

Learning how to cook healthy and enjoyable meals is an important and valuable skill. Food brings people together and this club would do so in a way that integrates learning as well. The goals of this club are not only to cook these meals as a community but also to teach culinary skills, bring awareness, and dedicate our time to food justice and sustainability; advocating for the right to healthy, nutritious, fresh food.

## **Guidelines for Evaluation of Summer Training Report (19MBA303)**

- All the students of MBA 3<sup>rd</sup> semester shall be required to undergo a practical training known as Summer Training in an industrial organisation approved by the Head/Dean of the Department for six to eight weeks, normally in the Summer Vacation, immediately after the end of the 2<sup>nd</sup> semester; which shall be assessed in the 3<sup>rd</sup> semester as a compulsory paper.
- The candidates shall be required to undergo training in the various areas of the organisation concerned. The organisation may assign a specific project to the candidate, which will be completed by him/her during the period of training. During the training, the student is expected to learn about the organization and analyse and suggest solutions of a live problem.
- The report (based on training and the problem/project studied) prepared by the student shall be known as Summer Training Report. The Summer Training Report shall be evaluated only by an external examiner appointed by the university and it must be evaluated for both the Report (50 marks) and the Presentation/Viva of the same (50 marks).
- The report shall consist of one comprehensive chapter about the organization and it should deal with brief history of the organization, its structure, performance products/services and problem faced. Further the report shall comprise of the objectives and scope of the study along with the Research Methodology, Use, Importance of the study, Analysis of data collected, Conclusions and Recommendations. It shall also contain Relevant Charts, Diagrams and Bibliography. The average size of report ordinarily will be of 40 to 60 typed pages.
- The report will have two certificates. One by the department comprising of signatures of approval from the Mentor/Supervisor/Guide and the Head/Dean of the Department. The other certificate shall be provided by the Reporting Officer of the Organization, where the student has undergone training. These two certificates shall be attached in the beginning of the report.
- There shall be no internal assessment in case of Summer Training Report (19MBA303).
- The 02 copies of the Summer Training Report along with soft-copy of the same in CD shall be submitted by the candidates in the manner as specified hereby. The Summer Training Report, wherever specified will be submitted in the typed form as per the following requirements:
  - ❖ The typing should be done on both sides of the paper (instead of single side printing)
  - ❖ The font size should be 12 with Times Roman Format.
  - ❖ The Training Report may be typed in 1.5 (one and a half) space. But the References/Bibliography should be typed in a single space.
  - ❖ The paper should be A-4 size.
  - ❖ Three copies meant for the purpose of evaluation may be bound in paper-back form and should be in soft binding in Black Color with golden printing.
- It is mandatory that the student shall make presentations of the Summer Training in the presence of teachers and students. The student is expected to answer to the queries and questions raised in such a meeting.
- The Head/Dean of the Department/College shall make that the marks awarded by the external examiner gets uploaded on the University website and also submit the hard copy of the award list along with attendance of the candidates duly signed by the external examiner to the office of the Controller of Examinations within 15 days of the conduct of examinations.

### **Guidelines for Evaluation of Project Report (19MBA403)**

- All the students of MBA 4<sup>th</sup> semester shall have to undergo a Project (19MBA403) which comprises of 100 marks and the Students may choose the topic as guided by their mentor/supervisor/guide who must be a faculty member of the department.
- All the Students of MBA 4<sup>th</sup> semester are required to submit a synopsis of the same and present it before a committee duly constituted by the Head/Dean of the department. The committee must include the research mentor/supervisor of the student.
- The evaluation process will consist of two parts, namely Project Report (50 marks) and evaluation of Project Viva (50 marks) which will be evaluated by the External Examiner appointed by the University.
- The report shall consist of one comprehensive chapter about the topic. Further the report shall comprise of the objectives and scope of the study along with the Research Methodology, Use, Importance of the study, Analysis of data collected, Conclusions and Recommendations. It shall also contain Relevant Charts, Diagrams and Bibliography.
- A certificate of the Supervisor and the Head/Dean of the Department certifying the authenticity of the report shall be attached therewith. The student will submit three copies of the report to the Head/Dean of the department. The number of pages in report will be 30 to 40.
- The Research Project Report along with soft-copy of the same in CD shall be submitted by the candidates in the manner as specified hereby. The Project Report, wherever specified will be submitted in the typed form as per the following requirements:
  - ❖ The typing should be done on both sides of the paper
  - ❖ The front size should be 12 with Times Roman Format.
  - ❖ The Project Report/Training Report may be typed in 1.5 (one and a half) space. But the References/Bibliography should be typed in a single space.
  - ❖ The paper should be A-4 size.
  - ❖ Three copies meant for the purpose of evaluation may be bound in paper-back form and should be in soft binding in Navy Blue Color with golden printing.
- It is mandatory that the student shall make presentations of the Project in the presence of teachers and students. The student is expected to answer to the queries and questions raised in such a meeting.
- The Head/Dean of the Department/College shall make the marks awarded by the external examiner gets uploaded on the University website and also submit the hard copy of the award list along with attendance of the candidates duly signed by the external examiner to the office of the Controller of Examinations within 15 days of the conduct of examinations.

### **Guidelines for Comprehensive Viva-Voce (19MBA404)**

- All the students of the MBA shall have to undergo a 'Comprehensive Viva-Voce' in the last (4<sup>th</sup>) semester which comprises of 100 marks and such conduct of the Comprehensive Viva-voce, shall be done by an external examiner as per provisions in the MBA Ordinance on invitation by the University.
- The comprehensive viva voce shall be externally evaluated by an external examiner, duly appointed by the university.
- The Head/Dean of the Department shall make sure to get the marks awarded by the examiner uploaded on the University website and also submit the hard copy of the award list along with attendance of the candidates.

## Master of Business Administration

**1<sup>st</sup> Semester**

**Total Credits-28**

Paper Code	Type of Course	Title of Paper	Contact Hours			Credits			Internal Marks	External Marks	Practical Marks	Total Marks
			Theory	Practical	Total	Theory	Practical	Total				
19MBA101	FC	Management Process and Organizational Behavior	4	-	4	4	-	4	20	80	-	100
19MBA102	CC	Managerial Economics	4	-	4	4	-	4	20	80	-	100
19MBA103	CC	Accounting for Managers	4	-	4	4	-	4	20	80	-	100
19MBA104	IDC	Business Statistics and Operation Research	4	-	4	4	-	4	20	80	-	100
19MBA105	AEC	Business Communication	4	-	4	4	-	4	20	80	-	100
19MBA106	AEC	Computer Applications in Business	4	-	4	4	-	4	20	80	-	100
19MBA107	SEC	Excel For Managers	-	4	4	-	2	2	50	-	50	100
	OEC	CBCS Option - I	2	-	2	2	-	2	20	80	-	100
Hobby Club (as per University policy)				1	1	1 (Non CGPA /SGPA)						
<b>Total</b>			<b>26</b>	<b>5</b>	<b>31</b>	<b>26</b>	<b>2</b>	<b>28</b>	<b>190</b>	<b>560</b>	<b>50</b>	<b>800</b>

**Note:**

1. Evaluation for Excel for Managers (19MBA107) will be conducted by external examiner(s) by the examiner(s) appointed by the Head of Department.
2. Under the CBCS, students have to opt one subject from the list of papers offered by other departments.
3. The credits of the passion club will not be added in total credits of the course.

### ABBREVIATION

FC	Foundation Course
CC	Core Course
AC	Allied Course
AEC	Ability Enhancement Course
SEC	Skill Enhancement Course
EC	Elective Course
OEC	Open Elective Course



## Master of Business Administration

2<sup>nd</sup>Semester

Total Credits-32

Paper Code	Type of Course	Title of Paper	Contact Hours			Credits			Internal Marks	External Marks	Practical Marks	Total Marks
			Theory	Practical	Total	Theory	Practical	Total				
19MBA201	AC	Business Research Methods	4		4	4		4	20	80		100
19MBA202	CC	Management Information System	4		4	4		4	20	80		100
19MBA203	CC	Marketing Management	4		4	4		4	20	80		100
19MBA204	CC	Financial Management	4		4	4		4	20	80		100
19MBA205	CC	Human Resource Management	4		4	4		4	20	80		100
19MBA206	CC	Productions and Operations Management	4		4	4		4	20	80		100
19MBA207	CC	Business Environment	4		4	4		4	20	80		100
19MBA208	SEC	Computerized Accounting System		4	4		2	2	50		50	100
	OEC	CBCS Option - II	2		2	2		2	20	80		100
Hobby Club (as per University policy)			0	1	1	1 (Non CGPA /SGPA)						
<b>Total</b>			<b>30</b>	<b>5</b>	<b>35</b>	<b>30</b>	<b>2</b>	<b>32</b>	<b>210</b>	<b>640</b>	<b>50</b>	<b>900</b>

**NOTE:**

1. Evaluation for Computerized Accounting System (MBA18208) will be conducted by internally by the examiner(s) appointed by the Head of Department.
2. After the completion of the Second semester, the students shall proceed for their Summer Training of 6-8 weeks duration. The Summer Training Report will be prepared after the completion of summer training shall be assessed in the third Semester as a compulsory paper.
3. The choice of specialization will be floated to the students at the end of 2<sup>nd</sup> semester.

## Master of Business Administration

3<sup>rd</sup> Semester

Total Credits-36

Paper Code	Type of Course	Title of Paper	Contact Hours			Credits			External Marks	Internal Asmnt	Practical Marks	Total Marks
			Theory	Practical	Total	Theory	Practical	Total				
19MBA301	CC	Strategic Management	4		4	4		4	80	20		100
19MBA302	AC	Introduction to Business Analytics	2	4	6	2	2	4	80	20		100
19MBA303	CC	Summer Training Report	4		4	4		4			100	100
19MBA304	CC	Business Ethics	4		4	4		4	80	20		100
Specialization -I	EC	Paper - I	4	0	4	4	0	4	80	20	-	100
		Paper -II	4	0	4	4	0	4	80	20	-	100
		Paper -III	4	0	4	4	0	4	80	20	-	100
Specialization -II	EC	Paper - I	4	0	4	4	0	4	80	20	-	100
		Paper -II	4	0	4	4	0	4	80	20	-	100
Hobby Club (as per University policy)			0	1	1	1 (Non CGPA /SGPA)						
<b>Total</b>			<b>34</b>	<b>5</b>	<b>39</b>	<b>34</b>	<b>2</b>	<b>36</b>	<b>640</b>	<b>160</b>	<b>100</b>	<b>900</b>

**Note:**

1. The students have to opt any two specializations out of the offered specializations.
2. The specialization will be in Major and Minor form.
3. The Summer Training Report will be evaluated only by External Examiner(s) appointed by the Department and it must be evaluated for both the Report (50 marks) and the Presentation/Viva of the same (50 marks).

### List of Elective Papers

Finance		Marketing		Human Resource	
19MBA305	Financial Services	19MBA310	Advertising & Sales Management	19MBA315	Training & Development
19MBA306	Security Analysis and Portfolio Management	19MBA311	Consumer Behaviour	19MBA316	Compensation Management
19MBA307	Financial Derivatives	19MBA312	Customer Relationship Management	19MBA317	International Human Resource Management
19MBA308	International Financial Management	19MBA313	Marketing of Services	19MBA318	Industrial Relations & Labour Policy
19MBA309	Principles & Practices of Banking	19MBA314	Supply Chain Management	19MBA319	Strategic Human Resource Management

## Master of Business Administration

4<sup>th</sup> Semester

Total Credits-28

Paper Code	Type of Course	Title of Paper	Contact Hours			Credits			External Marks	Internal Asmnt	Practical Marks	Total Marks
			Theory	Practical	Total	Theory	Practical	Total				
19MBA401	CC	Entrepreneurship Development	4		4	4		4	80	20		100
19MBA402	CC	Business Law	4		4	4		4	80	20		100
19MBA403	CC	Business Research Project	4		4	4		4			100	100
19MBA404	CC	Comprehensive Viva						4			100	100
Specialization - I	EC	Paper - I	4	0	4	4	0	4	80	20	-	100
		Paper -II	4	0	4	4	0	4	80	20	-	100
Specialization -II	EC	Paper - I	4	0	4	4	0	4	80	20	-	100
Hobby Club (as per University policy)			0	1	1	1 (Non CGPA /SGPA)						
<b>Total</b>			<b>24</b>	<b>1</b>	<b>25</b>	<b>24</b>	<b>0</b>	<b>28</b>	<b>400</b>	<b>100</b>	<b>200</b>	<b>700</b>

**Note:**

1. The Research project will be evaluated only by an External Examiner(s) appointed by the department and it must be evaluated for both the Report (50 marks) and the Presentation/Viva of the same (50 marks).
2. The students can cover 8 credits from MOOC courses from the list provided by the department.

### List of Elective Papers

Finance		Marketing		Human Resource	
19MBA405	Project Finance	19MBA408	International Marketing Management	19MBA411	Industrial & Labour Laws
19MBA406	Risk Management and Insurance	19MBA409	Retail Management	19MBA412	Labour Welfare & Social Security
19MBA407	Mergers Acquisitions and Corporate Restructuring	19MBA410	Rural and Agricultural Marketing	19MBA413	Organizational Change and Development

<b>Department: Department of Management</b>		<b>Batch : 2019-2021</b>	
<b>Program: MBA</b>		<b>Academic Year: 2019-20</b>	
<b>Branch:</b>		<b>Semester: I</b>	
1	Course Code	19MBA101	
2	Course Title	Management Process and Organizational Behavior	
3	Credits	4	
4	Contact Hours (L-T-P)	4-0-0	
	Course Status	Compulsory	
5	Course Objective	The objective of this course is to expose the students to basic concepts of Management and provide insights necessary to understand behavioural Processes at Individual, Team and Organizational level.	
6	Course Outcomes	<p>At the end of the course students will be able to:</p> <p><b>CO1:</b> Understand basic concepts of Management embedded in various management problems.</p> <p><b>CO2:</b> Apply managerial concepts like management functions, stress management &amp; conflict management in real situations.</p> <p><b>CO3:</b> Understand the concept of corporate orientation towards social responsibility and managerial ethics.</p> <p><b>CO4:</b> Understand Individual &amp; Group behavioural dynamics in Organizations.</p> <p><b>CO5:</b> Understand basic concepts of motivation and leadership along with their practical implications.</p> <p><b>CO6:</b> Influence the human behaviour through emotional intelligence and transactional analysis.</p> <p><b>CO7:</b> Understand organizational climate and organizational culture.</p> <p><b>CO8:</b> Understand the concept of organizational change &amp; development.</p>	
7	Course Description	This paper familiarizes the students with basic concepts of management and human behaviour in organization.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>		
	A	Introduction to Management: Meaning, Nature and Scope of Management	CO1
	B	Evolution of Management Thoughts	CO1
	C	Managerial Levels, Skills and Roles in an Organization	CO1
	D	Functions of Management: Planning, Organizing, Directing, Controlling	CO2
	E	Managerial Ethics and Social Responsibility	CO3
	<b>Unit 2</b>		
	A	Managerial Functions: Planning, Decision Making, Management by Objectives;	CO2
	B	Organizing, Organizational Design	CO4
	C	Authority and Responsibility, Decentralization	CO1

	D	Directing-Principles and Process, Controlling-Process and Techniques	C02	
	E	Stress Management	C02	
	<b>Unit 3</b>			
	A	Fundamentals of Organizational Behaviour: Concept; Contemporary Challenges of OB;	C04	
	B	Personality - Concept, Determinant, Theories and Applications.	C04	
	C	Perception- Concept, Process and Applications.	C04	
	D	Learning: Concept, Theories and Implications for Managers.	C04	
	E	Motivation: Concept, Theories and Applications, Leadership: Concept, Function and Styles.	C05	
	<b>Unit 4</b>			
	A	Understanding and Managing Group Processes: Definition of Group, Stages of Group Development.	C04	
	B	Group Cohesiveness, Types of Groups, Group Processes, and Decision Making Interpersonal and Group Dynamics.	C06	
	C	Organizational Culture	C07	
	D	Organizational Change: Concept, Nature, Resistance to Change, Implementing Change.	C08	
	E	Organizational Development: Concept, Models and Interventions.	C08	
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		10%	10%	80%
	Text book/s*	1. Robbins, S.P., Judge, T.A., Vohra, S (2016). Organizational Behaviour, Pearson Education. 2. Robbins, S.P.(2012), <i>Management</i> , Prentice Hall Ins.		
	Other References	1. Koontz, H & Wehrich, H. (2012), <i>Management</i> , Tata McGraw Hill. 2. Luthans, F. (2013), <i>Organizational Behaviour</i> , Tata McGraw Hill. 3. Stoner, J.(2003), <i>Management</i> , Prentice Hall of India. 4. Robert Kreitner (2012), <i>Organisational Behaviour</i> , Tata McGraw Hill. 5. Newstrom, J. & Davis, K. (2011), <i>Human Behaviour at Work</i> , Tata McGraw Hill.		

### Instructions for Paper Setting

1. The question paper shall consist of 9 questions. Out of which, first question shall be of short answer type and will be compulsory. Question no. 1 shall contain 8 parts representing all units of the syllabus and students shall have to answer any 8 parts.
2. There shall be 2 questions from each unit having internal choice. The students are required to attempt any one question from each unit. The weightage for each question shall be 16 marks.

<b>Department: Department of Management</b>		<b>Batch : 2019-2021</b>	
<b>Program: MBA</b>		<b>Academic Year: 2019-20</b>	
<b>Branch:</b>		<b>Semester: I</b>	
1	Course Code	19MBA102	
2	Course Title	Managerial Economics	
3	Credits	4	
4	Contact Hours (L-T-P)	4-0-0	
	Course Status	Compulsory	
5	Course Objective	An introductory course in Managerial Economics, designed to enable students to identify and explain economic concepts and theories related to the behaviour of economic agents, markets, industry and firm structures, legal institutions, social norms, and government policies.	
6	Course Outcomes	At the end of the course students will be able to: <b>CO1:</b> Understand basic concepts of economics. <b>CO2:</b> Understand practical application of economics in business decision making. <b>CO3:</b> Describe the relationship between price and demand and apply the same in practical situations. <b>CO4:</b> Understand the relation between supply and price along with its practical application. <b>CO5:</b> Demonstrate basic knowledge of consumer behaviour and producer behaviour. <b>CO6:</b> Understand various types of costs and market structures. <b>CO7:</b> Understand the basic terms and concepts pertaining to National Income. <b>CO8:</b> Relate the monetary policy and inflationary conditions in the economy.	
7	Course Description	The course provides with the basic concepts of Economics that are relevant for managerial decision making in current business environment.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Introduction to Managerial Economics.</b>	
	A	Basic of Economics: Definition, Concepts and Assumptions.	CO1
	B	Types of Economics Analysis	CO1
	C	Managerial Economics: Definition, Nature, Scope and Principles of Economics relevant for managerial decision making.	CO2
	D	Decisions in Economics , Relation of Managerial Economics with other disciplines	CO2
	E	Forms of ownership	CO2
	<b>Unit 2</b>	<b>Demand &amp; Supply Analysis</b>	
	A	Types of Demand and Demand Function.	CO3

	B	Law of Demand- Reasons and Exceptions.	C03	
	C	Price Elasticity of Demand: Types & Determinants.	C03	
	D	Supply and Supply Function, Law of Supply.	C04	
	E	<b>Case Study: Power for all myth or reality</b>	C03 & C04	
	<b>Unit 3</b>			
	A	Utility Analysis: Types of utility law of diminishing managerial utility and Consumer Equilibriums.	C05	
	B	Production Theory: Production, Types of Indent, Factors & Production, Production function.	C05	
	C	Production Theory: Law of variable Proportions Law of returns of Scale	C05	
	D	Cost concepts: Types of costs Economies of scale and Diseconomies of scale	C06	
	E	Market structures: Pure competition, Perfect competition, Duopoly, oligopoly, Monopolistic and Monopoly.	C06	
	<b>Unit 4</b>	<b>Macroeconomics.</b>		
	A	Introduction: Circular flow of Economics Activities & Income. (1) Two sector Economy (2) four sector Economy.	C07	
	B	National Income concepts.	C07	
	C	Inflation, its types and current trends.	C08	
	D	Monetary Policy of India– framework	C08	
	E	Current Monetary policy	C08	
	Mode of examination	Theory		
	Weightage Distribution	<b>CA</b>	<b>MTE</b>	<b>ETE</b>
		10%	10%	80%
	Text book/s *	1. Dwivedi, D. N. (2015). <i>Managerial economics</i> . Vikas Publishing House. 2. Geetika (2011), <i>Managerial Economics</i> , Tata Mcgraw- Hill Education.		
	Other References	1. Dominick Salvatore (2012); <i>Managerial Economics: Principles and Worldwide Application</i> : Oxford University Press, New Delhi. 2. Samuelson, W. F., & Marks, S. G. (2014). <i>Managerial economics</i> . John Wiley & Sons.		

### Instructions for Paper Setting

1. The question paper shall consist of 9 questions. Out of which, first question shall be of short answer type and will be compulsory. Question no. 1 shall contain 8 parts representing all units of the syllabus and students shall have to answer any 8 parts.
2. There shall be 2 questions from each unit having internal choice. The students are required to attempt any one question from each unit. The weightage for each question shall be 16 marks.

<b>Department: Department of Management</b>		<b>Batch : 2019-2021</b>	
<b>Program: MBA</b>		<b>Academic Year: 2019-20</b>	
<b>Branch:</b>		<b>Semester: I</b>	
1	Course Code	19MBA103	
2	Course Title	Accounting for Managers	
3	Credits	4	
4	Contact Hours (L-T-P)	4-0-0	
	Course Status	Compulsory	
5	Course Objective	An introductory course in accountancy, designed to acquaint students with basic concepts of various relevant fields of accounting. To enable the student to exhibit basic understanding of different dimensions of accountancy and analyze financial statements of a company.	
6	Course Outcomes	At the end of the course students will be able to: <b>CO1:</b> Explain basic concepts of Financial Accounting. <b>CO2:</b> Demonstrate the skill of preparing accounts for a small company. <b>CO3:</b> Explain the theoretical aspect of analysis of a financial statement. <b>CO4:</b> Demonstrate the skill of analysing Financial statements of a company. <b>CO5:</b> Explain the basics of cost accounting. <b>CO6:</b> Demonstrate skills of solving basic problems relating to cost accounting. <b>CO7:</b> Explain the basics of management accounting. <b>CO8:</b> Demonstrate skills for solving basic problems relating to management accounting.	
7	Course Description	The course provides with the basic concepts of Economics that are relevant for managerial decision making in current business environment.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Introduction to Financial Accounting.</b>	
	A	Financial accounting: concept, importance, scope and users of accounting information	CO1
	B	Accounting Principles and convention	CO1
	C	Journal and Ledger	CO1, CO2
	D	Trial balance, Overview of Depreciation concepts and methods	CO1, CO2
	E	Preparation of Final Accounts	CO2
	<b>Unit 2</b>	<b>Financial Statement Analysis</b>	
	A	Financial Statement Analysis: Meaning & Importance	CO3
	B	Overview of techniques of Financial Statement Analysis	CO3
	C	Ratio Analysis: Liquidity, Solvency and Profitability Ratios	CO3, CO4
	D	Funds Flow Analysis	CO3, CO4
	E	Cash Flow Analysis AS3	CO3, CO4
	<b>Unit 3</b>	<b>Cost Accounting</b>	
	A	Cost Accounting: Nature and Scope of Cost Accounting	CO5
	B	Preparation of Cost Sheet	CO5, CO6
	C	Break Even Analysis	CO5, CO6



	D	Activity Based Costing	C05, C06
	E	Responsibility Accounting	C05, C06
	<b>Unit 4</b>	<b>Management Accounting</b>	
	A	Management Accounting: Concept, Need, Importance and Scope	C07
	B	Budgetary Control: Meaning, Need, Objectives	C07
	C	Essentials of Budgeting, Different Types of Budgets.	C07
	D	Standard Costing and Variance Analysis (Material, Labour, Overhead)	C07
	E	Marginal Costing And Its Applications In Managerial Decision Making	C08
	Mode of examination	Theory	
	Weightage Distribution	<b>CA</b>	<b>MTE</b>
		10%	10%
		<b>ETE</b>	80%
	Text book/s*	1. Jelsy Joseph Kuppapally, ACCOUNTING FOR MANAGERS, PHI, delhi, 2010. 2. Paresh Shah, BASIC ACCOUNTING FOR MANAGERS, Oxford, Delhi, 2007	
	Other References	3. Ambrish Gupta, FINANCIAL ACCOUNTING FOR MANAGEMENT, Pearson, Delhi, 2004. 4. Narayanaswamy R, FINANCIAL ACCOUNTING, PHI, Delhi, 2011. 5. Jain And Narang: Advanced Cost Accounting, Kalyani Publishers 6. Jawaharlal: Advanced Management Accounting, S.Chand & Co. 7. S.N.Maheswari: Management Accounting And Financial Control, Sultan Chand & Sons. 8. V.K.Saxena And C.D.Vashist: Advanced Cost And Management Accounting, Sultan Chand & Sons, New Delhi. 9. S.N.Maheswari: Management Accounting, Sultan Chand & Sons, New Delhi. 10. N.P.Srinivasan & M.Sakthivel Murugan: Accounting For Management, S.Chand & Co., New Delhi.	

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2. There shall be 2 questions from each unit having internal choice. The students are required to attempt any one question from each unit. The weightage for each question shall be 16 marks.

<b>Department: Department of Management</b>		<b>Batch : 2019-2021</b>	
<b>Program: MBA</b>		<b>Academic Year: 2019-20</b>	
<b>Branch:</b>		<b>Semester: I</b>	
1	Course Code	19MBA104	
2	Course Title	Business Statistics and Operations Research	
3	Credits	4	
4	Contact Hours (L-T-P)	4-0-0	
5	Course Status	Compulsory	
6	Course Objective	An introductory course in statistics, designed to provide with the basic concepts and methods of statistical analysis for processes and products. The objective of statistics is to help to design data collection plans, analyze data appropriately and interpret & draw conclusions from the analyses. The central objective of the course is to equip students with consequently requisite quantitative skills that they can employ and build on in flexible ways.	
7	Course Outcomes	<p>At the end of the course students will be able to:</p> <p><b>CO1:</b> Apply the measures of central tendency to analyse the data under consideration.</p> <p><b>CO2:</b> Demonstrate understanding of basic concepts of probability and statistics embedded in various management problems</p> <p><b>CO3:</b> Understand the use of probability distributions in various fields of managerial problems.</p> <p><b>CO4:</b> Able to understand and apply the concept of Sampling through various tests.</p> <p><b>CO5:</b> Understand the basic operations research concepts and terminology involved in optimization techniques.</p> <p><b>CO6:</b> Apply certain mathematical techniques in getting the best possible solution to a problem involving limited resources</p> <p><b>CO7:</b> Build and solve Transportation Models.</p> <p><b>CO8:</b> Build and solve Assignment Models.</p>	
8	Course Description	The course provide with the basic concepts and methods of statistical analysis so as to enhance statistical thinking for decision making	
	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Basics of Statistics in Management</b>	
	A	Univariate Analysis: Central Tendency, Dispersion, Coefficient of Variation, Skewness and Kurtosis	CO1
	B	Coefficient of Variation, Skewness and Kurtosis	CO1
	C	Probability. Probability Theories and Rules, Bayesian Theorem, Random Variable, Probability Distribution and Its Moments	CO2
	D	Theoretical Probability Distributions: Binomial, Poisson, Normal, Exponential Distribution and Their Characteristics And Applications	CO3
	E	Exponential Distribution and Their Characteristics and Applications	CO3
	<b>Unit 2</b>	<b>Correlation and Regression Analysis</b>	
	A	Correlation Analysis: Simple, Partial And Multiple Correlations	CO4

	B	Regression Analysis: Simple Linear Regression Model			C04
	C	Ordinary Least Square Method			C04
	D	Time Series Analysis: Components of A Time Series			C04
	E	Time Series Analysis: Measurements and Uses.			C04
	<b>Unit 3</b>	<b>Introduction to Operations Research</b>			
	A	Introduction, Historical Background, Scope of Operations Research, Phases of Operations Research			C05,C06
	B	Types of Operations Research Models, Limitations of Operations Research.			C05,C06
	C	<b>Linear programming:</b> Basic Concepts, Problem formulation, Graphical Method			C05,C06
	D	Simplex method			C07
	E	Duality			C07
	<b>Unit 4</b>				
	A	<b>Transportation Problem:</b> Formulation of transportation problem, Initial basic feasible solution by North West Corner method, Least Cost method and Vogel approximation method (VAM)			C08
	B	Test of optimality: Stepping- stone method			C08
	C	MODI method, Maximization Transportation Problem.			C08
	D	<b>Assignment Problem:</b> Hungarian method of solution of assignment problem			C08
	E	Maximization Assignment Problem			C08
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		10%	10%	80%	
	Text book/s*	1. Business Statistics-S.P. Gupta & M.P Gupta, 2014 Edition.			
	Other References	2. Levin & Rubin, Statistics For Business (Prentice Hall of India, N. Delhi) 3. Paul Newbold, Statistics for Business and Economics (Pearson Education) 4. Anderson, Quantitative Methods in Business (Thomson Learning, Bombay) 5. R.S Bhardwaj, Business Statistics (Excel, N. Delhi) 6. J.S. Chandan, An Introduction to Statistical Methods (Vikas Publishing House, N.Delhi) 8. Vohra, N D; Quantitative Techniques in Management; McGraw Hill			

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<b>Department: Department of Management</b>		<b>Batch : 2019-2021</b>	
<b>Program: MBA</b>		<b>Academic Year: 2019-20</b>	
<b>Branch:</b>		<b>Semester: I</b>	
1	Course Code	19MBA105	
2	Course Title	Business Communication	
3	Credits	4	
4	Contact Hours (L-T-P)	4-0-0	
	Course Status	Compulsory	
5	Course Objective	Keeping the today's workplace, this course has been introduced to enhance the effective group communication and also to make the students learn and practice skills in structuring the presentations, managing meetings, dealing with conflict, and leveraging the power of diversity, at both the individual and cultural level, in an organization.	
6	Course Outcomes	<p>At the end of the course students will be able to:</p> <p><b>CO1:</b> Explain of the communication skills necessary in an office environment and will sensitize them to their potential to become successful managers.</p> <p><b>CO2:</b> Understand the major practices in managerial communication that are in vogue.</p> <p><b>CO3:</b> Familiarise of relevant, practical and applicable business communication skills including reading, writing, speaking, listening, non-verbal and analysis.</p> <p><b>CO4:</b> To improve the student's self-confidence to be able to demonstrate Business Etiquette.</p> <p><b>CO5:</b> Demonstrate effective presentations and public skills.</p> <p><b>CO6:</b> Communicate effectively and even perform writing operations in business settings on an interpersonal level.</p> <p><b>CO7:</b> Practicing the principles of effective business writing and document design in all written documents.</p> <p><b>CO8:</b> Familiarise about cross cultural business communication and ethics in business communication</p>	
7	Course Description	Business Communication course focuses on a core set of communication skills and requires assignments that support students in their learning of these skills. Students can expect to work on this core set of skills in all sections, although individual sections may add or substitute specific assignments that teach the same skills and fulfill the same course objectives	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>		
	A	Basics of Business Communication: Introduction, Significance, Principles of Effective Communication, Communication Process	CO1
	B	Types of communication in Organization (Vertical, Horizontal, Formal, Informal/Grapevine) and their suitability with advantages and disadvantages	CO1, CO3
	C	Barriers to Communication: Barriers, types, Overcoming Barriers to Communication	CO1

	D	The Importance of Listening in the Workplace: Introduction, Listening in a Business Context, Barriers to Listening, Strategies for Effective Listening	C01, C06
	E	Assertiveness: Meaning, Skills, Techniques, Personality Types, Benefits of being assertive, Types of Assertiveness: Passive, Assertive and Aggressive	C01, C03
	<b>Unit 2</b>		
	A	Non-Verbal Communication: Body Language, Functions and Importance, Types, Dress Codes, Paralanguage, Voice Modulations: tone, volume, pitch and pace	C02, C04
	B	Presentation Skills and Public Speaking: Introduction, Preparing Successful Management Speech and Presentation, Audience Analysis, Managing Stage Fright and Anxiety	C02, C04, C05
	C	Group Communication: Introduction, Pre-requisites, Meetings, Group Discussions, Benefits, Assessment, Etiquette	C01, C06
	D	Videoconferencing: Use of Audiovisual Media, Using technology to improve Business Communications	C02, C06
	E	Business Etiquette: Dining Etiquette, Office Etiquette, Email Etiquette, Phone Call Etiquette, Meeting Etiquette: Exchanging Business Cards, Shaking Hands and others	C01, C02, C04
	<b>Unit 3</b>		
	A	Managerial Writing: Introduction, Internal Business Communication: Writing Circulars and Notices.	C01, C03, C07
	B	External Business Communication: Writing Business Letters: Introduction, Principles of Business Letter Writing, Types of Business Letters, Format for Business Letters	C01, C03, C07
	C	Other External Business Communication: Introduction, Communication with Media through News Releases, Social Media in Business, Communication about the Organization through Advertising	C01, C03, C07
	D	Writing Business Reports: Introduction, Report, Types of Business Reports, Format for Business Reports, Steps in Report Preparation.	C04, C07
	E	Job Application Letters: Resume, Covering Letter, Interview Letter.	C03, C07
	<b>Unit 4</b>		
	A	Understanding the Job Interviewing Process: Preparing for an Interview, Types of Interviews: Selection or Placement Interviews, Appraisal Interviews, Exit Interviews	C04, C06
	B	Preparing for the Interview, Dressing Up, on the Day of Interview, on the Interview Table and Dress Code At Interview, Interview Mistakes, Networking, How to Present Well in Interview, Typical Questions Asked	C04, C05
	C	Power Dressing: Introduction and Importance	C02, C04
	D	Cross Cultural Business Communication: Cultural Differences in International Business	C02, C06
	E	Ethics in Business Communication, Communicating with difficult people	C08
	Mode of examination	Theory	

Weightage Distribution	CA	MTE	ETE	
	10%	10%	80%	
Text book/s*	1. Chaturvedi PD and Chaturvedi M., (2017). The Art and Science of Business Communication: Skills, Concepts, Cases and Applications. (4/e): Pearson			
Other References	1. Lesikar, Flatley, Rentz, Lentz, Pande, Business Communication: Connecting in a digital world, McGraw Hill, New Delhi. 13 <sup>th</sup> Edition 2. Kaul, Asha, Effective Business Communication, PHI, New Delhi. 2 <sup>nd</sup> Edition 3. Sinha, K.K., Business Communication, Taxmann Publication, New Delhi. 4 <sup>th</sup> Revised & Enlarged Edition 4. Thill, J. and Bovée, C. (2012). Excellence in Business Communication (10/e). Upper Saddle River, NJ: Pearson Education International. 5. Raymond, V.L., Marie, E.F. (2009). Basic business communication. New Delhi: Tata McGraw Hill Publishing Company Ltd.(11/e). Delhi: Tata McGraw Hill Publishing Company Ltd. (11th ed.).			

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<b>Program: MBA</b>		<b>Academic Year: 2018-2019</b>	
<b>Branch: -</b>		<b>Semester: I</b>	
1	Course Code	19MBA106	
2	Course Title	Computer Applications in Business	
3	Credits	4	
4	Contact Hours (L-T-P)	4-0-0	
5	Course Status	Compulsory	
6	Course Objective	This course aims to: <ul style="list-style-type: none"> <li>• Provide a basic knowledge of IT concept and support.</li> <li>• Introducing to the business areas for which IT may be applied.</li> <li>• Discussing the operational, competitive and strategic value of information technology.</li> </ul>	
7	Course Outcomes	At the end of the course students will be able to: <b>CO1:</b> Explain the basics of Computer Hardware and Software <b>CO2:</b> Demonstrate the role of IT in various fields and strategies <b>CO3:</b> Familiarize with the concept of Database and its types <b>CO4:</b> Demonstrate the concept of data warehousing and mining and approaches <b>CO5:</b> Explain the concept of Networks and its architecture <b>CO6:</b> Explore the role of Internet and intranet in business. <b>CO7:</b> Understand the security concerns & Issues associated with internet and various cyber crimes <b>CO8:</b> Explore emerging technologies to tackle the cyber threats	
8	Course Description	The course starts with the basic concepts of data and information and builds to the advance levels of enterprise information systems.	
Outline syllabus			CO Mapping
<b>Unit A</b>		<b>Introduction to Information Technology</b>	
A	Types of Computer System: Micro Computer, Mainframe, Computer Peripherals	CO1	
B	Software: Business Application Software, System Software, Open Source Software	CO2	
C	Digital Disruption	CO2	
D	Role of IT in Banking, Insurance, Education and in small Business	CO2	
E	IT for Competitive Advantages (Porter's five force model)	CO2	
<b>Unit B</b>		<b>Data Resource Management</b>	
A	Concept of Database Management: Character, Field, Record, File, Database	CO3	
B	Database Structures: Types, Evaluation of Database Structure	CO3	
C	Types of Database: Operational, Distributed, External, Hypermedia;	CO3	
D	Data Warehousing & Data: Concept and techniques; Traditional File Processing	CO4	
E	Database Management Approach: Database Interrogation,	CO4	

		Database Maintenance, Application Development		
	<b>Unit C</b>	<b>Networked Enterprise</b>		
	A	Concept of Network, Network topologies: Mesh, Star, Ring, Bus, Tree, Point to Point		C05
	B	Network Architectures & Protocols, OSI Model		C05
	C	Business Value of telecommunication		C06
	D	Business value of Intranet		C06
	E	Business value of Internet: IOT, Applications of IOT		C06
	<b>Unit D</b>	<b>Security &amp; Emerging technologies</b>		
	A	Ethical Responsibility of Business Professionals		C07
	B	Computer Crime: Hacking, Theft, Cyberterrorism, Adware & Spyware		C07
	C	Privacy & Health Issues		C07
	D	Security Defense: Cryptography, Encryptions, Firewalls		C08
	E	Blockchain: Features and Business applications		C08
	Mode of examination	Theory		
	Weightage Distribution	CA	ETE	
		20%	80%	
	Text book/s*	<ol style="list-style-type: none"> <li>O'Brien, James A., George M. Marakas, and Ramesh Behl, Management Information Systems, 10/e; New Delhi: McGraw Hill Education</li> <li>Laudon, K. and Laudon, J. (2012), <b>Management Information Systems</b>, 12e, Pearson Education.</li> </ol>		
	Other References	<ol style="list-style-type: none"> <li>Laudon, Kenneth C., Laudon, P. Jane (2013). Management Information System -Managing the Digital Firm, 12/e; New Delhi: Pearson Education</li> <li>Turban, Efraim and Linda Volonino (2015). Information Technology for Management - Transforming Organizations in the Digital Economy, 7/e; New Delhi: Wiley India</li> <li>Marakas, G. (2003), <b>Introduction to DSS</b>, PHI.</li> <li>Oz, Effy (2013), <b>Management Information Systems</b>, 6e, Cengage Learning.</li> </ol>		

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<b>Program: MBA</b>		<b>Academic Year: 2019-20</b>	
<b>Branch:</b>		<b>Semester: II</b>	
1	Course Code	19MBA201	
2	Course Title	Business Research Methods	
3	Credits	4	
4	Contact Hours (L-T-P)	4-0-0	
	Course Status	Compulsory	
5	Course Objective	The course provides basic knowledge on research methods that equips one to make decisions based on actual business conditions. At the end of this course, students will be able to demonstrate knowledge in different types of research methods and techniques; display skill in performing statistical and research analysis and compose structured reports that reflect in appropriate decision making.	
6	Course Outcomes	<p><b>CO1:</b>The students will understand the concept and process of Business research in business environment.</p> <p><b>CO2:</b>The students will know the use of tools and techniques of research.</p> <p><b>CO3:</b>The students will be made aware of the concept of measurement in empirical systems and its validity and reliability.</p> <p><b>CO4:</b>To students will be able to use statistical techniques for analysis of research data.</p> <p><b>CO5:</b>The students will be able to understand various kinds of research and research designs.</p> <p><b>CO6:</b> The students will be able to make a research proposal and research report.</p> <p><b>CO7:</b>The students will realize the applications of Business research.</p> <p><b>CO8:</b>The students will apply lessons and business research methods to practical situations.</p>	
7	Course Description	This course provides an overview of the field of research, particularly pertaining to business and management. Emphasis will be placed on the scientific method of research and practical application of research theories and methods.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>		
	A	Business Research: Meaning, Definition, features of a good research, research applications in functional areas of Business, research ethics.	CO1,C08
	B	Types of research with their applicability.	CO1, C05
	C	Steps in the Research Process especially in context of Business.	CO1

	D	Formulation of Research Problem: its Definition; Brief about Variables and Hypothesis, Management Decision Problem v/s Management Research Problem.	C07
	E	Writing a research proposal- Elements of a Research Proposal, Drafting a Research Proposal and Evaluating a Research Proposal.	C01, C04, C06
	<b>Unit 2</b>		
	A	Research Design: Meaning of Research Designs; Nature and Classification of Research Designs	C02, C07, C05
	B	Qualitative and Quantitative Research Approaches: Comparison and Pros & Cons of both	C02, C07
	C	Exploratory Research Designs: Concept, Types: Qualitative Techniques – Projective Techniques, Depth Interview, Experience Survey, Focus Groups, Observation.	C02, C05
	D	Descriptive Research Designs: Concept, Types and Uses. Concept of Cross-sectional and Longitudinal Research	C02, C07, C05
	E	Experimental Designs: Concept of Cause, Causal Relationships, Concept of Independent & Dependent Variables, Concomitant variable, Extraneous Variable.	C01, C02, C05
	<b>Unit 3</b>		
	A	Concept of Measurement: what is measured? Problems in measurement in management research- Validity and Reliability. Levels of measurement – Nominal, Ordinal, Interval, Ratio.	C03, C04
	B	Attitude Scaling Techniques: Concept of Scale, Brief overview of: Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales, Ranking Scales; Rating Scales v/s Likert Scales	C03, C04
	C	Types of Data: Secondary Data: Definition, Sources, Characteristics, Searching world wide web for data, Issues to be considered for secondary data, sufficiency, adequacy, reliability, consistency	C03, C07
	D	Primary Data: Definition, Advantages and Disadvantages over Secondary Data	C02
	E	Primary Data: Questionnaire Method (Construction of Questionnaire), Personal Interviews, Telephonic Survey Interviewing, Email/Internet Survey, Online Survey Sites, their utility, constraints	C02
	<b>Unit 4</b>		
	A	Sampling and Hypothesis Testing: Sampling: probability and non probability sampling methods; Central limit theorem; Sampling distribution and its features	C04, C07
	B	Hypothesis testing: hypothesis formulation, types of errors; Statistical Tests: z-test, t-test, F-test,	C04, C07
	C	Analysis of variance, chi-square test, Wilcoxon Signed-Rank test, Kruskal-Wallis test	C04, C07
	D	Data Analysis: Editing, Coding, Overview of Univariate	C07, C08, C06

		analysis, Bivariate Analysis and Multivariate Analysis.			
	E	Research Reports: Structure of Research Report, Report Writing and Presentation			CO7, CO8
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		10%	10%	80%	
	Text book/s *	<ol style="list-style-type: none"> <li>Cooper, R. Donald and Pamela, S. Schindler (2013). Business Research Methods, 12/e; New Delhi: McGraw-Hill</li> <li>Zikmund W.G, Babin B.J., Carr J.C., Adhikari A., Griffin M. (2016), Business Research Methods: A South-Asian Perspective with CourseMate: Cengage</li> <li>Srivastava, T. N and RegoShailaja (2014). Business Research Methodology, 1/e; New Delhi: McGraw-Hill</li> </ol>			
	Other References	<ol style="list-style-type: none"> <li>Lesikar, Flatley, Rentz, Lentz, Pande, Business Communication: Connecting in a digital world, McGraw Hill, New Delhi.</li> <li>Kaul, Asha, Effective Business Communication, PHI, New Delhi.</li> <li>Sinha, K.K., Business Communication, Taxmann Publication, New Delhi.</li> <li>Kothari C.R. and Garg G (2018), Research Methodology: Methods and Techniques, 4/e: New Age International</li> <li>Gupta, S. L and Gupta, Hitesh (2012), Business Research Methods, 1/e; New Delhi: McGraw-Hill</li> </ol>			

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<b>Program: MBA</b>		<b>Academic Year: 2019-20</b>	
<b>Branch:</b>		<b>Semester: II</b>	
1	Course Code	19MBA202	
2	Course Title	Management Information System	
3	Credits	4	
4	Contact Hours (L-T-P)	4-0-0	
	Course Status	Compulsory	
5	Course Objective	Provide the fundamentals associated with the management of information technology in a business enterprise.	
6	Course Outcomes	<p>At the end of the course students will be able to:</p> <p><b>CO1:</b> Demonstrate the concept of Data and various information systems.</p> <p><b>CO2:</b> Demonstrate an understanding of the major functional processes in Business</p> <p><b>CO3:</b> Illustrate various business application systems</p> <p><b>CO4:</b> Explain the role and significance of effective management information systems, and describe how they contribute to optimizing organizational performance.</p> <p><b>CO5:</b> Demonstrate the conceptual knowledge of Electronic commerce and payment systems</p> <p><b>CO6:</b> Explore the applications and issues related to E Commerce</p> <p><b>CO7:</b> Illustrate how current technologies and decision-support tools can be utilized to the advantage of business operations.</p> <p><b>CO8:</b> Explain the role and significance of artificial intelligence for various business operations</p>	
7	Course Description	To accumulate, classify, and organize information to facilitate managerial decision making. Course emphasis is placed upon the upper-level managerial considerations associated with the development, deployment, and use of information systems.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Introduction to Information Systems</b>	
	A	Concepts of Data and Information, Characteristics of Information, IT Cultures	CO1
	B	Human Computer Interaction, Introduction to Information Systems and Systems thinking approach	CO1
	C	Categories of Information Systems, Operations Support vs Managerial Support Systems	CO1
	D	Characteristics and Comparisons of different categories of Information Systems (TPS, MIS, DSS, EIS)	CO2
	E	Functional Business Processes and Information Systems, Business Process Reengineering with Information	CO1, CO2

		Systems		
	<b>Unit 2</b>	<b>Business Application</b>		
	A	Marketing System: Interactive Marketing, Target Marketing, Digital Marketing		C03, C04
	B	HR System: HRM & Internet		C03, C04
	C	Financial Management System		C03, C04
	D	CRM: Concept, Phases, Benefits and Challenges of CRM		C04, C04
	E	SCM: EDI, Role of SCM, Benefits and Challenges of SCM		C04
	<b>Unit 3</b>	<b>E-Commerce Systems</b>		
	A	Introduction & Scope, E-Commerce Technologies		C05
	B	Electronic Payment System: Web Payment, digital Wallets, Secure Electronic Payment		C05
	C	E-Commerce Applications and issues		C06
	D	B2C E-Commerce, Web Store Requirements		C06
	E	E-Commerce Market Places, Clicks & Bricks in E-Commerce		C06
	<b>Unit 4</b>	<b>Introduction to DSS</b>		
	A	Information, Decision, Information Quality, Decision Support System and components		C07
	B	OLAP, Data Visualization, Knowledge Management System		C07
	C	Artificial Intelligence and Business Applications of AI		C08
	D	Expert System: Components, Applications, Benefits & Limitations		C08
	E	Developing expert System and Knowledge Engineering		C08
	Mode of examination	Theory		
	Weightage Distribution	<b>CA</b>	<b>MTE</b>	<b>ETE</b>
		10%	10%	80%
	Text book/s*	1. O'Brien, James A., George M. Marakas, and Ramesh Behl, Management Information Systems, 10/e; New Delhi: MGH 2. Laudon, K. and Laudon, J. <b>Management Information Systems</b> , 12e, Pearson Education.		
	Other References	3. Turban, Efraim and Linda Volonino (2015). Information Technology for Management - Transforming Organizations in the Digital Economy, 7/e; New Delhi: Wiley India 4. Marakas, G. (2003), <b>Introduction to DSS</b> , PHI. 5. Oz, Effy (2013), <b>Management Information Systems</b> , 6e, Cengage Learning.		

### Instructions for Paper Setting

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2. There shall be 2 questions from each unit having internal choice. The students are required to attempt any one question from each unit. The weightage for each question shall be 16 marks.

<b>Department: Department of Management</b>		<b>Batch : 2019-2021</b>	
<b>Program: MBA</b>		<b>Academic Year: 2019-20</b>	
<b>Branch:</b>		<b>Semester: II</b>	
1	Course Code	19MBA203	
2	Course Title	Marketing Management	
3	Credits	4	
4	Contact Hours (L-T-P)	4-0-0	
	Course Status	Compulsory	
5	Course Objective	This course has been introduced to facilitate understanding of the conceptual framework of marketing and its applications in decision making keeping in mind the marketing mix and under the dynamic business environment.	
6	Course Outcomes	<p>At the end of the course students will be able to:</p> <p><b>CO1:</b> The students will be able to understand and appreciate the concept of marketing in theory and practice.</p> <p><b>CO2:</b> The students will be made aware of how to evaluate the environment of marketing.</p> <p><b>CO3:</b>The students will be able to develop an ability to analyse about marketing mix and how to construct suitable marketing strategies .</p> <p><b>CO4:</b>The students will get an insight of skills required to develop a feasible marketing plan (process).</p> <p><b>CO5:</b> The students will identify, understand and apply the STP of marketing (segmentation, targeting, positioning).</p> <p><b>CO6:</b> The students will be learning the elementary knowledge of consumer behavior and marketing research.</p> <p><b>CO7:</b> The students will be able to critically analyse and evaluate an organisation's marketing strategies and their implementation.</p> <p><b>CO8:</b> The students will be able to understand and appreciate the concept of marketing strategy formulation and implementation.</p>	
7	Course Description	Marketing Management course is designed to give an introduction to the theory and practice of marketing. It would enable the students to understand how the dynamics of the market forces create an impact in the market. At the end of the course, Students would be able to comprehend the holistic marketing efforts to develop, design and implement marketing programs. They can acquire a comprehensive knowledge about how values are created, communicated and delivered to the target audience.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>		
	A	Introduction: Concept, Nature, Scope and Importance of Marketing; Marketing concept and its Evolution; Emerging role of marketing; Selling v/s Marketing	CO1
	B	Marketing Research: Meaning and Scope of Marketing Research; Marketing Research Process	CO1,CO2

	C	Marketing Environment – Macro and Micro Components and their Impact on Marketing Decisions;	C01, C03
	D	Marketing mix; Its Significance and Evolution	C02, C03
	E	Buyer Behavior; Consumer versus Organizational buyers; Determinants of Consumer Behavior, Various buying Roles in Family, Consumer Decision Making Process	C01, C05
	<b>Unit 2</b>		
	A	Market Segmentation and Positioning; Nature, Basis and Importance of Segmentation; Pre-Requisites for Effective Segmentation; Identifying Market Segments and Targets	C05
	B	Positioning; Crafting the Brand Positioning (Building strong Brands); Creating Brand Equity	C05, C07
	C	Product Decisions: Concept of a Product; Classification of Products; Major Product Decisions	C02, C08
	D	Product Line and Product Mix; Branding; Packaging and Labeling;	C02, C07, C08
	E	Product Life Cycle – Strategic Implications; New Product Development and Consumer Adoption Process.	C01, C02, C08
	<b>Unit 3</b>		
	A	Pricing Decisions: its Role and Importance; Factors affecting Price Determination; Pricing Policies and Strategies	C01, C02, C08
	B	Distribution Channels and Physical Distribution Decisions: Nature, Functions, and types of Distribution Channels	C01, C04
	C	Selecting channels of Distribution; Channel Management Decisions; Retailing and Wholesaling; Distribution Channel Intermediaries	C01, C04
	D	Promotion Decisions; Nature; Objectives and importance of Promotion; Promotion Mix – Advertising, Personal Selling, Sales Promotion, Publicity and Public Relations	C06, C08
	E	Determining Advertising Budget; Copy Designing and Testing; Media Selection; Advertising Effectiveness; Sales Promotion – Tools and Techniques	C06, C08
	<b>Unit 4</b>		
	A	Marketing Organisation and Control: Organizing and Controlling Marketing Operations	C02, C06, C08
	B	Issues and Developments in Marketing: Social, Ethical and Legal Aspects of Marketing	C05, C06, C07
	C	Brief Overview of changing forms of Marketing: Marketing of Services; International Marketing	C02, C06
	D	Green Marketing; Cyber Marketing; Relationship Marketing	C02, C07, C08
	E	Legal, Ethical, and Social Aspects of Marketing	C06, C08

	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		10%	10%	80%	
	Text book/s *	1. Kotler, Philip, Kevin Lane Keller (2016). Marketing Management, 15/e; Noida: Pearson Education			
	Other References	1. Ramasamy, V.S and S. Namakumari (2014). Marketing Management: Global Perspective Indian Context, 5/e; New Delhi: Macmillan 2. Baines Paul, Chris Fill and Page Kelly (2013). Marketing, Asian edition; New Delhi: Oxford University Press 3. Stanton, Etzel, Walker, Fundamentals of Marketing, Tata-McGraw Hill, New Delhi. 4. Saxena, Rajan, Marketing Management, Tata-McGraw Hill, New Delhi. 5. McCarthy, E.J., Basic Marketing: A managerial approach, Irwin, New York 6. Raymond, V.L. Marie, E.F. (2009). Basic Business Communication. New Delhi: Tata McGraw Hill Publishing Company Ltd. 11 <sup>th</sup> Ed.			

### Instructions for Paper Setting

1. The question paper shall consist of 9 questions. Out of which, first question shall be of short answer type and will be compulsory. Question no. 1 shall contain 8 parts representing all units of the syllabus and students shall have to answer any 8 parts.
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<b>Department: Department of Management</b>		<b>Batch : 2019-2021</b>	
<b>Program: MBA</b>		<b>Academic Year: 2019-20</b>	
<b>Branch:</b>		<b>Semester: II</b>	
1	Course Code	19MBA204	
2	Course Title	Financial Management	
3	Credits	4	
4	Contact Hours (L-T-P)	4-0-0	
	Course Status	Compulsory	
5	Course Objective	The purpose of this course is to acquaint the students with the broad framework of financial decision-making in business organization which will enable its wealth maximization.	
6	Course Outcomes	<p>At the end of the course, students will be able to:</p> <p><b>CO1:</b> Discuss the concept of financial management and worth of money with time.</p> <p><b>CO2:</b> Understand the concept of time value of money.</p> <p><b>CO3:</b> Apply financial decisions making techniques.</p> <p><b>CO4:</b> Demonstrate the capital structure of a firms and theories.</p> <p><b>CO5:</b> Identify the cost associated with raising capital.</p> <p><b>CO6:</b> Relate the concept and importance of dividend decisions for a firm.</p> <p><b>CO7:</b> Know the concept and importance of working capital for a firm.</p> <p><b>CO8:</b> Understand components of working capital and its practical implications.</p>	
7	Course Description	This is an introductory course in financial management, with an emphasis on decisions made by financial executives in an organization.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>		
	A	Financial Management- Nature, Scope, Objectives of Financial Management	CO1
	B	Finance Function- Role of a Finance Manager	CO1
	C	Time Value of Money	CO1
	D	Long Term Sources of Finance	CO2
	E	Introduction to Financial Markets	CO2
	<b>Unit 2</b>		
	A	Capital Budgeting- Concept, Process & Importance	CO3
	B	Capital Budgeting - Techniques & applications	CO3
	C	Risk Analysis- Risk Adjusted Discount Rate & Certainty Equivalent Approach	CO3
	D	Capital Structure Decisions- Financial and Operating Leverage	CO4
	E	Capital Structure Theories - NI, NOI, Traditional and M-M approach	CO4

	<b>Unit 3</b>		
	A	Cost of Capital	C05
	B	Computation of Cost and Weighted Average Cost of Capital	C05
	C	Dividend Decision- Concept, Significance of Dividend	C06
	D	Factors Affecting the Dividend Decision	C06
	E	Dividend decision models- Walter's Model, Gordon's Model and Modigliani Miller Model and their relevance.	C06
	<b>Unit 4</b>		
	A	Working Capital Management: Concept, Significance & Operating Cycle	C07
	B	Determinants of Working Capital	C07
	C	Management of Cash	C08
	D	Management of Receivables - Credit Policy, Credit Terms and Collection Efforts	C08
	E	Management of Inventory	C08
	Mode of examination	Theory	
	Weightage Distribution	<b>CA</b> 10%	<b>MTE</b> 10%
			<b>ETE</b> 80%
	Text book/s *	1. Van Horne, James C., Dhamija S.(2011) Financial Management and Policy, 12/e, Person Education	
	Other References	2. Pandey I. M (2015)., Financial Management, Vikas Publishing. 3. Khan M.Y, and Jain P.K(2011)., Financial Management, TMH. 4. Damodaran, A, Corporate Finance: Theory and Practice, John Wiley & Sons. 5. Sharan, V.(2011) Fundamentals of Financial Management, Pearson Education 6. Chandra, Prasanna (2017), Financial Management, TMH, New Delhi 7. Kishore, R(2009)., Financial Management, Taxman's Publishing House, New Delhi	

### Instructions for Paper Setting

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2. There shall be 2 questions from each unit having internal choice. The students are required to attempt any one question from each unit. The weightage for each question shall be 16 marks.

<b>Department: Department of Management</b>		<b>Batch : 2019-2021</b>	
<b>Program: MBA</b>		<b>Academic Year: 2019-20</b>	
<b>Branch:</b>		<b>Semester: II</b>	
1	Course Code	19MBA205	
2	Course Title	Human Resource Management	
3	Credits	4	
4	Contact Hours (L-T-P)	4-0-0	
	Course Status	Compulsory	
5	Course Objective	The objective of the course is to sensitize students to various facets of managing people and to focus on the development of knowledge and skills that all managers and leaders need. The content of the course is designed to familiarize participants with current human resource practices that apply to their careers regardless of their field..	
6	Course Outcomes	<p>At the end of the course students will be able to:</p> <p><b>CO1:</b> Understanding of basic concepts and functions of Human Resource Management</p> <p><b>CO2:</b> To understand the concept of E-HRM and the roles and responsibilities of a HR manager.</p> <p><b>CO3:</b> Understand the importance of talent acquisition and retention and management in competitive based economy</p> <p><b>CO4:</b> Enables the students to understand about the effectiveness of training and evaluation of performance.</p> <p><b>CO5:</b> Understanding of basic concepts of Job Analysis, Recruitment, Selection and their significance in the Staffing process</p> <p><b>CO6:</b> The Students will be able to understand the concept of Job Evaluation, Compensation Management &amp; HR Audit.</p> <p><b>CO7:</b> The Students will be aware about contemporary issues of human resource management, HRIS and International HRM</p> <p><b>CO8:</b> Understanding of basic concepts of Industrial Relations and Grievances Management handling in various organizations</p>	
7	Course Description	The objective of the course is to equip students with knowledge, skill and competencies to manage people along with capital, material, information and knowledge asset in the organization.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>		
	A	Introduction to Concepts and Perspectives of Human Resource Management.	CO1
	B	Functions of HRM: Managerial and Operative.	CO1
	C	Human Resources Management in a Changing Environment.	CO1
	D	Strategic HRM	CO1
	E	E-HRM	CO2
	<b>Unit 2</b>		
	A	Manpower Planning: Concept, Organization and Practice, Process, Techniques.	CO4

	B	Job Analysis: Concept, Importance, Process. Job Description, Job Specification.	CO4,CO6	
	C	Recruitment: Concept, Meaning, Sources of Recruitment, Recruitment Process.	CO6	
	D	Selection: Definition, Importance, Selection Process Selection tests and Interviews.	CO6	
	E	Induction: Meaning, Importance and Methods, Socialisation and Placement.	CO4	
	<b>Unit 3</b>			
	A	Training and Development: Meaning and Importance Assessment of Training Needs. Methods, Design and Evaluation of T & D Programmes	CO5	
	B	Performance Appraisal: Purpose- Factors affecting Performance Appraisal, Methods and Process of Performance Appraisal.	CO5	
	C	Job Evaluation: Meaning, Objective, Principles, Methods and Problems	CO7	
	D	Compensation Management-Meaning ,Objective Components and need for sound Compensation	CO7	
	E	Human Resource Audit	CO7	
	<b>Unit 4</b>			
	A	Human Resource Accounting and Information System	CO7	
	B	Industrial Relations and Trade Unions	CO8	
	C	Dispute Resolutions and Grievance Management	CO8	
	D	Contemporary Issues in HRM	CO7	
	E	International Human Resource Management	CO7	
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		10%	10%	80%
	Text book/s*	1. Dessler, G., <i>Human Resource Management</i> , Prentice-Hall.		
	Other References	2. Aswathappa, K., <i>Human Resource Management</i> , TMH. 3. Bratton, J. and Gold, J., <i>Human Resource Management: Theory and Practice</i> , Palgrave. 4. Flippo, E., <i>Human Resource Management</i> , McGraw Hill. 5. Gomez-Mejia, L., <i>Managing Human Resources</i> , Pearson Education. 6. Ivantsevich, J., <i>Human Resource Management</i> , Tata McGraw-Hill. 7. Kandula, S. R., <i>Human resource Management in Practice</i> , Prentice Hall of India Pvt Ltd.		

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2. There shall be 2 questions from each unit having internal choice. The students are required to attempt any one question from each unit. The weightage for each question shall be 16 marks.

<b>Department: Management</b>		<b>Batch: 2018-2020</b>
<b>Program: MBA</b>		<b>Academic Year: 2019-20</b>
<b>Branch:</b>		<b>Semester: II</b>
<b>1</b>	<b>Course Code</b>	19MBA206
<b>2</b>	<b>Course Title</b>	Production and Operation Management
<b>3</b>	<b>Credits</b>	4
<b>4</b>	<b>Contact Hours (L-T-P)</b>	4-0-0
<b>5</b>	<b>Course Status</b>	Compulsory
<b>6</b>	<b>Course Objective</b>	The aim of this course is to develop an understanding of the various concepts and techniques involved in the production and operations management.
<b>7</b>	<b>Course Outcomes</b>	At the end of this course , Students will be able to : <b>CO1</b> Select a specific type of process as per the requirement of particular product. Understand role and importance of Production and <b>CO2</b> Identify various issues of challenges operations manager faces and the tools to facilitate the operations manager. <b>CO3</b> Carry out location analysis to make a choice for the facility location <b>CO4</b> Take a capacity planning decision and prepare the master production schedule. <b>CO5</b> Carry out the material management functions including inventory management <b>CO6</b> Carry out the ABC, VED and FSN analysis of inventory management <b>CO7</b> Carry out the PERT and CPM analysis for a project <b>CO8</b> Implement the concepts of TQM in production management
<b>8</b>	<b>Course Description</b>	The focus of this course is to: <ul style="list-style-type: none"> <li>• Provide students with the understanding of role and importance of operations as core of business.</li> <li>• Equip the students with most important tools and techniques involved in the production management.</li> </ul> Introduce the concepts of Project Management and Total Quality Management as an integral part of the Production Management.
<b>Outline syllabus</b>		<b>CO Mapping</b>
<b>Unit 1</b>		
A	Introduction to Production and Operations Management, Role of operations management in an organisation, Concept of Efficiency and Effectiveness	CO1
B	Operations Management as a System, Input, Output and Transformations, Concept of Value Added Activities	CO1
C	Concept of Goods and Services, Product and Service Design; New Product Development Process	CO1
D	Prototyping, Concurrent Design and DFMA; Service blueprinting.	CO1
E	Types of production Systems: Intermittent & Continuous production systems, Project type manufacturing, Cellular Manufacturing	CO2

<b>Unit 2</b>			
A	Facility location – factors to be considered, Site location decisions - Point Rating Method.	C03	
B	Facility Layout – facility layout for different types of production systems.	C03	
C	Capacity Planning and Aggregate Planning	C03	
D	Analysing Capacity Planning Decisions <ul style="list-style-type: none"> <li>• Break-Even Analysis</li> <li>• Present-Value Analysis</li> <li>• Decision Tree Analysis</li> </ul>	C04	
E	Master production scheduling (MPS), Developing the Master Production Schedule	C04	
<b>Unit 3</b>			
A	Purchase Management - Concept, Objectives, Functions	C05	
B	Material Requirement Planning (MRP).	C05	
C	Demand Forecasting in various planning decisions, Forecasting Techniques	C05	
D	<ul style="list-style-type: none"> <li>• Economic Order Quantity model</li> </ul>	C05	
E	<ul style="list-style-type: none"> <li>• Other Inventory Control models,</li> <li>• Selective Inventory Control: ABC, VED, FSN Analysis</li> </ul>	C06	
<b>Unit 4</b>			
A	Introduction to the concepts of project management.	C07	
B	Critical Path Method (CPM) and Program Evaluation and Review Technique (PERT)	C07	
C	Various Dimensions of Quality, Total Quality Management	C07	
D	Quality improvement techniques, Kaizen Six sigma, 5 “S”, QC Circles	C08	
E	Designing Products for Reliability, Reliability Measurements	C08	
<b>Mode of examination</b>	Theory		
<b>Weightage Distribution</b>	<b>Class Test</b>	<b>Mid Term Exam</b>	<b>End Term Exam</b>
	10%	10%	80%
<b>Text book/s*</b>	1. Operations Management by William J Stevenson, TMHill		
<b>Other References</b>	2. Operations Management along the supply chain by Russell and Taylor, Wiley India Edition. 3. Operations Management, Theory & Practice, by B. Mahadevan, Pearson Education, 2 <sup>nd</sup> edition		

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<b>Department: Management</b>		<b>Batch: 2018-2020</b>
<b>Program: MBA</b>		<b>Academic Year: 2019-20</b>
<b>Branch:</b>		<b>Semester: II</b>
<b>1</b>	<b>Course Code</b>	19MBA207
<b>2</b>	<b>Course Title</b>	Business Environment
<b>3</b>	<b>Credits</b>	4
<b>4</b>	<b>Contact Hours (L-T-P)</b>	4-0-0
<b>5</b>	<b>Course Status</b>	Compulsory
<b>6</b>	<b>Course Objective</b>	To familiarize the students with business environment prevailing in India to enable them to understand its implications on business.
<b>7</b>	<b>Course Outcomes</b>	At the end of the course students will be able to: <b>CO1:</b> Understand conceptual framework and reforms in business environment. <b>CO2:</b> Demonstrate concept of economic system. <b>CO3:</b> Identify the problems in economy & business environment and related government policies. <b>CO4:</b> make themselves aware with the laws for protection of consumers & investors. <b>CO5:</b> Relate business with society & government. <b>CO6:</b> Identify the opportunities prevailing in rural sector. <b>CO7:</b> Demonstrate and understand the concept of integration of countries and problems associated with business. <b>CO8:</b> make themselves aware of international issues in business.
<b>8</b>	<b>Course Description</b>	The course provides a holistic approach to business environment and offers insight into theory and practical aspects of business environment.
<b>Outline Syllabus</b>		<b>CO Mapping</b>
<b>Unit 1</b>		
A	Introduction to Business Environment- Concept, Nature of business environment, Types of environment	CO1
B	Sectors and Indicators of Economy	CO1
C	Economic Reforms in India	CO1
D	Environment Scanning and analysis	CO1
E	Concept of Capitalism, Socialism and Mixed Economy	CO2
<b>Unit 2</b>		
A	Inflation and Unemployment	CO3
B	Government Policies- Monetary Policy, Fiscal policy	CO3
C	Industrial policy, MSME - Concept, Importance and Issues	CO3
D	Consumer Protection Act- 1986	CO4
E	Investor Protection Act- 2009	CO4

<b>Unit 3</b>			
A	Socio-Cultural Environment- Business and Society		C05
B	Politico-Legal Environment - Relationship between Business & Government		C05
C	Technological Environment - Factors, Role and Impact of Technology on Business		C05
D	Economic, Regulatory, Promotional and Entrepreneurial Roles of Government		C05
E	Challenges and Opportunities in the Rural sector		C06
<b>Unit 4</b>			
A	Globalization - Trends and challenges		C07
B	Opportunities and challenges for MNCs in India		C07
C	Balance of Payments		C07
D	Concept of Exchange Rate movement and its impact		C08
E	Introduction to International Business Environment		C08
<b>Mode of examination</b>	Theory		
<b>Weightage Distribution</b>	<b>Class Test</b>	<b>Mid Term Exam</b>	<b>End Term Exam</b>
	10%	10%	80%
<b>Text book/s*</b>	<ol style="list-style-type: none"> <li>1. Paul Justin, Business Environment, Tata McGraw Hill.</li> <li>2. Cherunilam, Francis, Business Environment, Himalaya Publishing House.</li> </ol>		
<b>Other References</b>	<ol style="list-style-type: none"> <li>1. Saleem Shaikh, Business Environment, Pearson Education</li> <li>2. Misra, S.K. Puri, V.K., Indian Economy, Himalaya Publishing House.</li> <li>3. Faisal Ahmed &amp; M. AbsarAlam, Business Environment – India in Global Perspective, PHI.</li> <li>4. Aswathapa, K., Business Environment, Excel Books.</li> <li>5. Bedi S.K., Business Environment, Excel Books.</li> </ol>		

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<b>Department: Department of Management</b>		<b>Batch : 2019-2021</b>	
<b>Program: MBA</b>		<b>Academic Year: 2019-20</b>	
<b>Branch:</b>		<b>Semester: II</b>	
1	Course Code	19MBA208	
2	Course Title	Computerized Accounting Systems	
3	Credits	2	
4	Contact Hours (L-T-P)	4 (0-0-4)	
5	Course Status	Compulsory	
6	Course Objective	To familiarize the students with basic understanding of software packages in accounting and their uses in business.	
7	Course Outcomes	<p>At the end of the course students will be able to:</p> <p><b>CO1:</b>Getting familiarized with the concept of computerized accounting system</p> <p><b>CO2:</b>The students will be able to understand the data and processes.</p> <p><b>CO3:</b>Understanding the basic concepts of Tally.</p> <p><b>CO4:</b>Understanding the basic concepts of Ledgers.</p> <p><b>CO5:</b>Getting familiar with working with reports.</p> <p><b>CO6:</b>Basic understanding of Payrolls</p> <p><b>CO7:</b>The students will be able to understand the taxation system.</p> <p><b>CO8:</b>The students will be able to understand the electronic tax deductions.</p>	
8	Course Description	This course seeks to enhance the skills needed for computerized accounting system and to enable the students to develop knowledge of basic accounting applications, especially Tally ERP 9.	
<b>Outline syllabus</b>			<b>CO Mapping</b>
		<ol style="list-style-type: none"> <li>1. Basic introduction of Tally</li> <li>2. Creation of Company</li> <li>3. Creation of Groups and Accounts</li> <li>4. Trail Balance</li> <li>5. Designing and Creating Vouchers- Sales, Purchases, Sales return, Purchase Return, Sales order, Purchase Order, Contra, Journal.</li> <li>6. Processing for Reports to prepare ledger Accounts</li> <li>7. Balance sheet</li> <li>8. Profit &amp; Loss</li> <li>9. Enter the data through bank receipt, bank payment, cash receipt, cash payment</li> <li>10. Bank Reconciliation</li> <li>11. Maintain Cost Center</li> <li>12. Maintain payroll transactions and maintain payroll control system</li> <li>13. Maintain Budget</li> <li>14. Manufacturing (Bill of Material)</li> <li>15. Introduction to GST</li> </ol>	

<b>Mode of examination</b>	Practical			
<b>Weightage Distribution</b>	<b>CA</b>	<b>MTE</b>	<b>ETE</b>	
		50	50	
<b>Text book/s*</b>	1. Deepak Bharihoka, Fundamentals of Information Technology, Excel Book. 2. Pardeep.K.Sinha and PreetiSinha, Foundation of Computing, BPB Publications.			
<b>Other References</b>	3. RakeshSangwan, Tally Workbook. Ascent Prime Publications Pvt. Ltd. 4. Renu Gupta, Computer Applications in Business, Shree Mahavir Book Depot. 5. Sanjay Saxena, A First Course in Computers,Vikas Publication House. 6. Vikas Gupta, Business Accounting,Dreamtech Press.			

### **Instructions for Paper Setting**

1. The question paper shall consist of 9 questions. Out of which, first question shall be of short answer type and will be compulsory. Question no. 1 shall contain 8 parts representing all units of the syllabus and students shall have to answer any 8 parts.
2. There shall be 2 questions from each unit having internal choice. The students are required to attempt any one question from each unit. The weightage for each question shall be 16 marks.

<b>Department: Department of Management</b>		<b>Batch : 2019-2021</b>	
<b>Program: MBA</b>		<b>Academic Year: 2019-20</b>	
<b>Branch:</b>		<b>Semester: III</b>	
1	Course Code	19MBA301	
2	Course Title	Strategic Management	
3	Credits	4	
4	Contact Hours (L-T-P)	4-0-0	
	Course Status	Compulsory	
5	Course Objective	To develop the perspective for the overall management of the enterprise from the point of view of top management, keeping in view the opportunities and threats posed by the environment	
6	Course Outcomes	<p>At the end of the course students will be able to:</p> <p><b>CO1:</b> To understand what is strategy and intent of strategy  <b>CO2:</b> To understand the manner in which strategic and competitive advantage is developed  <b>CO3:</b> To study various methods and techniques for environmental analysis  <b>CO4:</b> To observe how corporate level strategies help a firm to determine the competitive advantage  <b>CO5:</b> To explore the tools and technique for strategic analysis to understand different business strategies in corporate culture  <b>CO6:</b> To study the interrelationship of implementation and evaluation  <b>CO7:</b> To examine how strategic management contributes to effective corporate governance of an organization  <b>CO8:</b> To study the strategic evaluation and control</p>	
7	Course Description	This subject fundamentally focuses on providing knowledge in the area of the different strategies that an organization that can be adopted in a given situation and its strategic implications. It provides insight on different theories like resource based view, value chain analysis, 5 Force Analysis etc. which can be applied to a real life business situation	
8	Outline syllabus	CO Mapping	
	<b>Unit 1</b>		
	A	Defining Strategy: Concept of Strategy	CO1
	B	Strategic Intent: Vision Mission, Goals and Objectives	CO1,C02
	C	External Environmental Analysis	CO3
	D	Mintzberg's 5Ps of Strategy	CO1, C06
	E	Strategic Management Process	CO1, CO4
	<b>Unit 2</b>		
	A	Introduction to Strategy Formulation	CO2
	B	Strategic Analysis and Choice	CO1, CO5
	C	Porter's Five Forces Model	CO5
	D	Grand Strategies	CO5

	E	Porter's Generic Strategies		C05
	<b>Unit 3</b>			
	A	Corporate-Level Strategies: Introduction		C04
	B	Stability Strategies		C04
	C	Expansion Strategies		C04
	D	Retrenchment Strategies		C04
	E	Combination Strategies		C02, C03
	<b>Unit 4</b>			
	A	Strategy Implementation and Evaluation		C06
	B	Leadership and Corporate Culture		C05
	C	Strategy Evaluation: Importance and Nature of Strategic Evaluation		C08
	D	Strategic and Operational Control		C08
	E	Balanced Scorecard		C07
	Mode of examination	Theory		
	Weight age Distribution	CA	MTE	ETE
		10%	10%	80%
	Text book/s *	<ol style="list-style-type: none"> <li>1. AzharKazmi (2004). Business Policy and Strategic Management. Tata McGraw Hill, New Delhi</li> <li>2. Thomas L. Wheelen, J. David Hunger (2010). Strategic Management and Business Policy, Pearson/Prentice Hall</li> <li>3. Arthur, A, Thomson and Strickland, A. J. (2002). Strategic Management – Concept and Cases. Tata McGraw Hill, New Delhi</li> <li>4. Fred David (2008) Strategic Management : Concepts and Cases, 12<sup>th</sup>Edition Prentice hall of India</li> </ol>		
	Other References	<ol style="list-style-type: none"> <li>1. Kark Rajneesh (2008). Competing with the Best: Strategic Management of Indian Companies in a Globalizing Arena Penguin Books</li> <li>2. Hitt Michael A., Ireland R.D. and Robert E Hoskisson. Strategic Management: Competitiveness &amp; Globalization, Concepts and Cases, Addison Wesley</li> </ol>		

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<b>Department : Management</b>		<b>Batch : 2019-2021</b>	
<b>Program: MBA</b>		<b>Academic Year: 2019-2020</b>	
<b>Semester</b>		<b>III</b>	
1	Course Code	19MBA301	
2	Course Title	<b>Introduction to Business Analytics</b>	
3	Credits	4	
4	Contact Hours (L-T-P)	2-0-4	
	Course Status	Compulsory	
5	Course Description	The course is an introductory course in Business Analytics. It provides an understanding of the fundamental concepts of Business Analytics and gives a hand-on opportunity to the learner.	
6	Course Objective	<p>Major Objectives of the Course include:</p> <ul style="list-style-type: none"> <li>• To develop the understanding of the basics, intermediate and advanced concepts of data analysis.</li> <li>• To apply data analysis techniques with R and Microsoft Excel.</li> <li>• Apply quantitative modeling and data analysis techniques to the solution of real world business problems, communicate findings, and effectively present results using data visualization techniques.</li> <li>• Demonstrate knowledge of statistical data analysis techniques utilized in business decision making.</li> <li>• Apply principles of Data Science to the analysis of business problems.</li> <li>• Use data mining software to solve real-world problems.</li> </ul>	
7	Course Outcomes	<p><b>At the end of the course students will be able to:</b></p> <p>CO1: Solve the mathematical and statistical problems using Excel and R.  CO2: Import and Validate data coming from various sources and Create visualization of data  CO3: Differentiate the different categories of business analytics.  CO4: Confirm the validity and reliability of data  CO5: Create Verbal, Visual and Mathematical Models.  CO6: Create the Deterministic and Stochastic data models for Problem Solving  CO7: Perform Trendline and R<sup>2</sup> Analysis  CO8: Perform Cluster Analysis</p>	
8	Outline syllabus		CO Mapping
	<b>Unit A</b>	<b>Introduction (Analytics on Spreadsheets and Using R Platform)</b>	
	A	Excel as an Analytics tool, functions and formulas	CO1
	B	Using R as an Analytics Tool, R and R Studio, Using Packages, Variables and Data Sets	CO2
	C	Mathematical and statistical functions in Excel and R Visualisation and Exploring Data in Excel and R	CO2
	<b>Unit B</b>	<b>Business Analytics and Data Sets</b>	
	A	Introduction to Business Analytics Evolution and Applications	CO2, CO3

	B	Scope of Business Analytics (Descriptive, Predictive and Prescriptive), Tools for Business Analytics		C03,C04
	C	Data, Big Data and Data Sources, Data Reliability and Validity		C01, C02,C03
	<b>Unit C</b>	<b>Models in Business Analytics</b>		
	A	Three Forms of a Model (Verbal, Visual and Mathematical) Decision Models : Assumptions, Uncertainty and Risks		C01,C05
	B	Prescriptive Decision Models ( Deterministic , Stochastic)		C03,C06
	C	Problem Solving with analytics ( Problem Recognition, Analysis, Decision and Implementaion)		C02,C06
	<b>Unit D</b>			
	D 1	Modeling Relationships and Trends in Data Common Mathematical Functions and Predictive Analytics		C02,C07
	D 2	Trendline and R <sup>2</sup> analysis, Simple Linear Regression, Multiple Regression		C08
	D 3	Cluster Analysis, Agglomerative and Divisive Clustering		C01, C07,C08
	Mode of examination	Theory and Practical (50 -50)		
	Weightage Distribution	CA	ETE	
		20%	80%	
	Text book/s*	1. Business Analytics by James R Evans, Pearson Education 2. "R In Action" by Robert I. Kabacoff ,Dreamtech Press; Second .		
	Other References	1. "Integrated Business Analytics Principles, Concepts and Applications:What, Why and How with SAS" By Marc J. Schniederjans, Dara G. Schniederjansabd Christopher M. Starkey, Pearson Education 2. "Handbook of statistical analysis and data mining applications" By Gary Miner, Robert Nisbet, John Elder, Academic Press 3. Business Analytics : An Application Focus" by PurbaHaladyRao		

<b>List of Projects / Practicals</b>	
S.No.	Objective
1	Personal Applications of Analytics (Keeping track of grocery inventory and expenses, miles driven and maintenance of car, golf statistics for improvement)
2	Revenue analysis of Guest House Data Base
3	Modeling Performa Income Statement for a company using specific data set (Both using R and Excel)
4	Using Histogram Tool to develop a frequency distribution for Credit Risk Analysis of a bank using specific data set (Both using R and Excel)
5	Building Mathematical Model (e.g Costing Model)
6	Building a Prescriptive Pricing Model
7	Modeling Price-Demand Function with Historical Data
8	Home Market Value Analysis using regression

9	Clustering Colleges and Universities Data
10	Creating and Interpreting the Sensitivity Charts and the Overlay Charts

**Instructions for Paper Setting**

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- 2. There shall be 2 questions from each unit having internal choice. The students are required to attempt any one question from each unit. The weightage for each question shall be 16 marks.*

<b>Department: Department of Management</b>		<b>Batch : 2019-2021</b>	
<b>Program: MBA</b>		<b>Academic Year: 2019-20</b>	
<b>Branch:</b>		<b>Semester: III</b>	
1	Course Code	19MBA304	
2	Course Title	Business Ethics	
3	Credits	4	
4	Contact Hours (L-T-P)	4-0-0	
	Course Status	Compulsory	
5	Course Objective	The objective of the course is to sensitize the students about the various ethical issues in business management in the current environment	
6	Course Outcomes	<p>At the end of the course students will be able to:</p> <p><b>CO1:</b> Understand of basic concepts of business ethics, nature, theories, approaches Relevance of ethics and values in business.</p> <p><b>CO2:</b>Familiarize students about Modern business ethics and dilemmas, Values.</p> <p><b>CO3:</b>Impart the understanding about the Indian Value System &amp; Indian Ethos, Ethical Corporate Structure, Laws &amp; Ethics, Cross Cultural Ethics, Ethical Dilemmas</p> <p><b>CO4:</b>Impart basic conceptual knowledge about the relevance of ethics in business disciplines</p> <p><b>CO5:</b> Facilitate students in Ethical Issues in Business</p> <p><b>CO6:</b> Familiarize students with legal aspects of Managing Ethics: Building a Value System, Role of Law and Enforcement</p> <p><b>CO7:</b>Understand about Training in Ethics, Broader Ethical Issues in Society: Corruption, Ecological Concern and Discrimination on the Basis of Gender</p> <p><b>CO8:</b>Familiarize with the Caste or Race, Suitable Model of Management in Indian socio-economic Environment, Business Ethics in 21st Century</p>	
7	Course Description	To develop an understanding and appreciation of the importance of value system, ethical conduct in business and role and responsibilities of corporate in social systems. It aims at applying the moral values and ethics to the real challenges of the organizations	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>		
	A	Business Ethics: Nature, Characteristics and Need.	CO1
	B	Ethical Theories and Approaches	CO1
	C	Business Ethics- The Changing Environment and Stakeholder Management	CO1
	D	Relevance of Ethics and Values in Business, Spiritual Values; Modern Business Ethics and Dilemmas	CO2
	E	Concepts, Types and Formation of Values, Business Ethics and Behaviour. Values of Indian Managers	CO2
	<b>Unit 2</b>		



	A	Indian Value System, Indian Ethos in Management	C02
	B	Creating Ethical Corporate Structures, Ethical Leadership	C03
	C	Law and Ethics, Work Ethics: Nature and Scope, Ethical Issues at Workplace	C03
	D	Cross Cultural Ethics	C03
	E	Ethical Dilemmas	C03
	<b>Unit 3</b>		
	A	Ethics in business disciplines: HRM (downsizing, balance of power, compensation, conflicts)	C04
	B	Marketing (commodity culture, pricing, advertising)	C04
	C	Finance and Accounting (stock market, financial reporting, insider trading)	C04
	D	Technology (privacy at workplace, genetically modified foods)	C04
	E	Ethics in Production and Operation Management, Ethics in Global Business	C04
	<b>Unit 4</b>		
	A	Ethical Issues in Business	C05
	B	Managing Ethics: Building a Value System, Role of Law and Enforcement	C05
	C	Training in Ethics, Broader Ethical Issues in Society: Corruption, Ecological Concern and Discrimination on the Basis of Gender.	C06
	D	Caste or Race, Suitable Model of Management in Indian socio-economic Environment.	C07
	E	Business Ethics in 21st Century	C08
	Mode of examination	Theory	
	Weightage Distribution	<b>CA</b> 10%	<b>MTE</b> 10%
			<b>ETE</b> 80%
	Text book/s*	1. Robert, A. <i>Business ethics and ethical business</i> . USA: Oxford University	
	Other References	1 Colin Fisher and Alan Lovell, <i>Business ethics and values: Individual, Corporate and International Perspectives</i> , Prentice Hall 2 Ghosh, B., <i>Ethics in Management and Indian Ethos</i> , Vikas Publication House Pvt. Ltd. 3 Hartman, Laura P. and Joseph Des Jardins, <i>Business Ethics: Decision-Making for Personal Integrity and Social Responsibility</i> , McGraw-Hill/ Irwin. 4 Joseph W. Weiss, <i>Business Ethics: A Stakeholder and Issues Management Approach</i> ; Thomson -South Western. 5 Kaushal, S.L., <i>Business Ethics: Concepts, Crisis and Solutions</i> , Deep and Deep Publications Pvt. Ltd.	

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2. There shall be 2 questions from each unit having internal choice. The students are required to attempt any one question from each unit. The weightage for each question shall be 16 marks.

<b>Department: Management</b>		<b>Batch : 2019-2021</b>	
<b>Program: MBA</b>		<b>Academic Year: 2019-20</b>	
<b>Branch:</b>		<b>Semester: IV</b>	
1	Course Code	19MBA401	
2	Course Title	Entrepreneurship Development	
3	Credits	4	
4	Contact Hours (L-T-P)	4-0-0	
	Course Status	Compulsory	
5	Course Objective	The course is designed with an objective to equip the students with basic theoretical and practical knowledge required to start an entrepreneurial venture in India.	
6	Course Outcomes	<p>At the end of the course students will be able to:</p> <p><b>CO1:</b>Demonstrate an understanding of basic concepts of entrepreneurship.  <b>CO2:</b>Exhibit practical knowledge required for being an Entrepreneur.  <b>CO3:</b>Link entrepreneurship to Economy.  <b>CO4:</b> Understand and apply the process of entrepreneurship.  <b>CO5:</b> Distinguish the pros and cons of various government schemes with reference to a particular business venture.  <b>CO6:</b> Prepare a business plan that can be submitted to investor/lender.  <b>CO7:</b> Appraise a business project.  <b>CO8:</b> Start a small business venture in India.</p>	
7	Course Description	The course is an overview on the various concepts that are of utmost relevance for the budding entrepreneurs. The course has all the information necessary for an aspiring entrepreneur.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Entrepreneurship and Entrepreneur</b>	
	A	Entrepreneurship: Concept & Model	C01
	B	Role of Entrepreneurship in Economy	C01, C03
	C	Entrepreneur: Concept, Characteristics & Functions.	C01
	D	Entrepreneur: Types ; Entrepreneur Vs Manager	C01
	E	Decision Making: Concept, features & Steps	C02
	<b>UNIT 2</b>		
	A	Business Venture: Features of Business, Objectives of a business, Qualities of successful business & Structure of Business Venture.	C01
	B	Establishment of Entrepreneurial system	C02, C04
	C	Business Planning: Nature, Characteristics & Principles of business planning.	C04
	D	Business Planning Process	C04
	E	Government schemes for Entrepreneurs.	C05
	<b>Unit 3</b>	<b>Business Plan and Project Appraisal</b>	
	A	Business Plan: Features and Process	C06
	B	Business Plan: Format	C06

	C	Project Appraisal: Economic & Technical	C07	
	D	Project Appraisal: Managerial & Financial	C07	
	E	Project Appraisal: Operational & Environmental	C07	
	<b>Unit 4</b>	<b>Women Entrepreneurship and Rural Entrepreneurship</b>		
	A	Women Entrepreneurship: Concept, Problems faced by women entrepreneurs and Measures to solve these problems.	C01	
	B	Rural Entrepreneurs: Features and Types of Rural Entrepreneurs.	C01	
	C	Role of Rural Entrepreneurs	C01	
	D	Government Schemes for Women and Rural Entrepreneurs	C05	
	E	Process for Starting a Small Business Enterprise in India.	C02	
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		10%	10%	80%
	Text book/s*	1. Singh, J (2014). <i>Entrepreneurship and Small Business</i> . Kalyani Publications.		
	Other References	1. Desai, V. (2009). <i>Dynamics of entrepreneurial development and management</i> (pp. 119-134). Himalaya Publishing House.		

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<b>Department: Department of Management</b>		<b>Batch : 2019-2021</b>	
<b>Program: MBA</b>		<b>Academic Year: 2019-20</b>	
<b>Branch:</b>		<b>Semester:</b>	
1	Course Code	19MBA402	
2	Course Title	Business Law	
3	Credits	4	
4	Contact Hours (L-T-P)	4-0-0	
	Course Status	Compulsory	
5	Course Objective	The aim of the paper is to acquaint the students with the Business law and Company law in their future role as managers.	
6	Course Outcomes	<p>At the end of the course students will be able to:</p> <p><b>CO1:</b> Demonstrate the basics of a validity of a contract and its performance.</p> <p><b>CO2:</b> Understand the basics of quasi contracts and breach.</p> <p><b>CO3:</b> Get the basic insight of Sale of Goods Act, 1930 and its provisions.</p> <p><b>CO4:</b> Understand the basic concept of negotiable Instrument Act, 1881 and the provisions mentioned in the act.</p> <p><b>CO5:</b> Understand the provisions of Company Act, 2013.</p> <p><b>CO6:</b> Identify the ways and reasons of winding up of a company.</p> <p><b>CO7:</b> Understand the about the acts and provisions for consumer protection in India.</p> <p><b>CO8:</b> Demonstrate the features of RTI Act, 2005.</p>	
7	Course Description	For running any enterprise successfully, there is an immense need of understanding the various dynamics. It is not limited to understanding of suppliers, customers etc but also the law related to the every happening around in context of business. Because it is well settled rule that "Ignorance of Law is no excuse".	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>		
	<b>A</b>	The Indian Contract Act, 1872: Meaning of a Contract, Classification of Contracts, Essentials of a Valid Contract	CO1
	<b>B</b>	Performance of a Contract	CO1
	<b>C</b>	Discharge of a Contract	CO1
	<b>D</b>	Breach of Contract	CO2
	<b>E</b>	Quasi Contracts: Contract of Indemnity and Guarantee, Bailment and Pledge	CO2
	<b>Unit 2</b>		
	<b>A</b>	The Sales of Goods Act, 1930: Meaning and essentials of a valid contract of sale, Distinction between sale and agreement to sell, Meaning of goods and their classification	CO3
	<b>B</b>	Conditions and warranties, Doctrine of Caveat Emptor	CO3
	<b>C</b>	Rights of an unpaid seller, Rights of buyer	CO3
	<b>D</b>	Negotiable Instruments Act, 1881: Meaning and	CO4

		characteristics of negotiable instrument, Types of negotiable instruments and their characteristics, Holder and Holder-in-due-course	
	<b>E</b>	Discharge and Dishonour of negotiable instruments, Negotiation and Assignment.	CO4
	<b>Unit 3</b>		
	<b>A</b>	The Companies Act, 2013; Meaning, Characteristics and Classification of Company	CO5
	<b>B</b>	Formation of a company	CO5
	<b>C</b>	Membership of a Company	CO5
	<b>D</b>	Memorandum and Articles of Association	CO6
	<b>E</b>	Prospectus	CO6
	<b>Unit 4</b>		
	<b>A</b>	Meetings of Companies and its Types	CO7
	<b>B</b>	Appointment of Directors	CO7
	<b>C</b>	Appointment of Management	CO7
	<b>D</b>	Winding up of a Company	CO7
	<b>E</b>	Salient features of RTI Act 2005	CO8
	Mode of examination	Theory	
	Weightage Distribution	CA	MTE
		10%	10%
			ETE
			80%
	Text book/s*	1. Gulshan, S.S. and Kapoor, G.K., Business Law including Company Law, New Age International Publication. 2. Tulsian, Business law, Tata McGraw Hill	
	Other References	3. Macintyre, E., Business law, Pearson Education 4. Majumdar A.K. and Kapoor G.K., Company Law and Practices, Taxmann Publication. 5. Kothari, V., Understanding Companies Act, 2013, Taxmann Publication. 6. Pathak, A., Contract Law in India, Oxford University Press. 7. Gogna, P.P.S., A Textbook of Company Law, S. Chand Publishing. 8. Nolakha, R.L., Company Law and Practice, Vikas Publishing House Private Limited.	

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- 2. There shall be 2 questions from each unit having internal choice. The students are required to attempt any one question from each unit. The weightage for each question shall be 16 marks.*

***FINANCE  
ELECTIVE  
PAPERS***

<b>Department: Department of Management</b>		<b>Batch : 2019-2021</b>	
<b>Program: MBA</b>		<b>Academic Year: 2019-20</b>	
<b>Branch:</b>		<b>Semester III</b>	
1	Course Code	19MBA305	
2	Course Title	Financial Services	
3	Credits	4	
4	Contact Hours (L-T-P)	4-0-0	
	Course Status	Elective	
5	Course Objective	To give the students an insight into the principles, operational policies and practices of the prominent Financial Markets and Institutions, their structure and functioning in the changing economic scenario, and to make critical appraisal of the working of the specific financial institutions of India.	
6	Course Outcomes	At the end of the course students will be able to: <b>CO1:</b> Understand the concept of financial institutions and its regulatory framework in India. <b>CO2:</b> Understand the role of micro finance in financial inclusion and currents issues. <b>CO3:</b> Get familiar with various types of financial markets and new developments. <b>CO4:</b> Understand the insight market regulators in India. <b>CO5:</b> Understand the concept of financial services and its role. <b>CO6:</b> Get acquainted with various kinds of financial services. <b>CO7:</b> Understand the basics of NBFCs in India and its related issues. <b>CO8:</b> Realize the aspects of financial services.	
7	Course Description	Finance is at the heart of corporate strategy. It provided the tools and language which inform strategic choice, and prioritize which maximum shareholder value. For emerging economies, financially educated students can help ensure that the financial sector marks an effective contribution to real economic growth and poverty reduction. This course will provide an insight of Indian Banking System, Mutual Fund Industry, Insurance Industry and other financial institutions and services.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>		
	<b>A</b>	Financial Institutions: Role in Economic Development, Challenges and Opportunities; Importance of Regulation, KYC	CO1
	<b>B</b>	RBI: Role, Powers & Functions	CO1
	<b>C</b>	NABARD, IFCI, SIDBI, NHB- Introduction and their operational policies;	CO1
	<b>D</b>	Introduction to Micro Finance Institutions (MFIs)	CO2
	<b>E</b>	Current Issues and Future Challenges in Financial Institutions	CO1, CO2

	<b>Unit 2</b>			
	<b>A</b>	Financial Markets- Structure and Participants		C03
	<b>B</b>	Capital market ; Money market; Primary and Secondary Market Operations		C03
	<b>C</b>	Listing of Securities; Functions of Stock Exchanges		C03
	<b>D</b>	SEBI: Roles & Functions		C04
	<b>E</b>	Introduction to derivative and Commodity markets		C03, C04
	<b>Unit 3</b>			
	<b>A</b>	Financial Services: Meaning, Nature and Types		C05
	<b>B</b>	Venture Capital – Concept and Importance of Venture Capital, Venture Capital in India		C04, C05
	<b>C</b>	Leasing: Concept, Types; Leasing vs Hire Purchase		C04, C05
	<b>D</b>	Factoring: Meaning, Characteristics and Types, Factoring vs Forfeiting		C04, C05
	<b>E</b>	Credit Rating: Meaning, Objectives and Process of Credit Rating		C04, C05
	<b>Unit 4</b>			
	<b>A</b>	Non-Banking Financial Institutions – Activities and Role of NBFC		C07
	<b>B</b>	Concept of Shadow Banking and its Issues		C07
	<b>C</b>	Securitization: Concept and Mechanism		C08
	<b>D</b>	Mutual Fund – Origin and Growth of Mutual Fund, Type of Mutual Fund Schemes		C08
	<b>E</b>	Merchant Banking – Origin and Development of Merchant Banking in India		C08
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		10%	10%	80%
	Text book/s*	<ol style="list-style-type: none"> <li>1. Khan, M. Y., <i>Management of Financial Services</i>, McGraw-Hill.</li> <li>2. Clifford, G., <i>Financial Markets, Institutions and Financial Services</i>, PHI.</li> </ol>		
	Other References	<ol style="list-style-type: none"> <li>3. Gordan, E and K. Natrajan, <i>Emerging Scenario of Financial Services</i>. Himalaya Publishing House</li> <li>4. Meidan, Arthur Brennet, M., <i>Option Pricing: Theory &amp; Applications</i>, Lexington Books.</li> <li>5. Kim, Suk and Kim, Seung, <i>Global Corporate Finance. Text and Cases</i>, Miami Florida, Kotb</li> <li>6. Khan, M., Y., <i>Financial Institutions and Markets</i>, McGraw Hill</li> <li>7. Bhole, L.M., <i>Financial Institutions and Markets</i>, McGraw Hill</li> </ol>		



## **Instructions for Paper Setting**

- 1. The question paper shall consist of 9 questions. Out of which, first question shall be of short answer type and will be compulsory. Question no. 1 shall contain 8 parts representing all units of the syllabus and students shall have to answer any 8 parts.*
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<b>Department: Management</b>		<b>Batch : 2019-2021</b>	
<b>Program: MBA</b>		<b>Academic Year: 2019-20</b>	
<b>Branch:</b>		<b>Semester: III</b>	
1	Course Code	19MBA306	
2	Course Title	Security Analysis and Portfolio Management	
3	Credits	4	
4	Contact Hours (L-T-P)	4-0-0	
5	Course Status	Elective	
6	Course Objective	To impart knowledge to the students regarding the theories and practices of security analysis and investing and to make them understand the process of value generation through market intermediation.	
7	Course Outcomes	<p>At the end of the course students will be able to:</p> <p><b>CO1:</b> Develop an understanding the concept of investment.  <b>CO2:</b> Get acquainted with Securities Exchange Board of India.  <b>CO3:</b> Understand the concept of fundamental analysis.  <b>CO4:</b> Understand the concept of technical analysis and its tools.  <b>CO5:</b> Understand the concept of portfolio management and risk concept.  <b>CO6:</b> Aims to develop an understanding of various portfolio theories.  <b>CO7:</b> Understand the concept of portfolio management strategies.  <b>CO8:</b> Get acquaintance with evaluation of the portfolio.</p>	
8	Course Description	The course is intended to develop familiarity with the theory and empirical evidence related to Security Analysis and Portfolio Management. An emphasis is placed on understanding how an investment decision is taken and portfolio management helps in optimization of risk and return. It also offers an in depth understanding of various fundamental and technical analysis tools to make an optimum management decision. Emphasis will be put on development of techniques that should be part of the tool kit of those interested in becoming professional investors and/or researchers in finance	
	Outline syllabus		CO Mapping
	<b>Unit 1</b>		
	A	Investment: Meaning, Objectives, Investment vs Speculation, Investment Objectives, Investment Process	CO1
	B	Investment Alternatives, Investment Approaches: Value Investing, Growth Investing And Momentum Investing	CO1
	C	Valuation of Equity & Debt	
	D	Risk And Return: Meaning, Types And Measurements	CO1
	E	SEBI: Role and Responsibilities, Functions	CO2
	<b>Unit 2</b>		
	A	Efficient Market Hypothesis (EMH)	
	B	Fundamental Analysis: Economy, Industry and Company	CO4

		Analysis			
	C	Technical Analysis: Dow Theory			CO4
	D	Market Indicator: Oscillators, RSI, Charts: Line Charts, Bar Charts, Point And Figure Charts, Candlestick Chart			CO4
	E	Concept of Insider Trading			CO4
	<b>Unit 3</b>				
	A	Introduction to Portfolio Management: Meaning, Need, Objectives			CO5
	B	Process of Portfolio management			CO5
	C	Determination of Risk & Return Of A Portfolio			CO5
	D	Markowitz Portfolio Theory			CO6
	E	The Efficient Frontier & Investor Utility			CO5, CO6
	<b>Unit 4</b>				
	A	Capital Asset Pricing Model: Overview, Assumption, Security Market Line & Capital Market Line			CO6
	B	Arbitrage Pricing Theory			CO6
	C	Performance Evaluation: Sharpe, Treynor, Jenson, Fama Measures			CO7
	D	Portfolio Revision: Meaning, Need & Strategies			
	E	Applications of Portfolio Performance Measures			
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		10%	10%	80%	
	Text book/s*	1. Reilly, Frank K. And Brown, Keith C., Investment Analysis and Portfolio Management, South-Western Cengage Learning India Pvt. Ltd.			
	Other References	2. Bodie, Z., Kane, A. and Marcus, A., Investments, McGraw-Hill 3. Fischer, Donald E. and Jordan, Ronald J., Security Analysis and Portfolio Management, Prentice Hall of India. 4. Sharpe, William F. et al, Investment. New Delhi, Prentice Hall of India. 5. Fuller, Russell J. and Farrell, James L., Modern Investment and Security Analysis, New York, McGraw Hill. 6. Alexander, Gordon J. and Bailey, Jeffery V., Investment Analysis and Portfolio 7. Management, Dryden Press, Thomson Learning. 8. Machiraju, H. R., Indian Financial System, Vikas Publishing House.			

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<b>Department: Department of Management</b>		<b>Batch : 2019-2021</b>	
<b>Program: MBA</b>		<b>Academic Year: 2019-20</b>	
<b>Branch:</b>		<b>Semester: III</b>	
1	Course Code	19MBA307	
2	Course Title	Financial Derivatives	
3	Credits	4	
4	Contact Hours (L-T-P)	4-0-0	
	Course Status	Elective	
5	Course Objective	This course aims at providing an in-depth understanding of financial derivatives in terms of concepts, structure, instruments and trading strategies for profit and risk management.	
6	Course Outcomes	At the end of the course students will be able to: <b>CO1:</b> Demonstrate an understanding of basic concepts of Derivatives <b>CO2:</b> Understand and Analyse the Derivative markets of India. <b>CO3:</b> Exhibit basic understanding of Derivative market instruments. <b>CO4:</b> Exhibit advanced understanding of Derivative market instruments. <b>CO5:</b> Understand the clearing and settlement process. <b>CO6:</b> Understand basic risk management strategies using derivatives. <b>CO7:</b> Understand the application of derivative instruments. <b>CO8:</b> Get aware of the contemporary issues of derivative market	
7	Course Description	The course covers all basic concepts pertaining to the derivative markets in the Indian context. The course focuses on future and options while touching upon other important concepts like forwards and swaps.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Introduction to Derivatives</b>	
	A	Derivatives: Origin & Concept, Types of Derivatives Trading in Spot vs trading in Derivatives	C01
	B	Types of Financial Derivatives- Forwards, futures, Options and Swaps	C01, C03
	C	Derivatives markets- History, Participants and Economic Function of derivative market	C02, C07
	D	Regulatory framework of derivatives in India	C01, C02
	E	Understanding of Interest rate & Stock Indices	C01
	<b>UNIT 2</b>	<b>Futures Contracts, Mechanism and Pricing</b>	
	A	Introduction to Forward and Future Contracts- Concept, Characteristics, Difference between Forward and Future Contracts	C04
	B	Future Payoffs: Long Future & Short Future Hedging Strategies using Futures	C04, C06
	C	Pricing of Future Contracts, Application of Future contracts	C04, C07
	D	Currency Futures: Meaning, Uses & Contract Details	C03
	E	Interest Rate Futures: Meaning, uses and contract details.	C03



	<b>Unit 3</b>	<b>Options &amp; Swaps</b>			
	A	Option- Concept and Types of Options, Comparison between Futures and Options,			C04
	B	Options Payoffs ,Moneyness of Options			C04
	C	Pricing of options – Black-Scholes Model			C04
	D	Option based investment strategies bullish, bearish, straddle, strangle and butterfly.			C06
	E	Swaps- Concept, Definition and Types (Currency swap and Interest rate swap)			C03
	<b>Unit 4</b>	<b>Commodity Derivatives</b>			
	A	Introduction to Commodity Derivatives- Concept, Evolution			C03
	B	Indian Commodity Derivatives market- Evolution and Participants.			C02
	C	Clearing and settlement of Derivatives in India			C05
	D	Derivative Exchanges in India- BSE, NSE, MCX and NCDEX			C02
	E	Contemporary Issues in Derivatives			C08
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		10%	10%	80%	
	Text book/s*	1. Hull, J. C. (2003). <i>Options futures and other derivatives</i> . Pearson Education India. 2. Hunt, P., & Kennedy, J. (2004). <i>Financial derivatives in theory and practice</i> . John Wiley & Sons.			
	Other References	3. Miller, M. H. (1997). Merton Miller on derivatives. John Wiley & Sons. 4. Durbin, M. (2010). All about derivatives. McGraw-Hill Education.			

### Instructions for Paper Setting

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<b>Department: Department of Management</b>		<b>Batch : 2019-2021</b>	
<b>Program: MBA</b>		<b>Academic Year: 2019-20</b>	
<b>Branch:</b>		<b>Semester: III</b>	
1	Course Code	19MBA308	
2	Course Title	International Financial Management	
3	Credits	4	
4	Contact Hours (L-T-P)	4-0-0	
	Course Status	Elective	
5	Course Objective	To acquaint the participants with conceptual clarity in the area of international financial management, and equip them with necessary skills in the applied and functional areas of International Financial Management.	
6	Course Outcomes	At the end of the course students will be able to: <b>CO1:</b> Understand the internal environment of finance. <b>CO2:</b> Demonstrate an understanding of various financial systems. <b>CO3:</b> Analyse the foreign exchange markets. <b>CO4:</b> Interpret the risk management strategies in international environment using derivatives. <b>CO5:</b> Understand the different sources of International finance. <b>CO6:</b> Demonstrate an understanding of cost of various source of finance. <b>CO7:</b> Analyse investment options in international environment. <b>CO8:</b> Evaluate international working capital opportunities.	
7	Course Description	The course covers all the basic concepts of International financial management.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Environment of International Financial Management</b>	
	A	Introduction: Multinational Enterprise and Multinational Financial Management	CO1
	B	The Determination of Exchange Rates and Central Bank Intervention	CO1
	C	The International Monetary System and European Monetary System	CO2
	D	Parity Conditions in International Finance and Currency Forecasting	CO1
	E	The Balance of Payments and International Economic Linkages	CO1
	<b>UNIT 2</b>	<b>Foreign Exchange and Derivatives Markets and Foreign Exchange Risk Management</b>	
	A	The Foreign Exchange Market	CO3
	B	Currency Futures	CO4
	C	Currency Options	CO4
	D	Swap and Interest Rate Derivatives	CO4



E	Foreign Exchange Risk Management: Measuring and Managing Translation, Transaction and Economic Exposure	C03, C04	
<b>Unit 3</b>	<b>Financing the Multinational Corporation</b>		
A	International Financing	C05	
B	Euromarkets	C05	
C	The Cost of Capital for Foreign Investments and Multinational Capital Structure	C06	
D	International Portfolio Investment	C05	
E	Corporate Strategy and Foreign Direct Investment	C05	
<b>Unit 4</b>	<b>Foreign Investments Analysis and Multinational Working Capital Management</b>		
A	Capital Budgeting for the Multinational Corporation	C07	
B	Country Risk Analysis	C07	
C	Financing Foreign Trade	C07	
D	Current Asset Management and Short-Term Financing	C08	
E	Managing the Multinational Financial System	C08	
Mode of examination	Theory		
Weightage Distribution	CA	MTE	ETE
	10%	10%	80%
Text book/s*	1. Jain P K, Peyrard Josette, and Yadav S S : International Financial Management: Macmillan India Limited, New Delhi, 1999. 2. Jain P K, Peyrad Josette, and Yadav S S : Foreign Exchange Markets-Understanding Derivatives and Other Instruments : Macmillan India Limited, New Delhi, 2001.		
Other References	1. Rajwade A V : Foreign Exchange, International Finance and Risk Management : Academy of Business Studies, New Delhi, 1998. 2. Adrain Buckley, Essence of International Money : Eastern Economy Edition, 2000. 3. MadhuVij : Multinational Financial Management : Anmol Publications, New Delhi, 2000. 4. Vij, Madhu : International Finance : New Delhi : Excel Books, 1997 177p. 7. Buckley Adrian : Multinational Finance: 3rd Edition : New Delhi : Prentice Hall of India, 1996, 606p.		

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<b>Department: Department of Management</b>		<b>Batch : 2019-2021</b>	
<b>Program: MBA</b>		<b>Academic Year: 2019-20</b>	
<b>Branch:</b>		<b>Semester: III</b>	
1	Course Code	19MBA309	
2	Course Title	Principles & Practices of Banking	
3	Credits	4	
4	Contact Hours (L-T-P)	4-0-0	
	Course Status	Elective	
5	Course Objective	<ul style="list-style-type: none"> <li>• To have comprehensive understanding fundamental aspects of banking operations</li> <li>• To get familiarize with the operations of retail banking including the project appraisal</li> <li>• To understand the corporate banking operations</li> <li>• To understand the parameters effecting banking performance</li> <li>• To know the regulatory mechanism in the banking sector</li> </ul>	
6	Course Outcomes	<p>At the end of the course students will be able to:</p> <p><b>CO1:</b> Understand the growth and structure of Banks in India.  <b>CO2:</b> Understand the role of RBI and its regulations.  <b>CO3:</b> Explore the concept of retail banking in India.  <b>CO4:</b> Understand the appraisal and pricing of loan.  <b>CO5:</b> Explore the marketing strategies for retail loans.  <b>CO6:</b> Understand the clearing &amp; settlements of loan with innovative practices.  <b>CO7:</b> Demonstrate the concept of commercial banking in India.  <b>CO8:</b> Understand the concept of capital adequacy norms and NPAs.</p>	
7	Course Description	<p>This course is designed to provide deep understanding of fundamentals of banking operations and importance of banking system in an economy. While the course focuses on operational aspects of banks, it also includes the operations of retail banking in detail as there remains more focus to increase the retail business. The regulatory aspects and performance evaluation parameters have also been covered. A broad view on corporate banking operations, prudential norms for banks, ancillary services including Payment services have also been incorporated in the course. The overall objective is to familiarize the students</p>	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Fundamentals of Commercial Banking</b>	
	A	Evolution of commercial banks in India, Phases of growth and their contribution in the economic growth.	CO1
	B	Structure of banks, functions of banks, types of services provided by the banks	CO1
	C	Reserve Bank of India: Role, Powers & Functions	CO2
	D	Types of deposits and their features, types of loans & advances	CO2
	E	Concept of ALM : Objectives, Functions, Process, Measurement and Management of Risks	CO2

	<b>UNIT 2</b>	<b>Retail Banking</b>			
	A	Concept of retail banking, retail assets and retail liabilities			C03
	B	Assessment of technical viability and economic feasibility of retail loans			C03
	C	trends in retail banking business, types of services in retail banking			C03
	D	Credit appraisal of Retail Loans: risk assessment in retail loans, process of assessment of retail loans			C03, C04
	E	Pricing of Retail Loans: factors affecting Pricing, CIBIL Score			C03, C04
	<b>Unit 3</b>	<b>Marketing of Retail Loans</b>			
	A	Marketing Strategies, Types of Customers, CRM Practices			C05
	B	Payment Services Management: Payment System, Payment Infrastructure			C05
	C	Clearing & Settlement Mechanism			C05, C06
	D	Innovative Payment Products			C05, C06
	E	Issues and Challenges in Marketing of Loans			C05, C06
	<b>Unit 4</b>	<b>Corporate Banking</b>			
	A	Introduction to corporate banking: Assessment of working capital finance			C07
	B	appraisal of term loans, loan pricing, loan syndication, Innovative financing instruments			C07
	C	Performance Analysis of Banks: The parameters of banks' performance appraisal			C07
	D	Capital Adequacy in Indian Banks: Basel III norms on capital adequacy in Indian commercial banks			C07, C08
	E	Concept of NPAs & its Management			C07, C08
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		10%	10%	80%	
	Text book/s*	1. Pathak, B. V. (2011). <i>The Indian Financial System: Markets, Institutions and Services</i> . Pearson Education India. 2. Bhole, L. M. (2004). <i>Financial institutions and markets: structure, growth and innovations, 4e</i> . Tata McGraw-Hill Education.			
	Other References	3. Khan, M. Y. (2013). <i>Indian financial system</i> . Tata McGraw-Hill Education. 4. IIBF (2015), <i>Principles and Practices of Banking</i> . MacMilan Education			

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<b>Department: Department of Management</b>		<b>Batch : 2019-2021</b>	
<b>Program: MBA</b>		<b>Academic Year: 2019-20</b>	
<b>Branch:</b>		<b>Semester: IV</b>	
1	Course Code	19MBA405	
2	Course Title	Project Finance	
3	Credits	4	
4	Contact Hours (L-T-P)	4-0-0	
	Course Status	Elective	
5	Course Objective	The objective of this course is to understand the framework for evaluating capital expenditure proposals, their planning, finance, appraisal and management in the review of the projects undertaken.	
6	Course Outcomes	<p>At the end of the course students will be able to:</p> <p><b>CO1:</b> Get familiarized with the basic concept of project management and capital budgeting techniques.</p> <p><b>CO2:</b> Understand various feasibilities in the project management.</p> <p><b>CO3:</b> Develop an understanding of risk analysis techniques in project management.</p> <p><b>CO4:</b> Understand of decision making in special situations.</p> <p><b>CO5:</b> Demonstrate the concept of social cost and benefits of the project.</p> <p><b>CO6:</b> Understand the impact of a project on the environment.</p> <p><b>CO7:</b> Explore the sources of finance for various kinds of projects.</p> <p><b>CO8:</b> Demonstrate the aspects of project management and its analysing the shortest path.</p>	
7	Course Description	<p>Project Management deals with the identification of Project opportunities, formulation of profitable project profiles, procurement of finance for the project implementation, scheduling of project activities in such a way to complete the project with minimum cost possible cost/time, monitoring of the project after its implementation.</p> <p>Thus Project Management offers an interesting study of the resources utilization and is gaining importance as a separate field of study, since the future lies in the optimum resource utilization.</p>	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>		
	<b>A</b>	Project Management: Meaning, Importance, Objectives Capital Budgeting: Meaning & Techniques	CO1
	<b>B</b>	Generation And Screening of Project Ideas	CO1
	<b>C</b>	Technical Feasibility	CO2
	<b>D</b>	Financial Feasibility	CO2
	<b>E</b>	Market Feasibility	CO2

	<b>Unit 2</b>		
	<b>A</b>	Risk Analysis: Types and Measure of Risk	C03
	<b>B</b>	Sensitivity Analysis, Scenario Analysis and Simulation	C03
	<b>C</b>	Decision Tree Analysis	C03
	<b>D</b>	Special Decisions Situations	C03
	<b>E</b>	Real Options: Introduction	C03, C04
	<b>Unit 3</b>		
	<b>A</b>	Social Cost Benefit Analysis (SCBA): Rationale for SCBA	C05
	<b>B</b>	UNIDO Approach to SCBA	C05
	<b>C</b>	Little And Mirrlees Approach to SCBA	C05
	<b>D</b>	Environmental Analysis	C06
	<b>E</b>	Project Appraisal By Financial Institutions	C06
	<b>Unit 4</b>		
	<b>A</b>	Project Financing In India: Means of Finance	C07
	<b>B</b>	Public- Private Partnership	C07
	<b>C</b>	Project Management: Forms of Project Organization, Project Planning, Project Control, Human Aspects of Project Management	C07, C08
	<b>D</b>	Prerequisites For Successful Project Implementation, Project Review And Administrative Aspects	C07, C08
	<b>E</b>	Network Techniques in Project Management: PERT, CPM	C08
	Mode of examination	Theory	
	Weightage Distribution	CA	MTE
		10%	10%
			ETE
			80%
	Text book/s*	<ol style="list-style-type: none"> <li>Chandra, Prasanna; Projects: Planning Analysis, Selection, Financing, Implementation and Review; McGraw-Hill Education</li> <li>Nagarajan, K. (2010). Project Management. New Delhi: New Age International (P) Ltd. Publishers</li> </ol>	
	Other References	<ol style="list-style-type: none"> <li>Bhavesh, M. P.; Project Management: Strategic Financial Planning, Evolutions and Control; Sangam Publications</li> <li>Gopalakrishnan, P.; Project Management; McGraw-Hill Education</li> <li>Clifford, G. (2005). Project management. New Delhi: Tata-McGraw-Hill.</li> <li>Machiraju, H. R. (2003). Introduction to project finance: An analytical perspective. New Delhi: Vikas publication.</li> <li>Chhabra, Rajiv; Project Management; Wiley India</li> </ol>	

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<b>Department: Department of Management</b>		<b>Batch : 2019-2021</b>	
<b>Program: MBA</b>		<b>Academic Year: 2019-20</b>	
<b>Branch:</b>		<b>Semester: IV</b>	
1	Course Code	19MBA406	
2	Course Title	Risk Management and Insurance	
3	Credits	4	
4	Contact Hours (L-T-P)	4-0-0	
	Course Status	Elective	
5	Course Objective	The objective of this course is to impart knowledge to students regarding the techniques of measurement and control of risk.	
6	Course Outcomes	<p>At the end of the course students will be able to:</p> <p><b>CO1:</b> Get familiarized with the basic concept of risk and its management.</p> <p><b>CO2:</b> Understand basics of measurement of risk and its rationale.</p> <p><b>CO3:</b> Understanding the concept of risk management through insurance and its principles.</p> <p><b>CO4:</b> Get an understanding of types of insurance and its procedures.</p> <p><b>CO5:</b> Get familiarization with regulatory aspect of insurance industry in India.</p> <p><b>CO6:</b> Explore the relationship between insurance and growth and its awareness in public.</p> <p><b>CO7:</b> Understand of pricing and marketing aspects of insurance policies.</p> <p><b>CO8:</b> Explore the contemporary trends and aspects of Insurance industry in India.</p>	
7	Course Description	The course is intended to develop familiarity with the theory and empirical evidence related to risk management and insurance. Major topics include risk identification, risk assessment, risk measurement and risk management and various dimensions of insurance contracts. Emphasis will be put on exploring the relevance of insurance in risk management. The paper will also enable learner to acquaint with working knowledge of insurance.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>		
	<b>A</b>	Concept of Risk, Risk vs Uncertainty	CO1
	<b>B</b>	Types Of Risk: Credit Risk, Asset Liability Gap Risk, Interest Rate Risk, Market Risk, Currency Risk, Due-Diligence Risk, Systematic And Unsystematic Risk	CO1
	<b>C</b>	Risk Management: Meaning, Process	CO1
	<b>D</b>	Measurement of Risk: Identifying Measures and Controlling Risk	CO2
	<b>E</b>	Rationale for Risk Management, Risk and Insurance in India, Investment Fallacy	CO2

	<b>Unit 2</b>		
	<b>A</b>	Insurance: History, Principles, Types of Insurance	C03
	<b>B</b>	Life Insurance: Principles of Life Insurance, Life Insurance Needs	C03, C04
	<b>C</b>	Types of Life Insurance Policy: Endowment & ULIP	C03, C04
	<b>D</b>	General Insurance: Principles General Insurance Products (Fire, Motor & Health)	C03, C04
	<b>E</b>	Commercial Insurance: Transport, Marine, Motor Insurance And Third Party Insurance	C03, C04
	<b>Unit 3</b>		
	<b>A</b>	IRDA: Structure and Functions	C05
	<b>B</b>	Bancassurance, Health Insurance and Accident Insurance	C05
	<b>C</b>	Rural and Social Sector Insurance	C05
	<b>D</b>	Relation Between Insurance and Economic Growth	C06
	<b>E</b>	Insurance Literacy in India	C06
	<b>Unit 4</b>		
	<b>A</b>	Underwriting, Claim Settlement of Life Insurance	C07
	<b>B</b>	Insurance Competitiveness and Mis-Selling Of Insurance Products	C07
	<b>C</b>	Insurance Marketing, Credit and Client Insurance	C07
	<b>D</b>	Re-Insurance, Indian Insurance Policy Review	C08
	<b>E</b>	Reforms in Indian Insurance Industry	C08
	Mode of examination	Theory	
	Weightage Distribution	CA 10%	MTE 10%
			ETE 80%
	Text book/s*	1. Bhalla, V. K. (2009). Management of financial services. New Delhi: Anmol Publications. 2. Scott Harrington, Gregory Niehaus. 2004. Risk Management & Insurance. Tata McGraw-Hill Publications.	
	Other References	3. Rejda. 2003. Principles of Risk Mgmt. & Insurance. Pearson Education/PHI. 8/e 4. C. Arthur Williams, Jr., Peter Young, Michael Smith. 1998. Risk Management & Insurance. Tata McGraw-Hill Publications 5. Manish Bansal, Navneet Bansal, 2006. Derivatives:& Financial Innovations. Tata McGraw-Hill Publications 6. John C. Hull. 2011. Options Futures:& Other Derivatives. Pearson Education, 8/e 7. Vohra, N.D. and Bagri, B.R. 2003. Options:& Futures. Tata McGraw-Hill Publications. 2/e 8. Shulz – Thomson. 2006. Risk Management:& Derivative. Cengage Learning 9. Chance. 2004. Introduction to Derivatives and Risk Management. Thomson Learning, 6/e. 10. Dorfman. 2004. Introduction to Risk Management:& Insurance. Pearson/PHI	

## **Instructions for Paper Setting**

- 1. The question paper shall consist of 9 questions. Out of which, first question shall be of short answer type and will be compulsory. Question no. 1 shall contain 8 parts representing all units of the syllabus and students shall have to answer any 8 parts.*
- 2. There shall be 2 questions from each unit having internal choice. The students are required to attempt any one question from each unit. The weightage for each question shall be 16 marks.*



<b>Department: Department of Management</b>		<b>Batch : 2019-2021</b>	
<b>Program: MBA</b>		<b>Academic Year: 2019-20</b>	
<b>Branch:</b>		<b>Semester IV</b>	
1	Course Code	19MBA407	
2	Course Title	Mergers Acquisitions and Corporate Restructuring	
3	Credits	4	
4	Contact Hours (L-T-P)	4-0-0	
	Course Status	Elective	
5	Course Objective	This course covers the basics of M&A along with various theories and strategic perspectives. The course also provides the understanding value generation through inorganic route of mergers and acquisitions. At times it also intend to make students familiar with the takeover defences of target entity in case of any such hostile to safeguard themselves and their business interests.	
6	Course Outcomes	At the end of the course students will be able to: <b>CO1:</b> Understand of the concept of M&A in contemporary business environment. <b>CO2:</b> Explore the process and challenges of M&A. <b>CO3:</b> Develop an insight of defensive strategies to avoid takeover. <b>CO4:</b> Explore the valuation approaches and their acceptance/rejection decisions. <b>CO5:</b> Evaluate the pricing of M&A and its financing. <b>CO6:</b> Demonstrate the legal of M&A and its provisions in the Company Act. <b>CO7:</b> Get an insight of legal and regulatory framework related to M&A in India. <b>CO8:</b> Understand the insights and basic concept of cross border mergers.	
7	Course Description	The course is intended to develop familiarity with the theory and empirical evidence related to strategic alliances and various allied finance related issues. Major topics include theories and motives behind M&A, Financial Engineering, Takeover Defenses, Valuation of M&A, Pricing of M&A Deals, and Legal framework as to M&A in India. Emphasis will be put on recent cases of corporate alliances and exploration of synergy benefits of such deals to understand the relevance of M&A in global business environment.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>		
	<b>A</b>	Corporate Restructuring: Forms of restructuring	CO1
	<b>B</b>	Basic Concepts in M&A, Types of Merger, Motives behind Mergers	CO1
	<b>C</b>	Operating, Financial and Managerial Synergy of Mergers	CO1
	<b>D</b>	Process of Merger, and Legal Procedures	CO2
	<b>E</b>	Major Challenges to success of Mergers	CO2

	<b>Unit 2</b>		
	<b>A</b>	Takeover Defenses: Defensive Operating Performance, Defensive Financial Techniques	C03
	<b>B</b>	Valuation Approaches: Discounted Cash Flow Valuation, Relative Valuation	C04
	<b>C</b>	Valuing Operating & Financial Synergy	C04
	<b>D</b>	Valuing Corporate Control, Share Exchange Ratio	C04
	<b>E</b>	Mergers as a Capital Budgeting Decision	C04
	<b>Unit 3</b>		
	<b>A</b>	Pricing of M&A Deals, Estimating Merger Gains and Costs	C05
	<b>B</b>	Financing the Mergers and Takeovers	C05
	<b>C</b>	Tax Planning for M&A	C05
	<b>D</b>	Legal Issues of Merger and Take-over	C06
	<b>E</b>	Provisions of Company's Act 2013	C06
	<b>Unit 4</b>		
	<b>A</b>	Indian Income Tax Act 1961	C07
	<b>B</b>	Legal and Regulatory Framework of M & A	C07
	<b>C</b>	SEBI Takeover Code	C07
	<b>D</b>	Cross Border Mergers and Acquisitions – The theory of MNE	C08
	<b>E</b>	Reasons – strategies and performance of CBMA	C08
	Mode of examination	Theory	
	Weightage Distribution	CA 10%	MTE 10%
			ETE 80%
	Text book/s*	1. B Rajesh Kumar (2010). Mergers & Acquisitions: Text & Cases. McGraw Hill Education. 2. Chandrashekar Krishna Murthy & Vishwanath S.R (2008). Merger Acquisitions & Corporate Restructuring. Sage Publication.	
	Other References	3. Ashwath Damodaran (2010). Corporate Finance – Theory And Practice. John Wiley & Sons 4. Ravindhar Vadapalli (2007). Mergers Acquisitions and Business Valuation; Excel books, 1/e 5. Sudi Sudarsanam (2003). Value Creation from Mergers and Acquisitions. Pearson Education, 1/e 6. Weston, Mitchel And Mulherin (2003). Takeovers, Restructuring And Corporate Governance. Pearson Education, 4/e	

### Instructions for Paper Setting

- 1. The question paper shall consist of 9 questions. Out of which, first question shall be of short answer type and will be compulsory. Question no. 1 shall contain 8 parts representing all units of the syllabus and students shall have to answer any 8 parts.*
- 2. There shall be 2 questions from each unit having internal choice. The students are required to attempt any one question from each unit. The weightage for each question shall be 16 marks.*

***MARKETING  
ELECTIVE  
PAPERS***

<b>Department: Department of Management</b>		<b>Batch : 2019-2021</b>	
<b>Program: MBA</b>		<b>Academic Year: 2019-20</b>	
<b>Branch:</b>		<b>Semester: III</b>	
1	Course Code	19MBA310	
2	Course Title	Advertising & Sales Management	
3	Credits	4	
4	Contact Hours (L-T-P)	4-0-0	
	Course Status	Elective	
5	Course Objective	The objective of this course is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing an effective advertising as well as sales operations	
6	Course Outcomes	<p>At the end of the course students will be able:</p> <p><b>CO1:</b> To apprehend the concept of advertising management and sales management</p> <p><b>CO2:</b> To analyze expanding environment of media and communication techniques</p> <p><b>CO3:</b> To assess the SWOT of different kinds of promotional campaigns</p> <p><b>CO4:</b> To examine the importance of market segmentation, position and action objectives to the development of an advertising and promotion program</p> <p><b>CO5:</b> To develop creative strategies for advertising</p> <p><b>CO6:</b> To understand the issues related to advertising</p> <p><b>CO7:</b> To assess strategic uses of sales promotions</p> <p><b>CO8:</b> To be learn about the Sales Force Management</p>	
7	Course Description	This course investigates various promotional tools used in the communication mix, such as advertising, sales promotion, and publicity, to sell products and services. Concepts include: advertising planning processes, determining advertising and promotional goals and objectives, control and evaluation of advertising and promotional programs, and regulatory issues. Students will develop a comprehensive advertising campaign for a real or imaginary product	
8	Outline Syllabus		CO Mapping
	<b>Unit 1</b>		
	A	Advertising: Concepts, Types, Forms, Importance and Role of Advertising in the Marketing Process	CO1
	B	Legal, Ethical and Social aspects of advertising	CO6
	C	DAGMAR Approach	CO2, CO6
	D	Development of Advertising Programmes: Message, Headlines, Copy, Logo, Illustration, Appeal, Layout	CO3, CO5
	E	Role of Creativity in Advertising	CO5
	<b>Unit 2</b>		
	A	Advertising Budgets: Determining Advertising Budget, Allocation of Media Budgets; Establishment and Allocation	CO1, CO6

	B	Measurement of Advertising Effectiveness	C07
	C	Advertising Research	C02, C08
	D	PACT (Positioning Advertising Copy Testing)	C07, C08
	E	Global Marketing and Advertising	C01
	<b>Unit 3</b>		
	A	Sales Management: Meaning, Evaluation, Importance and Objectives of Sales Management	C01, C02
	B	Social and Ethical Responsibilities in Sales Management	C06
	C	Personal Selling- Introduction, Objectives and Process	C03
	D	Sales Organisation: Purpose and Setting up a Sales Organisation	C08
	E	Analysing Market Potential	C03
	<b>Unit 4</b>		
	A	Sales Operations: Sales Budget, Sales Territories	C01, C08
	B	Sales Quotas, Sales Meetings and Sales Contests	C06, C07, C08
	C	Ethical & Legal Issues in Sales	C06
	D	Salesmanship: Sales Manager-Qualities and functions, types of salesman	C01, C08
	E	Sales Force Management: Recruitment & selection, training, compensation and motivation of sales force	C06, C08
	Mode of examination	Theory	
	Weightage Distribution	CA	MTE
		10%	10%
		ETE	80%
	Text book/s*	1. Kazmi&Batra, Advertising & Sales Promotion, Excel Books, 2008	
	Other References	<ol style="list-style-type: none"> <li>1. Aaker, Batra&amp; Myers, Advertising Management; Prentice Hall, India, 5th Edition, 2009</li> <li>2. Kruti Shah &amp; Alan D'souza, Advertising &amp; Promotion, Tata McGraw - Hill New Delhi, 2009</li> <li>3. Kelley &amp;Jugenheimer, Advertising media planning, Prentice Hall, India. 2008</li> <li>4. Chunawalla, S.A., Advertising, Sales and Promotion Management, Himalaya Publishing House, Mumbai, 2013</li> <li>5. Advertising and Sales Promotion Management – S.L.Gupta, V.V.Ratra</li> <li>6. Advertising and Salesmanship – P.Saravanavel</li> </ol>	

### Instructions for Paper Setting

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<b>Department: Management</b>		<b>Batch : 2019-2021</b>	
<b>Program: MBA</b>		<b>Academic Year: 2019-20</b>	
<b>Branch:</b>		<b>Semester: III</b>	
1	Course Code	19MBA311	
2	Course Title	Consumer Behaviour	
3	Credits	4	
4	Contact Hours (L-T-P)	4-0-0	
	Course Status	Elective	
5	Course Objective	This course has been introduced for the students to make them proficient and knowledgeable about understanding the consumer behaviour in a wholistic manner and make the students able to analyse consumers behaviour and use them in designing marketing strategies	
6	Course Outcomes	At the end of the course students will be able: <b>CO1:</b> To understand and appreciate the concept of consumer behaviour <b>CO2:</b> To be made aware to analyse the buying roles <b>CO3:</b> To investigate the process of consumer decision making <b>CO4:</b> To understand what motivates the consumer <b>CO5:</b> To get to know about the personality, beliefs, feelings, lifestyle, attitudes and influences <b>CO6:</b> To learn about the influences of group on consumer decision making <b>CO7:</b> To critically analyse the organizational buying behaviour <b>CO8:</b> To analyse to trends and issues related to consumer behavior	
7	Course Description	This course helps in exploring the mysterious world of the consumer's psyche and guidelines to the students to understand what makes consumers to purchase a particular product or avail a particular service.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>		
	A	Consumer Behaviour: Nature, Scope and Importance	CO1
	B	Customer Centric Organization: Introduction, Characteristics and Marketing Strategies	CO1,C02
	C	Consumer Behaviour and its Applications in Marketing	CO3
	D	Buying Role of Consumers	CO1, CO6
	E	Consumer Behaviour Models	CO1, CO4
	<b>Unit 2</b>		
	A	Consumer Needs, Theories of Motivation and their Applications	CO3
	B	Process theories and Content Theories	CO1, CO8
	C	Personality and self concept; Theories of Personality	CO5
	D	Consumer Attitudes: Introduction, Functions of	CO4

		Attitude, Learning Attitudes, Changing Attitudes			
	E	Consumer Lifestyle			C05
	<b>Unit 3</b>				
	A	Culture Influences on Consumer Behaviour: Introduction, Nature, Factors affecting Culture, Effect of Culture on Consumer Behaviour			C04
	B	Social Class and Consumer Behaviour: Introduction, Social Class Categories, Determinants of Social Class			C04
	C	Family and Household			C04
	D	Group and Reference Group			C02, C05
	E	Personal Influence and Opinion Leadership			C02, C03
	<b>Unit 4</b>				
	A	Consumer Decision Making Process: Problem Recognition, Information Search and Evaluation of Alternatives			C06
	B	Outlet Selection, Purchase and Post Purchase Behaviour			C05
	C	Diffusion of Innovation: Introduction, Diffusion Process, Factors Affecting Rate of Diffusion, Consumer Adoption Process			C08
	D	Situational Influence on Consumer's Decision: Introduction, Nature of Situational Influence, Situational Variables, Types of Consumer Decisions			C08
	E	Organizational Buying Behaviour: Introduction, Organizational Buyer Characteristics, Factors Influencing Organizational Buyer Behaviour			C07
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		10%	10%	80%	
	Text book/s*	1. David Mothersbaugh and Delbert Hawkins; Consumer Behavior: Building Marketing Strategy 13th Edition, 2016			
	Other References	1. Loudon, David L and Bitta, A.J. Della; Consumer Behaviour, 2008 2. Schiffman LG and Kanuk LL; Consumer Behaviour; PHI, 10th Edition, 2010 3. R. Majumdar : Consumer Behaviour: Insights from Indian Market, PHI Learning, 2011 4. Consumer Behaviour: Jay Lindquist & Joseph Sirgy - Biztantra			

### Instructions for Paper Setting

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<b>Department: Department of Management</b>		<b>Batch : 2019-2021</b>	
<b>Program: MBA</b>		<b>Academic Year: 2019-20</b>	
<b>Branch:</b>		<b>Semester: III</b>	
1	Course Code	19MBA312	
2	Course Title	Customer Relationship Management	
3	Credits	4	
4	Contact Hours (L-T-P)	4-0-0	
	Course Status	Elective	
5	Course Objective	The objective of this course is to equip you with a sound foundation of CRM concepts and best practices so you can implement CRM practices successfully for long-term profitability	
6	Course Outcomes	<p>At the end of the course students will be able to:</p> <p><b>CO1:</b>To understand the concept of customer relationship management</p> <p><b>CO2:</b>To create insight and new learning in the area of types of customer relationship management</p> <p><b>CO2:</b> The students will be made aware of how to evaluate the Operational CRM.</p> <p><b>CO4:</b> The students will get an insight of Analytical CRM</p> <p><b>CO5:</b> The students will identify, understand and apply all the skills they learnt about CRM</p> <p><b>CO6:</b> The students will be knowing about evolution of CRM as a tool</p> <p><b>CO7:</b> The students will be able to critically analyse data warehousing</p> <p><b>CO8:</b> The students will able to understand and analyse the concept of structure and framework of CRM</p>	
7	Course Description	This course focuses on the development and implementation of relationship marketing strategies via the use of CRM initiatives. Topics covered in the course include: relationship marketing; operational analytical, and collaborative CRM; reasons for CRM implementation failure; and the role of CRM in marketing management.	
8	Outline Syllabus		CO Mapping
	<b>Unit 1</b>		
	A	Introduction to CRM: Meaning and Definition of Customer Relationship Management (CRM), Nature and Scope of CRM	CO1
	B	Origin, evolution and conceptual framework of CRM	CO1,CO2
	C	Strategic Importance of CRM, goals of CRM, Uses and Benefits of CRM	CO1, CO8
	D	Challenges and Barriers in CRM, types of CRM	CO1, CO2
	E	CRM Architecture, Difference between CRM and e-CRM	CO8



	<b>Unit 2</b>		
	A	Operational CRM – Sales force automation: lead management, contact management, field force automation	C02
	B	enterprise marketing automation: market segmentation, campaign management	C02
	C	customer service and support, contact and call centre operations	C02, C08
	D	CRM budget, key account management	C02, C08
	E	Evaluating CRM return on investment	C02, C08
	<b>Unit 3</b>		
	A	Analytical CRM – Managing and sharing customer data: customer information database, ethics and legalities of data use	C04
	B	Data Warehousing and Data Mining	C04, C08
	C	Types of data analysis – online analytical processing	C06
	D	Click stream analysis, collaborative filtering	C05
	E	CRM and business intelligence collaborative CRM	C02, C05
	<b>Unit 4</b>		
	A	CRM Implementation – Establishing CRM performance monitoring	C06, C08
	B	CRM readiness assessment system	C05
	C	CRM audit	C06
	D	CRM project management	C07
	E	Employee Engagement in CRM Project	C07, C08
	Mode of examination	Theory	
	Weightage Distribution	CA	MTE
		10%	10%
		ETE	80%
	Text book/s*	1. Buttle, Francis, Customer Relationship Management – Concept and Tools, Elsevier Butterworth – Heinemann, Oxford, UK	
	Other References	<ol style="list-style-type: none"> <li>1. Payne, Adrian, Handbook of CRM – Achieving Excellence in Customer Management, Butterworth – Heinemann, Oxford, UK</li> <li>2. Dyche, Jill, The CRM Handbook – A Business Guide to CRM, Pearson Education, New Delhi</li> <li>3. Knox, Simon, Stan Maklan, Adrian Payne, Joe Peppard and Lynette Ryal, Customer Relationship Management, Butterworth – Heinemann, Oxford, UK</li> <li>4. Greenlers, Paul, CRM at the Speed of Light, Tata McGraw Hill Publishing Ltd., New Delhi</li> </ol>	

## **Instructions for Paper Setting**

- 1. The question paper shall consist of 9 questions. Out of which, first question shall be of short answer type and will be compulsory. Question no. 1 shall contain 8 parts representing all units of the syllabus and students shall have to answer any 8 parts.*
- 2. There shall be 2 questions from each unit having internal choice. The students are required to attempt any one question from each unit. The weightage for each question shall be 16 marks.*

<b>Department: Department of Management</b>		<b>Batch : 2019-2021</b>	
<b>Program: MBA</b>		<b>Academic Year: 2019-20</b>	
<b>Branch:</b>		<b>Semester: III</b>	
1	Course Code	19MBA313	
2	Course Title	Marketing of Services	
3	Credits	4	
4	Contact Hours (L-T-P)	4-0-0	
	Course Status	Elective	
5	Course Objective	This course has been introduced to facilitate understanding of the students regarding the service economy, the nature of services, buyer behavior and service quality management.	
6	Course Outcomes	<p>This course will help the students to:</p> <p><b>CO1:</b> Provide students with the basic understanding of concept of the craft of marketing services.</p> <p><b>CO2:</b> Help the students to identify critical issues in service marketing and how this has emerged as a sector</p> <p><b>CO3:</b> Identify the consumer behavior in context of services and what are the various types of these behaviours</p> <p><b>CO4:</b> Understand the structure of Service Marketing Mix</p> <p><b>CO5:</b> Evaluate the nature of service products and creating customer value</p> <p><b>CO6:</b> Effectively understand what quality means in service delivery and how perceptions of service quality are developed by customers</p> <p><b>CO7:</b> Explain, describe and utilise key services frameworks and concepts including the 7P's of marketing, the Gaps Model, customer satisfaction, loyalty, and customer lifetime value</p> <p><b>CO8:</b> Promote a customer service oriented mind set</p>	
7	Course Description	This course is meant to acquaint the students with concepts and techniques in the management of services marketing and help them learn the issues in managing unconventional challenges in service marketing	
8	Outline Syllabus		CO Mapping
	<b>Unit 1</b>		
	A	Services: Introduction, Meaning, Features, goods and services, service sector, classification of services	CO1
	B	Services Marketing: Introduction, concept and evolution of services marketing	CO1,CO2
	C	Service levels and delivery	CO1, CO2
	D	Emergence of service economy	CO2, CO6
	E	Factors affecting growth of service sector	CO1
	<b>Unit 2</b>		
	A	Services Marketing Mix: Introduction	CO4, CO7
	B	Zone of Tolerance	CO7

	C	Consumer Behaviour in Service Marketing	CO2, CO8	
	D	Post-Experience Behaviour	CO3, CO5, CO8	
	E	Segmentation, Targeting, Differentiation and Positioning of services	CO3, CO7	
	<b>Unit 3</b>			
	A	Service Pricing: Pricing concepts and issues in pricing, pricing policy and pricing approaches	CO4	
	B	Promotion: internal and external communication and issues in services promotion	CO1, CO4	
	C	Place: service distribution, channel options and service distribution strategy	CO1, CO4	
	D	People: internal marketing and employee motivation, Physical evidence: essential and peripheral physical evidence	CO8	
	E	Process: nature and customer participation in service process	CO3, CO8	
	<b>Unit 4</b>			
	A	Managing Service Quality & Service: Design Essentials of a service system	CO6, CO8	
	B	Components of services, Designing the service	CO5, CO6	
	C	Service Delivery System	CO2, CO8	
	D	Measuring service quality, SERVQUAL, Demand measurement and supply management	CO2, CO7, CO8	
	E	Application of Services Marketing: Hospitality services, Health services and Educational services	CO6, CO8	
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		10%	10%	80%
	Text book/s*	1. Zeithaml, GremlerBitner and Pandit, Ajay; Services Marketing; McGraw-Hill Education		
	Other References	1. Christopher Lovelock, Wirtz, Jochen and Chatterjee, Jayanta; Services Marketing: People, Technology and Strategy; Pearson Education 2. Verma, Harsh V.; Services Marketing: Text and Cases; Pearson Education 3. Nargundkar, Rajendra, Services Marketing: Text and Cases; McGraw-Hill Education 4. Apte, Govind; Services Marketing; Oxford University Press. 5. Marketing of Services, Hoffman & Bateson, Cengage Learnings 6. Services Marketing, Rao, Pearson Education.		

### Instructions for Paper Setting

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2. There shall be 2 questions from each unit having internal choice. The students are required to attempt any one question from each unit. The weightage for each question shall be 16 marks.

<b>Department: Department of Management</b>		<b>Batch : 2019-2021</b>	
<b>Program: MBA</b>		<b>Academic Year: 2019-20</b>	
<b>Branch:</b>		<b>Semester: III</b>	
1	Course Code	19MBA314	
2	Course Title	Supply Chain Management	
3	Credits	4	
4	Contact Hours (L-T-P)	4-0-0	
	Course Status	Elective	
5	Course Objective	This course has been introduced to facilitate understanding of the Supply Chain Management and will help the students to understand the basic concepts of the same	
6	Course Outcomes	<p>At the end of the course, the students will be able:</p> <p><b>CO1:</b> To understand the concept of supply chain management</p> <p><b>CO2:</b> To define the principles of scheduling and planning in supply chain management</p> <p><b>CO3:</b> To understand how Warehouse Management and, other functions in Logistics fits into Logistics &amp; Supply Chain Management</p> <p><b>CO4:</b> To understand how Managers, take decisions – strategic, tactical and operations - and how they are taken in Warehouse Management functional area</p> <p><b>CO5:</b> To get an insight of emerging trends in SCM</p> <p><b>CO6:</b> To identify, understand and apply the skills learnt in various fields of management</p> <p><b>CO7:</b> To be learning the elementary knowledge of logistics management</p> <p><b>CO8:</b> To be able to critically understand how logistics and supply chain management have evolved</p>	
7	Course Description	The course also equips students with tools and techniques for managing supply chain operations that include demand forecasting, inbound logistics, purchasing, in-company logistics, inventory management, warehousing & distribution etc.	
8	Outline Syllabus		CO Mapping
	<b>Unit 1</b>		
	A	Introduction: Basic concepts, scope and philosophy of supply chain management, essential features	CO1
	B	Evolution of supply chain management	CO1,CO5, CO8
	C	Supply Chain Models	CO1, CO3
	D	Strategic Fit Concept of SCM	CO3
	E	SCM as a Tool to Gain Competitive Advantage	CO3
	<b>Unit 2</b>		
	A	Supply Chain Network Design: Chain Role of distribution supply chain, Factors influencing distribution network	CO3

	B	Process of supply network design, Distribution strategy	C02, C03	
	C	Models for facilities location and capacity allocation,	C02, C06	
	D	Impact of uncertainty on supply chain design, Evaluation of supply chain design, Demand chain management, Strategic alliances, Basics of Inventory in SCM	C07, C08	
	E	Supply Chain Transportation Decisions	C02	
	<b>Unit 3</b>			
	A	Logistics Management: Concept of logistics, In-bound and Out-bound logistics, Key activities of logistics	C03, C07	
	B	Managing the costs of logistics, Application of logistics management	C03, C07	
	C	Trade-offs in logistics management, Bullwhip effect in logistics	C07, C08	
	D	Third and Fourth party logistics, Reverse Logistics	C03, C06	
	E	Warehousing, Types of warehouses, Site selection, layout and design of warehouses	C04	
	<b>Unit 4</b>			
	A	Emerging Trends: SCM Enablers- Role of Information Technology in SCM, Green SCM	C05	
	B	Electronic Data Interchange	C05, C06	
	C	E-Customer Relationship Management	C05, C06	
	D	Supply Chain Forecasting, International issues in SCM	C06, C08	
	E	SCM Administration: HR Issues in SCM; Supply Chain Performance Measurement	C02, C03	
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		10%	10%	80%
	Text book/s*	1. Ballou Ronald H., Srivastava Samir K. (2014). Business Logistics/Supply Chain Management, 5th Edition. Pearson		
	Other References	1. Global Logistics & Supply Chain Management, John Mangan, Chandra Lalwaniet. Al (2011) 2. Purchasing and Supply Chain Management, Robert M. Monczka, Robert B. Handfield, Larry C. Giunipero, James L. Patterson. (2015) 3. Essentials of Supply Chain Management, 4th Edition, Michael H. Hugos 2018, Wiley 4. Supply Chain Management---Sunil Chopra , Printice Hall Publication, 2004 5. Supply Chain Performance Management—S. Jaikrishna,, Icfai Unit Press 6. Logistics &Supply Chain Management-- Raghoramay,, MacMillan India Ltd		

### Instructions for Paper Setting

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2. There shall be 2 questions from each unit having internal choice. The students are required to attempt any one question from each unit. The weightage for each question shall be 16 marks.

<b>Department: Department of Management</b>		<b>Batch : 2019-2021</b>	
<b>Program: MBA</b>		<b>Academic Year: 2019-20</b>	
<b>Branch:</b>		<b>Semester: IV</b>	
1	Course Code	19MBA408	
2	Course Title	International Marketing Management	
3	Credits	4	
4	Contact Hours (L-T-P)	4-0-0	
	Course Status	Elective	
5	Course Objective	This course has been introduced to develop a conceptual framework of international marketing management. This paper develops further the knowledge already gained in marketing	
6	Course Outcomes	<p>At the end of the course students will be able:</p> <p><b>CO1:</b> To describe the nature of international marketing and its value for modern business with particular emphasis on the globalization of modern business and external demands for corporate social responsibility and ethical conduct in an international dimension</p> <p><b>CO2:</b> To explain in the basic concepts, principles and practices associated with international marketing management</p> <p><b>CO3:</b> To apply knowledge gained in other courses to the understanding of marketing management in an international setting</p> <p><b>CO4:</b> To get an insight of undertake international and global marketing activities in product, pricing, promotion &amp; distribution</p> <p><b>CO5:</b> To analyse the international marketing distribution situations and make appropriate decisions</p> <p><b>CO6:</b> To demonstrate an understanding of the marketing in relation to international pricing</p> <p><b>CO7:</b> To critically interpret the international packaging and labelling</p> <p><b>CO8:</b> To understand the issues of International Marketing</p>	
7	Course Description	The course is designed specifically to integrate the core concepts of marketing management with concepts of international business and cross-cultural management	
8	Outline Syllabus		CO Mapping
	<b>Unit 1</b>		
	A	International Marketing: Introduction, Scope of International Marketing	CO1
	B	The Process of International Marketing and Transition from domestic to Transnational Marketing; International Marketing v/s. Domestic Marketing	CO1,CO2, CO3
	C	International Marketing Environment	CO1, CO3
	D	International Marketing Entry strategies; Benefits of International Trade	CO5, CO7
	E	Selection of Foreign Markets and Positioning strategies	CO1, CO4

	<b>Unit 2</b>		
	A	Product Planning for International Markets	C04
	B	Product Standardization vs. Product Adaptation	C04
	C	New Product Development	C06, C07
	D	Management of International Brands	C06, C08
	E	International Packaging and Labelling	C07
	<b>Unit 3</b>		
	A	International Pricing Strategies, Factors Affecting International Price Determination	C04, C06
	B	Managing International Distribution: Distribution Channel Strategy – International Distribution Channels, their Roles and Functions	C05
	C	International Distribution Logistics, Factors Affecting International Channels of Distributions	C02, C05
	D	Selection and Management of Overseas Agents	C06, C08
	E	Planning for Trade Fairs and Exhibitions	C03
	<b>Unit 4</b>		
	A	International Promotion Mix – Advertising and other Modes of Communication	C04
	B	International Promotional Strategies: Introduction, Communications Process, Media Selection	C01, C02, C04
	C	Personal Selling, Public Relations and Publicity, Sales Promotion, advertising, e-marketing	C02, C08
	D	Status of Promotion, Promotion Appeals, Media Selection	C04
	E	Legal Issues in International Marketing	C08
	Mode of examination	Theory	
	Weightage Distribution	CA	MTE
		10%	10%
		ETE	80%
	Text book/s*	1. Cateora, Philip, Mary Gilley and John Graham (2012), International Marketing, 16th edition, Boston, MA: McGraw Hill.	
	Other References	<ol style="list-style-type: none"> <li>1. Ghauri, Pervez and Philip Cateora (2014), International Marketing, 4th edition, McGraw Hill</li> <li>2. Douglas, Susan P., and Craig, C.S., Global Marketing Strategies, McGraw-Hill</li> <li>3. Onkysist, S., and Shaw, J., International Marketing, Routledge.</li> <li>4. Subhash C. Jain, International Marketing, Cengage Learning India Pvt Ltd.</li> <li>5. Czinkota, Michael and Ikka Ronkainen (2011), International Marketing, South-Western</li> <li>6. Johansson, Johny K. (2009), Global Marketing: Foreign Entry, Local Marketing &amp; Global Management, International Edition (5th ed.), McGraw Hill.</li> </ol>	



		<p>7. Keegan, Warren J. and Mark C. Green (2014), Global Marketing, 8th edition, N.J., Pearson/Prentice Hall.</p> <p>8. Bernd Scmitt (2013), The Changing Face of the Asian Consumer: Insights and Strategies for Asian Markets, McGraw Hill.</p> <p>9. Terpstra, Vern, James Foley and Ravi Sarathy (2012), International Marketing, 10th Edition, TheNaper Press.</p> <p>10. Usunier, Jean-Claude and Julie Anne Lee (2013), Marketing Across Cultures, 6th edition., London: Prentice Hall</p>	
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### **Instructions for Paper Setting**

- 1. The question paper shall consist of 9 questions. Out of which, first question shall be of short answer type and will be compulsory. Question no. 1 shall contain 8 parts representing all units of the syllabus and students shall have to answer any 8 parts.*
- 2. There shall be 2 questions from each unit having internal choice. The students are required to attempt any one question from each unit. The weightage for each question shall be 16 marks.*

<b>Department: Department of Management</b>		<b>Batch : 2019-2021</b>	
<b>Program: MBA</b>		<b>Academic Year: 2019-20</b>	
<b>Branch:</b>		<b>Semester: IV</b>	
1	Course Code	19MBA409	
2	Course Title	Retail Management	
3	Credits	4	
4	Contact Hours (L-T-P)	4-0-0	
	Course Status	Elective	
5	Course Objective	To familiarize students with the decisions involved in running a retail firm and the concepts and principles for making those decisions	
6	Course Outcomes	<p>At the end of the course, the students will be able:</p> <p><b>CO1:</b> To understand the basics of retail management  <b>CO2:</b> To know about the types of retailers  <b>CO3:</b> To interpret about retail merchandising and other store decisions  <b>CO4:</b> To know about the concept of retail pricing  <b>CO5:</b> To get an insight of Retail Communication Mix  <b>CO6:</b> To critically analyze store operations  <b>CO7:</b> To identify, understand and apply the learnt retail skills in various environments like rural, electronic and others  <b>CO8:</b> To deal with the Human Resources in Retail Management</p>	
7	Course Description	This course provides the student with a comprehensive view of retail management, an analysis of the retail environment and exposure to issues and developments in the industry. Retailing is changing today, and the successful business will know how to identify, adapt, and plan with these changes.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>		
	A	Retailing: Meaning of Retailing, Significance of Retailing, Functions of Retailing	CO1
	B	Introduction to Retailing Mix	CO1,CO2
	C	Types of Retailers: Product Retailing vs. Service Retailing; Evolution of Retail Formats	CO2, CO5
	D	Retailing Environment: Introduction, Understanding the Environment, Elements in a Retail Marketing Environment, Environmental Issues	CO7
	E	Ethical Issues in Retailing	CO1
	<b>Unit 2</b>		
	A	The Retail Marketing Segmentation: Introduction, Importance, Criteria and Limitations	CO5
	B	Retail Marketing Strategy; Building a Sustainable Competitive Advantage	CO5, CO7

	C	Retail Store Location and Site Selection: Introduction, Types, Factors Affecting Retail Location Decisions; Site Selection	C03	
	D	Retail Store Design and Visual Merchandising	C03	
	E	Customer Relationship Management in Retailing: Introduction, Benefits of Relationship Marketing, Customer Service in Retailing	C01, C03	
	<b>Unit 3</b>			
	A	Retail Merchandising: Introduction, Understanding and Evolution of Retail Merchandising	C03	
	B	Methods of Merchandise Procurement; Retail Store Atmospherics	C03, C05	
	C	Retail Pricing: Introduction, Factors Influencing Pricing, Pricing Strategies	C04	
	D	Psychological pricing, Mark-up and Mark-down Pricing	C07	
	E	Retail Communication Mix: Introduction, Types and Factors affecting Retail Communication	C05	
	<b>Unit 4</b>			
	A	Retail Store Operations	C06	
	B	International Retailing: Introduction, Stages in Retail Global Evolution, Benefits, Market Entry Methods	C08	
	C	Rural Retailing: Introduction, Overview of the Indian Rural Market, Challenges in Indian Rural Market	C01, C07	
	D	Franchising in Retailing	C07	
	E	E-Tailing and Technology in Retailing	C07	
	Mode of examination	Theory Psychological pricing, Mark-up and Mark-down Pricing		
	Weightage Distribution	CA	MTE	ETE
		10%	10%	80%
	Text book/s*	1. Berman, Barry & Evans, Joel R.; Retail Management – A strategic approach; PHI		
	Other References	1. Bajaj, Chetan, Tuli, Rajnish and Srivastava, Nidhi; Retail Management; Oxford University Press; New Delhi 2. Pradhan, Swapna; Retailing Management; TMH 3. Levy, Michael & Weitz, Barton A.; Retailing Management; Tata McGraw Hill; New Delhi 4. Newman, Andrew J. & Cullen, Peter; Retailing – Environment and Operations; Thomson Asia Pvt. Ltd. 5. Dunne, Patrick M., Lusch, Robert F & Griffith, David A.; Retailing; Thomson Asia Pvt. Ltd; New Delhi		

### Instructions for Paper Setting

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2. There shall be 2 questions from each unit having internal choice. The students are required to attempt any one question from each unit. The weightage for each question shall be 16 marks.

<b>Department: Department of Management</b>		<b>Batch : 2019-2021</b>	
<b>Program: MBA</b>		<b>Academic Year: 2019-20</b>	
<b>Branch:</b>		<b>Semester: IV</b>	
1	Course Code	19MBA410	
2	Course Title	Rural and Agricultural Marketing	
3	Credits	4	
4	Contact Hours (L-T-P)	4-0-0	
	Course Status	Elective	
5	Course Objective	This course introduces the student to the various aspects of Indian agricultural and rural markets as the study of rural marketing has become significant because of the saturation of the urban markets and the increase in the purchasing power of the rural population	
6	Course Outcomes	<p>At the end of the course, the students will be able:</p> <p><b>CO1:</b> To understand and appreciate the concept of Rural marketing</p> <p><b>CO2:</b> To be aware of the various facets of agricultural and rural marketing</p> <p><b>CO3:</b> To develop an insight into agricultural produce and agricultural markets</p> <p><b>CO4:</b> To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context</p> <p><b>CO5:</b> To develop an ability to analyse about rural market</p> <p><b>CO6:</b> To get an insight of the Indian Rural &amp; agricultural market and various strategies related to it</p> <p><b>CO7:</b> To understand about institutional support and recent developments in rural context</p> <p><b>CO8:</b> To familiarize with the problems related to rural and agricultural markets</p>	
7	Course Description	This course covers aspects like relevance and scope of rural market in India, the environment prevailing these dynamic involved in the behavior of rural consumers, rural markets research, and rural market segmentation and targeting. It also goes in details for explaining the product strategy adopted by the companies for rural market, pricing strategy and rural distributions includes traditional and modern channels.	
8	Outline Syllabus		CO Mapping
	<b>Unit 1</b>		
	A	Rural Marketing: An Introduction, Nature and characteristics of Rural Market	CO1
	B	The Rural Marketing Environment	CO1,CO2
	C	Rural Marketing Research	CO1, CO2,CO6
	D	Segmenting and Targeting Rural Markets	CO4, CO8
	E	Product Strategy	CO1, CO8

	<b>Unit 2</b>			
	A	Pricing Strategies		C05
	B	Distribution in Rural Markets		C02, C04
	C	Communication Strategies for Rural Markets		C07, C08
	D	Rural Services Marketing		C07
	E	The Future of Rural Marketing		C02, C04
	<b>Unit 3</b>			
	A	Agricultural Produce		C03
	B	Agricultural marketing process		C02, C03
	C	Functions of agricultural marketing		C03
	D	Organization of agricultural markets		C02, C03
	E	Market Functionaries		C03
	<b>Unit 4</b>			
	A	Contract Farming		C07
	B	Innovative marketing strategies for rural marketing		C06
	C	e-Rural Marketing, Organized Rural Retailing, Rural Financing		C03, C05
	D	Marketing Agencies and Institution for Rural Marketing in India		C03, C07
	E	Recent Trends in Rural and Agricultural Marketing		C02, C06, C08
	Mode of examination	Theory		
	Weightage Distribution	CA 10%	MTE 10%	ETE 80%
	Text book/s*	1. Kashyap, P., "Rural Marketing". 2016, 3/e, Pearson 1. Gopaldaswamy, T.P., "Rural and Agricultural Marketing in India". 2015		
	Other References	1. Acharya, S.S. and Agarwal N.L., Agricultural Marketing in India. 2. Kotler Philip, Agricultural Marketing 3. Ramkishan Y. Rural & Agricultural Marketing. 2004, Jaico Publishing House, Mumbai 4. Dogra B. & Ghuman K. "Rural Marketing Concepts and Practices". 2010, Tata McGraw-Hill. ISBN: 81-7992-085-2 5. Palanithurai, G. and Ramesh, R., 2011, Globalisation and rural development. Concept publishing company, Delhi 6. Gupta, K. B., Siddiqui, F. and Alam, I., 2014, Rural Management, CBS Publishers and Distributors Pvt. Ltd., Delh 7. Baines Paul, Chris Fill and Page Kelly (2013). Marketing, Asian edition; New Delhi: Oxford University Press		

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***HUMAN RESOURCE  
ELECTIVE  
PAPERS***

<b>Department: Department of Management</b>		<b>Batch : 2019-2021</b>	
<b>Program: MBA</b>		<b>Academic Year: 2019-20</b>	
<b>Branch:</b>		<b>Semester: III</b>	
1	Course Code	19MBA315	
2	Course Title	Training & Development	
3	Credits	4	
4	Contact Hours (L-T-P)	4-0-0	
	Course Status	Elective	
5	Course Objective	The objective of the course is to make student aware of the concepts, techniques and practices of Training & Development. This course is intended to make students capable of applying the principles and techniques as professionals for developing human resources in an organization.	
6	Course Outcomes	<p>The course will help the students in:</p> <p><b>CO1:</b> Understanding of basic concepts of Training &amp; Development</p> <p><b>CO2:</b> The Students will be able to understand the importance of human resource development in the organizations.</p> <p><b>CO3:</b> Understanding the concept of training need assessment at different levels.</p> <p><b>CO4:</b>The Students will be able to understand about the training program and steps in training program.</p> <p><b>CO5:</b>Understanding of basic concepts of Learning and Action Research along with their practical implications.</p> <p><b>CO6:</b> The students learn how to develop training modules, how to use training aids and pedagogy</p> <p><b>CO7:</b> The Students will be able to understand about the modern training Methods, Techniques, E-Learning and use of technologies in training.</p> <p><b>CO8:</b>To impart the knowledge about Training Evaluation and Return on Investment in Training, Issues &amp; Future trends of training.</p>	
7	Course Description	The course aims at exposing the learner to the concept and practice of training and development in the modern organisational setting through the pedagogy of case discussions and recent experiences	
8	Outline syllabus	CO Mapping	
	<b>Unit 1</b>		
	A	Concept of Training and Development, difference between Training and Development, Significance of Training and Development; Training objectives	CO1
	B	Training Needs Assessment(TNA) – Meaning and purpose, TNA, Scope of TNA	CO3
	C	TNA at different levels : organizational analysis, operational analysis, person analysis	CO3
	D	Role, Responsibilities and Challenges of Training Manager	CO2, CO1

	E	Competency Mapping		C03
	<b>Unit 2</b>			
	A	Designing and Implementing a Training Program: Steps in Training		C04
	B	Learning: Principles of Learning, Theories of Learning and Process of Learning		C05
	C	Action Research		C05
	D	Training Climate and Pedagogy		C06
	E	Developing Training Modules; Training Aids		C06
	<b>Unit 3</b>			
	A	Training Methods and Techniques – Role playing, Business Games, In Basket Exercises, Laboratory Training;		C07
	B	Incidents and Cases; Seminars, Syndicates and Group Discussion; Lecture, Programmed Instructions;		C07
	C	Inspirational Techniques – Brainstorming, Mind Mapping, Creative Problem Solving		C07
	D	E-Learning and Use of Technologies in Training		C07
	E	Employee Development		C01
	<b>Unit 4</b>			
	A	Evaluation of Training – Need for Evaluation, Principles of Evaluation, Criteria and Approaches		C08
	B	Return on Investment in Training, Process of calculating ROI in Training		C08
	C	New Perspectives on Training – Cross Cultural Training, E-learning		C08
	D	Special Issues In Training and Employee Development		C08
	E	The Future Trends of Training and Development		C08
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		10%	10%	80%
	Text book/s*	1.Noel, Raymond A., and Amitabh DeoKodwani, <i>Employee Training and Development</i> , Tata McGraw Hill, 2019.		
	Other References	1.Goldstein, I.L. & Kevin, J., Training in Organizations, Needs Assessment, Development and Evaluation, CengageLearning.Bombay, 4 edition June 21, 2001. 2. De Simone, R.L. and Harris, D.M., Human Resource Development, Thomson Learning, 1993. 3. Kirkpatrick, D.L., Evaluating Training Programs: the four levels, San Francisco, Berrett- Koehler, 2013. 4. Pareek, U. and Sisodia, V., HRD in the New Millennium, Tata McGraw Hill Publishing Company Limited, 1999.		



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<b>Department: Department of Management</b>		<b>Batch : 2019-2021</b>	
<b>Program: MBA</b>		<b>Academic Year: 2019-20</b>	
<b>Branch:</b>		<b>Semester: III</b>	
1	Course Code	19MBA316	
2	Course Title	Compensation Management	
3	Credits	4	
4	Contact Hours (L-T-P)	4-0-0	
	Course Status	Elective	
5	Course Objective	To promote understanding of issues related to compensation management in corporate sector and public services and to impart skill in designing compensation management system, policies and strategies, apart from promoting understanding of legal issues in the administration of compensation, welfare and social security	
6	Course Outcomes	<p>At the end of the course students will be able to:</p> <p><b>CO1:</b> Understanding of basic concepts of Compensation, Components of Compensation and issues of Compensation.</p> <p><b>CO2:</b>To familiarize students with importance of Financial and Non Financial benefits offered by Industries for motivating and keeping the potential employees.</p> <p><b>CO3:</b>To impart the understanding about the Performance Management system and strategies adopted by the organizations to manage employees' performance.</p> <p><b>CO4:</b>To impart basic conceptual knowledge about the relevance of Compensation Management in the changing global economy.</p> <p><b>CO5:</b> To facilitate students in designing compensation structure.</p> <p><b>CO6:</b> To familiarize students with legal aspects and various laws of Compensation.</p> <p><b>CO7:</b> The Students will be able to understand about Employee Benefits, Fringe Benefits and Incentive plans.</p> <p><b>CO8:</b> To familiarize students with the Recent Trends &amp; Developments in Compensation Management.</p>	
7	Course Description	The objective of the course is to develop, amongst students, an understanding on various issues, approaches and practices of compensation management and ability to design, analyze and restructure reward management policies, systems and practices	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>		
	A	<b>Compensation Management</b> -Compensation Management process, Basis of Compensation Management, Issues in Compensation Management.	CO1
	B	Components of Compensation, Motivation and Financial and Non-Financial Compensation.	CO2
	C	Essentials of a sound Wage and Salary Structure, Factors affecting Compensation.	CO1
	D	Methods of Wage Payment, Process of Wage Determination, Paying for performance, Skills and Competence.	CO3
	E	Supplementary Compensation & Executive Compensation	CO4

	<b>Unit 2</b>		
	A	<b>Employee Benefits-</b> Employee Benefits and total Remuneration, Designing Pay Structure	C02
	B	Job Evaluation and Wage Survey	C04
	C	Understanding different Components of Compensation Package like Fringe Benefits	C07
	D	Special features of Fringe Benefits, Types of Rewards and Incentive	C07
	E	Types of Incentives plans; Employee Benefits and Services	C07
	<b>Unit 3</b>		
	A	<b>Legal Aspects of Compensation-</b> Objectives, structure and provisions of legislations on wages and bonus	C06
	B	The Payment of Wages Act, 1936	C06
	C	The Payment of Bonus Act, 1976	C06
	D	The Minimum Wages Act, 1948	C06
	E	The Equal Remuneration Act, 1976	C06
	<b>Unit 4</b>		
	A	Recent Trends & Developments in Compensation Management	C08
	B	Compensation designs for Specific Type of Human Resources like Compensation of Chief Executives	C05
	C	Compensation designs for Specific Type of Human Resources like Compensation of Senior managers	C05
	D	Compensation designs for Specific Type of Human Resources like Compensation of R & D Staff	C05
	E	International Pay System	C04
	Mode of examination	Theory	
	Weightage Distribution	CA	MTE
		10%	10%
		ETE	80%
	Text book/s*	1. Milkovich, G & Newman, J.M. (2006). <i>Compensations</i> . New Delhi: Mc-Graw Hill Publishing Company	
	Other References	1. Martocchio, Joseph J, <i>Strategic Compensation: A Human Resource Management Approach</i> , Pearson Education. 2. Armstrong, Michel and Murlis, Helen, <i>Reward Management: A Handbook of Salary Administration</i> , Kogan Page. 3. Flash, C. , <i>Executive Compensation</i> . San Francisco: American Management Association. 4. Lawler, E. E III <i>Rewarding Excellence: Pay Strategies for New Economy</i> . California: Jossey-Bass	

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<b>Department: Department of Management</b>		<b>Batch : 2019-2021</b>
<b>Program: MBA</b>		<b>Academic Year: 2019-20</b>
<b>Branch:</b>		<b>Semester: III</b>
1	Course Code	19MBA317
2	Course Title	International Human Resource Management
3	Credits	4
4	Contact Hours (L-T-P)	4-0-0
	Course Status	Elective
5	Course Objective	To gain familiarity with the concept and skills to manage workplace diversity. It also seeks to educate how to manage cross culture in the organizations.
6	Course Outcomes	<p>At the end of the course students will be able to:</p> <p><b>CO1:</b> Understanding of basic concepts of Human and Cultural Variable Global Organizations, Cross Cultural Differences and Managerial Implications, Understanding cultures, influence of behavior; diversity au</p> <p><b>CO2:</b> The Students will be able to understand Diversity, Explanation of dimension of race, ethnicity, gender, caste, sexual orientation, Social / economic status, age, physical abilities, Religious beliefs, political ideolog</p> <p><b>CO3:</b> Understanding the concept of Cross Cultural Management, Significance of Culture for International Management, Role of culture in Strategic Decision-Making, Culture dimensions, impact of cross culture on organizations, Models for comparing cultural- Hofst</p> <p><b>CO4:</b>The Students will be able to understand about the Cross Cultural Human Resources Management – Staffing and Training for Global Operations Global Staffing Choices, Expatriates or Local Managers, Dynamics of Cross-Cultural leadership, managing and motivating multi culture Teams</p> <p><b>CO5:</b>Understanding of basic concepts of Managing Expatriates; Entry and re-entry challenges and culture shock; Regulatory and legal framework for expatriates; Training of expatriates; Performance Evaluation; Expatriate compensation; Expatriate Diversity; Communication and Negotiation in cross-cultural context; Regional and country cluster analysis</p> <p><b>CO6:</b> The students will be able to understand Cross-culture ethics: Ethics values across cultures and Ethics dilemma,</p> <p><b>CO7:</b> The Students will be able to understand International Business Intelligence:Information Requirements, Sources of Information, Types of Research, Phases of a Research Project,</p> <p><b>CO8:</b> The Students will be able to understand the Methods of Data Collection, Sampling, Problems in International Research</p>

7	Course Description	The objective of this course is to develop a diagnostic and conceptual undertaking of the cultural and related behavioural variables in the Human Resource Management of global organizations.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>		
	A	Human and Cultural Variables in Global Organizations: Culture and values, Cross Cultural Differences and Managerial Implications	CO1
	B	Human Resource Management in Global Organizations	CO1
	C	Concept and definition of diversity, Explanation of the dimension of race, ethnicity, gender, caste, sexual orientation	CO2
	D	Social / economic status, age, physical abilities, Religious beliefs, political ideologies.	CO2
	E	Understanding cultures, influence of behavior, diversity, audit.	CO1
	<b>Unit 2</b>		
	A	Introduction to cross cultural management: Significance of Culture for International Management.	CO3
	B	Role of culture in Strategic Decision- Making. Influence of National Culture on Organizational Culture	CO3
	C	Culture dimensions, impact of cross culture on organizations.	CO3
	D	Comparing Culture: Cultural and behavioral differences in different countries.	CO3
	E	Models for comparing cultural- Hofstede. GLOBE, Kluchohm& Stood beck	CO3
	<b>Unit 3</b>		
	A	Cross Cultural Human Resources Management – Staffing and Training for Global Operations Global Staffing Choices	CO4
	B	Expatriates or Local Managers, Dynamics of Cross-Cultural leadership, managing and motivating multi culture Teams	CO4
	C	Managing Expatriates; Entry and re-entry challenges and culture shock; Regulatory and legal framework for expatriates; Managing	CO5
	D	Training of expatriates; Performance Evaluation; Expatriate compensation;	CO5
	E	Expatriate Diversity; Communication and Negotiation in cross-cultural context; Regional and country cluster analysis	CO5
	<b>Unit 4</b>		
	A	Cross-culture ethics: Ethics values across cultures and Ethics dilemma.	CO6
	B	Overview of culture and management in Asia (India, China and Japan), US and Europe	CO6

	C	<b>International Business Intelligence:</b> Information Requirements, Sources of Information			C07
	D	Types of Research, Phases of a Research Project,			C07
	E	Methods of Data Collection, Sampling, Problems in International Research			C08
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		10%	10%	80%	
	Text book/s*	1. R.S. Dwivedi, Human Relations and organisational behaviour: Global Perspective, Macmillan Publishers, New Delhi, 1995			
	Other References	1. Barlett, Christopher and Sumantra Ghoshal, Managing Across Borders: The Transnational Solution, Cullen, Multinational Management, Thomson Learning, Bombay, 1998. 2. Deresky, International Management, Managing Across Borders and Cultures, 5th Ed. Pearson Education, New Delhi, 2017 3. Francesco, International Organizational Behavior, Pearson Education, New Delhi Harvard Business School Press, 1998. 4. Harzing and Van Ruysseveldt, International Human Resource Management, Sage Publication, New Delhi, 2010 5. Hodgetts, Richard M., Fred Luthans, and Jonethan P. Doh, International Management – Cultural, Strategy and Behaviour, Tata McGraw Hill, New Delhi, 2005 6. Mead, R., <i>International Management: Cross Cultural Dimensions</i> , Blackwell, 1994. 7. Ronen, S., <i>Comparative and Multinational Management</i> , John Wiley. Sage West Publishing Bass Publishers, San Francisco, USA, 1994.			

### Instructions for Paper Setting

1. The question paper shall consist of 9 questions. Out of which, first question shall be of short answer type and will be compulsory. Question no. 1 shall contain 8 parts representing all units of the syllabus and students shall have to answer any 8 parts.
2. There shall be 2 questions from each unit having internal choice. The students are required to attempt any one question from each unit. The weightage for each question shall be 16 marks.

<b>Department: Department of Management</b>		<b>Batch : 2019-2021</b>
<b>Program: MBA</b>		<b>Academic Year: 2019-20</b>
<b>Branch:</b>		<b>Semester: III</b>
1	Course Code	19MBA318
2	Course Title	Industrial Relations & Labour Policy
3	Credits	4
4	Contact Hours (L-T-P)	4-0-0
	Course Status	Elective
5	Course Objective	To acquaint the students with the Industrial relations framework in our country, the importance of the maintenance of Industrial peace and efforts to reduce the incidence of Strikes and Lockout and Industrial Strike are to be emphasized.
6	Course Outcomes	At the end of the course students will be able to: <b>CO1:</b> Understanding of basic concept of Industrial Relation-Concept, evolution, characteristics, scope, components, Factors affecting industrial relations, approaches to IR, IR in India. <b>CO2:</b> The Students will be able to understanding Trade Unionconcept, purpose, functions, types, trade union and politics, trade union in India, major all-India trade unions, employers' organizations, Trade Union Act, 1926 <b>CO3:</b> Understanding the concept of Industrial Conflicts/Disputes, Grievances Handling, Collective Bargaining. <b>CO4:</b> The Students will be able to understand about the Workers' Participation in Management, Emerging Challenges of Industrial Relations <b>CO5:</b> Understanding of basic concepts of The Industrial Dispute Act, 1947, Voluntary and Statutory Machinery for prevention and Settlement of disputes <b>CO6:</b> To familiarize students with Mediation and Conciliation- function, process, conciliation machinery, Arbitration-advantages, disadvantages, types, qualification of arbitration, procedure of investigation, submission of award <b>CO7:</b> The Students will be able to understand the Adjudication-importance, types and three-tier adjudication, labour court, industrial tribunal and national tribunal <b>CO8:</b> The Students will be able to understand Emerging Challenges of Industrial Relations : Globalization, Contemporary Issues in Industrial Relations, Government Approach to Industrial Relations, Future of Industrial Relations
7	Course Description	The students are to be acquainted with Social Security Frame-work prevailing in our Country. It is necessary to know the concept of social security, its importance and also constitutional basis for the same in India

8	Outline syllabus	CO Mapping
	<b>Unit 1</b>	
	A	<b>Introduction to Industrial Relation</b> -Concept, evolution, characteristics, scope, components, C01
	B	Factors affecting industrial relations, approaches to IR in India C01
	C	Prerequisites of successful industrial relation programme C01
	D	<b>Trade Union:</b> concept, purpose, functions, types, trade union and politics, trade union in India, major all-India trade unions, employers' organizations, C02
	E	Trade Union Act, 1926- major definitions, registration, rights, privileges, obligations and liabilities of a registered trade union C02
	<b>Unit 2</b>	
	A	<b>Industrial Conflicts/Disputes-</b> Meaning, essentials, classification, recognition of disputes, impact of industrial disputes, C03
	B	factors of industrial disputes/conflicts, Strikes-forms, prevention of strikes, lock-outs, Ways to achieving industrial peace C03
	C	<b>Grievances Handling-</b> meaning, nature, causes of grievances, procedure for redressal C03
	D	<b>Collective Bargaining-</b> meaning, principles, contents, forms C03
	E	Process and levels of collective bargaining C03
	<b>Unit 3</b>	
	A	<b>Workers' Participation in Management:</b> concept, determinants, form and levels of participation,; C04
	B	Schemes of workers' participation in management in India C04
	C	<b>Emerging Challenges of Industrial Relations :</b> Globalization, Changes in Workforce Profile, Technological Advances C08
	D	Changes in Politico-legal Environment, Trade Unionism in the Globalized Environment C08
	E	Contemporary Issues in Industrial Relations, Government Approach to Industrial Relations, Future of Industrial Relations C08
	<b>Unit 4</b>	
	A	<b>Industrial Dispute Act, 1947,</b> Voluntary and Statutory Machinery for prevention and Settlement of disputes. C05
	B	Mediation and Conciliation- function, process, conciliation machinery C06
	C	Arbitration-advantages, disadvantages, types, qualification of arbitration, procedure of investigation, submission of award C06



	D	Adjudication-importance, types and three-tier adjudication			C07
	E	labour court, industrial tribunal and national tribunal			C07
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		10%	10%	80%	
	Text book/s*	1. Chhabara, T.N. and R.K. Suri, Industrial Relations-Concepts and Issues, Dhanpatria& Co			
	Other References	2. Heckman, I.L. & Hunuyager, S.C, Management of Personnel Function, London: Business Publication Ltd 3. Madhavan Pillai, Labour and Industrial Laws, Jain Book Agency, 2016 4. N. D. Kapoor, Elements of Mercantile Law, Sultan Chand and Sons, 2016 5. Owen, W.V. & Finston, H.V., Industrial Relations, Appleton-Century-Crofts 6. P.L.Malik, Handbook of Labour and Industrial Law, Eastern Book Company, Fifth Edition, 2018 7. S. C Srivastava, Social Security and Labour Laws, Eastern Book Company, 2012 8. S. N Misra, Labour Laws, Jain Book Agency, 2014. 9. Sen, Ratna., Industrial Relations in India, Macmillan Publishers India 10. V. V Giri, Labour problems in Indian Industry, India Asia Publishing House, 1959			

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<b>Department: Department of Management</b>		<b>Batch : 2019-2021</b>	
<b>Program: MBA</b>		<b>Academic Year: 2019-20</b>	
<b>Branch:</b>		<b>Semester: III</b>	
1	Course Code	19MBA319	
2	Course Title	Strategic Human Resource Management	
3	Credits	4	
4	Contact Hours (L-T-P)	4-0-0	
	Course Status	Elective	
5	Course Objective	This course explores the strategic role of human resources in organizational performance, human resource environment in organizations, human resource evaluation, measuring employee performance, and work-life integration.	
6	Course Outcomes	At the end of the course students will be able to: <b>CO1:</b> Demonstrate an understanding of basic concepts of Strategy and HRM. <b>CO2:</b> Understand key concepts & theories associated with strategic HRM. <b>CO3:</b> Analyze the Strategic Role of HRM in Dynamic Environment. <b>CO4:</b> Develop an Understanding of SHRM in Indian Context. <b>CO5:</b> Analyse contemporary practices in HRM <b>CO6:</b> Exhibit understanding of Human Resource Functions. <b>CO7:</b> Link HRM with Business and Strategy. <b>CO8:</b> Maintain a balance between personal and professional life.	
7	Course Description	It examines HRM in dynamic and complex contexts and discusses practical ways of improving strategic HR planning in firms.	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Introduction to Strategic Human Resource Management</b>	
	A	Human Resource Management- Concept & Functions	CO1
	B	Strategy – Concept & Types	CO1
	C	Strategic HRM- Introduction, Components, Objectives and Evolution, Barriers to Strategic HRM.	CO1
	D	Human Resource as Asset, VRIO Framework	CO1, CO2
	E	Theoretical perspectives of SHRM	CO2
	<b>Unit 2</b>	<b>Human Resource Environment</b>	
	A	Environmental trends affecting Human Resource Management.	CO3
	B	HRM in Knowledge Economy	CO3
	C	Future Challenges of HR	CO3
	D	Role of SHRM in managing organizational Change and cultural change.	CO3
	E	SHRM approaches: The Indian Context	CO4

	<b>Unit 3</b>	<b>HRM- Contemporary Practices</b>			
	A	HR outsourcing: Decisions about external and internal deployment.			C05
	B	Technology and HRM			C05
	C	Human Resource Evaluation- Introduction, Definition and Overview.			C06
	D	General Approaches to HR Evaluation, Contemporary Approaches to HR Evaluation.			C05
	E	Contemporary Approaches to Recruitment			C05
	<b>Unit 4</b>	<b>Linkage between HRM functions and Business Strategy</b>			
	A	Strategic Recruitment and Selection			C06, C07
	B	HRM Approaches to Training and Development, Linkage between Business Strategy and Training and Development.			C06, C07
	C	Approaches to measuring managerial performance, Strategic linkage of performance management			C06, C07
	D	Business Strategy and compensation			C06, C07
	E	Strategic approach to work-life integration			C08
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		10%	10%	80%	
	Text book/s*	<ol style="list-style-type: none"> <li>1. Mello, Jeffrey A.(2014), Strategic Human Resource Management, Thomson Learning Inc.</li> <li>2. Agarwala, Tanuja (2007), Strategic Human Resource Management, Oxford University Press, New Delhi.</li> </ol>			
	Other References	<ol style="list-style-type: none"> <li>3. Dreher, George and Thomas Dougherty (2010), Human Resource Strategy, Tata McGraw Hill</li> <li>4. Greer, Charles (2001), Strategic Human Resource Management, Pearson Education</li> <li>5. Belcourt, Monica and Kenneth McBay (2016), Strategic Human Resource Planning, Thomson Learning Inc.</li> </ol>			

### Instructions for Paper Setting

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2. There shall be 2 questions from each unit having internal choice. The students are required to attempt any one question from each unit. The weightage for each question shall be 16 marks.

<b>Department: Department of Management</b>		<b>Batch : 2019-2021</b>
<b>Program: MBA</b>		<b>Academic Year: 2019-20</b>
<b>Branch:</b>		<b>Semester: IV</b>
1	Course Code	19MBA411
2	Course Title	Industrial & Labour Laws
3	Credits	4
4	Contact Hours (L-T-P)	4-0-0
	Course Status	Elective
5	Course Objective	Understanding of the legal framework is important for the efficient decision making relating to human resource management and industrial relations. The course aims to provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and labour issues
6	Course Outcomes	At the end of the course students will be able to: <b>CO1:</b> Understand of basic concepts of Labour laws and historical origin of labour laws in India. <b>CO2:</b> To familiarize students with Trade union Act, provisions, registration of trade union, Offence and Penalties. <b>CO3:</b> To Demonstrate about the Factories Act, Health, Safety and Welfare Provisions under this act, Offences and Penalties <b>CO4:</b> To familiarize students with Industrial Dispute Act, Machineries and Authorities under the Act, Lay off, Retrenchment, Closure, Strikes and Lock outs <b>CO5:</b> To familiarize students with Industrial Employment (Standing Order) Act, Scope and Objectives. Matters to be provided in a Standing Order. Procedure for the certification of standing orders. Appeal. Operation of Standing Orders. Penalties and Procedures <b>CO6:</b> To Demonstrate about the Employees State Insurance Act, Scope and Objectives. Benefits under the ESI-Sickness Benefit, Medical Benefit, Disablement Benefit, Dependents Benefits, Maternity Benefits, Funeral Expenses and Unemployment Benefits, Adjudication of Disputes & Claims, Offences and Penalties <b>CO7:</b> To familiarize students with Employees Provident Fund Act, Scope and Objectives, the Employees' Pension Fund and The Employees' Deposit Linked Insurance Scheme, The Employees' Pension Scheme, Inspectors <b>CO8:</b> To Demonstrate about The Payment of Gratuity Act, definitions, Scope and Objectives, Nomination. The calculation of Gratuity. Forfeiture of Gratuity
7	Course Description	The course aims to educate and create awareness among the students about various aspects of Labour and Employment Law and thus equip them to handle this delicate subject with maturity, objectivity and understandings

8	Outline syllabus		CO Mapping
	<b>Unit 1</b>		
	A	<b>Meaning of Labour Laws:</b> Introduction to Indian Labour Laws. History and Importance of Labour Laws with special reference to India.	CO1
	B	Introduction, Emergence, Need and Objectives of Labour Laws; Principles of Modern Labour Laws.	CO1
	C	Classification of Labour Laws; ILO, Indian Constitution and Labour Legislations.	CO1
	D	<b>The Trade Unions Act, 1926:</b> Definitions, Scope and Objectives	CO2
	E	Method of Registration of a Trade Union as per the Act, Rights and immunities available to the members of a Registered Trade Unions	CO2
	<b>Unit 2</b>		
	A	<b>The Factories Act, 1948:</b> Definitions, Scope and Objectives of the Act	CO3
	B	Health, Safety and Welfare Provisions under the Act.	CO3
	C	Hazardous Process, Offences and Penalties	CO3
	D	<b>The Industrial Disputes Act, 1947:</b> Definitions, Scope and objectives of the Act,	CO4
	E	Machineries and Authorities under the Act, Lay off, Retrenchment, Closure, Strikes and Lock outs.	CO4
	<b>Unit 3</b>		
	A	<b>Workmen's Compensation Act 1923:</b> Aims Objective and Scope; Definition, Substantive and Procedural Provisions regarding Compensation	CO5
	B	Role of Workmen's Compensation Commissioner, Appeals	CO5
	C	<b>The Employees State Insurance Act, 1948.</b> Important definitions. Scope and Objectives. Benefits under the ESI-Sickness Benefit	CO6
	D	Medical Benefit, Disablement Benefit, Dependents Benefits, Maternity Benefits, Funeral Expenses and Unemployment Benefits	CO6
	E	Adjudication of Disputes & Claims, Offences and Penalties	CO6
	<b>Unit 4</b>		
	A	<b>The Employees Provident Fund Act, 1952.</b> Important definitions, Scope and Objectives	CO7
	B	The Employees' Provident Fund, the Employees' Pension Fund and The Employees' Deposit Linked Insurance Scheme	CO7
	C	The Employees' Pension Scheme, Determination and Recovery of Money Due from and by Employers, Inspectors.	CO7

	D	<b>The Payment of Gratuity Act, 1972.</b> Important definitions. Scope and Objectives			C08
	E	Nomination. The calculation of Gratuity. Forfeiture of Gratuity			C08
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		10%	10%	80%	
	Text book/s*	1.P.L.Malik, Handbook of Labour and Industrial Law, Eastern Book Company, Fifth Edition, 2018			
	Other References	<ol style="list-style-type: none"> <li>1. S. N Misra, Labour Laws, Jain Book Agency, 2014.</li> <li>2. S. C Srivastava, Social Security and Labour Laws, Eastern Book Company, 2012</li> <li>3. Madhavan Pillai, Labour and Industrial Laws, Jain Book Agency, 2016</li> <li>4. V. V Giri, Labour problems in Indian Industry, India Asia Publishing House, 1959</li> <li>5. N. D. Kapoor, Elements of Mercantile Law, Sultan Chand and Sons, 2016</li> <li>6. Simon Deakin, Gillian S Morris, Labour Laws, Hart, 2012</li> </ol>			

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<b>Department: Department of Management</b>		<b>Batch : 2019-2021</b>	
<b>Program: MBA</b>		<b>Academic Year: 2019-20</b>	
<b>Branch:</b>		<b>Semester: IV</b>	
1	Course Code	19MBA412	
2	Course Title	Labour Welfare & Social Security	
3	Credits	4	
4	Contact Hours (L-T-P)	4-0-0	
	Course Status	Elective	
5	Course Objective	To prepare the students to understand the concepts of Welfare and social Security and its various facets with special reference to India in the era of Globalisation	
6	Course Outcomes	<p>At the end of the course students will be able to:</p> <p><b>CO1:</b> Understanding of basic concept of Labour Welfare &amp; Social Security</p> <p><b>CO2:</b> The Students will be able to understand the Concepts of economics &amp; social welfare, Role of Trade Union, Role of state, Labor welfare in organized sector. Gender Equality</p> <p><b>CO3:</b> Understanding the concept of Need for safety and measures to ensure safety in Industries. Provisions for safety as per law in India.</p> <p><b>CO4:</b> The Students will be able to understand about the Job stress, Measures to tackle stress. Alcoholism and Drug abuse among workers. Remedies</p> <p><b>CO5:</b> Understanding of basic concepts of Counselling, Meaning. Need for counselling in Industries. Techniques and skills for effective Counselling, Problems in counselling. Role of HR Managers in counselling</p> <p><b>CO6:</b> The students learn Management of Conflicts as related to IR and different methods of resolving Conflicts, Workers Participation in Management.</p> <p><b>CO7:</b> The Students will be able to understand Quality Of Work Life(QWL, Specific issues in QWL.QWL and Productivity, Barriers in QWL. Strategies for improvement of QWL</p> <p><b>CO8:</b> The Students will be able to understand the concept of Contemporary issues in Industrial Relations Rightsizing &amp; VRS, Business Process Re-engineering, Productivity &amp; union.</p>	
7	Course Description	The course aims to educate and create awareness among the students about various aspects of Labour welfare and social security concerns and enable the students to handle the matter with maturity, objectivity and understandings	
8	Outline syllabus	CO Mapping	
	<b>Unit 1</b>		
	A	<b>Concept of Labour Welfare &amp; Social Security:</b> Its origin. Merits and Demerits of Labour Welfare and Social Security.	CO1

	B	Types of Welfare Activities-Statutory and Non-Statutory. Growth of Labour Welfare and Social Security in India.	C01	
	C	<b>Social Welfare:</b> Concepts of economics & social welfare. Role of Trade Union, Role of state.	C02	
	D	Role of management and Corporate Social Responsibility.	C02	
	E	Labor welfare in organized sector. Gender Equality	C02	
	<b>Unit 2</b>			
	A	<b>Safety:</b> Meaning. Occupational Hazards, Industrial Health and Industrial Safety.	C03	
	B	Industrial Accidents-causes and prevention	C03	
	C	Need for safety and measures to ensure safety in Industries. Provisions for safety as per law in India.	C03	
	D	Health-Industrial Health and Occupational Diseases	C03	
	E	<b>Stress Management &amp; Employee Engagement.</b> Measures to tackle stress. Alcoholism and Drug abuse among workers. Remedies	C04	
	<b>Unit 3</b>			
	A	<b>Counselling:</b> Meaning. Need for counselling in Industries. Conditions for counselling	C05	
	B	Techniques and skills for effective counselling.	C05	
	C	Problems in counselling. Role of HR Managers in counselling	C05	
	D	Management of Conflicts as related to IR and different methods of resolving Conflicts	C06	
	E	Workers Participation in Management.	C06	
	<b>Unit 4</b>			
	A	<b>Quality Of Work Life(QWL):</b> Introduction. Meaning of QWL, Specific issues in QWL, QWL and Productivity.	C07	
	B	Barriers in QWL, Strategies for improvement of QWL.	C07	
	C	Contemporary issues in Industrial Relations, Rightsizing & VRS.	C08	
	D	Business Process Re-engineering, Productivity & union	C08	
	E	Case Studies	C08	
	Mode of examination	Theory		
	Weightage Distribution	CA	MTE	ETE
		10%	10%	80%
	Text book/s*	1. Saxena, R.C. : Labour Problems and Social Welfare in India		



	Other References	<ol style="list-style-type: none"> <li>1. Barwell and Kar : Law of Service in India, Vol. II (1956), Service in Industries</li> <li>2. Vaid, K.N. : Labour Welfare in India</li> <li>3. Mehtras, V.V. : Labour Participation in Management</li> <li>4. Giri, V.V. : Labour Problems in Indian Industry</li> <li>5. The Report of the National Commission on Labour, 1969</li> </ol>	
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<b>Department:</b> <b>Department of Management</b>		<b>Batch : 2019-2021</b>	
<b>Program: MBA</b>		<b>Academic Year: 2019-20</b>	
<b>Branch:</b>		<b>Semester: IV</b>	
1	Course Code	19MBA413	
2	Course Title	Organizational Change and Development	
3	Credits	4	
4	Contact Hours (L-T-P)	4-0-0	
	Course Status	Elective	
5	Course Objective	The objective of this paper is to make the students learn about the organizational change and prepare them as change facilitators using the knowledge and techniques of behavioural science.	
6	Course Outcomes	<p>At the end of the course students will be able to:</p> <p><b>CO1:</b>Organizational Change: Concept and Significance, Managing Change, Concept of Analyzing the Environment, Perspectives on Change: Contingency; Resource Dependence; Population Ecology, Implications of Change</p> <p><b>CO2:</b>Continuous or Incremental Change; Discontinuous or Radial Change, Participate Change and Directive Change</p> <p><b>CO3:</b> Change Levels; Levels of Change: Knowledge Changes. Attitudinal Changes, Foreign Exchange Individual Behaviour Changes and Organizational Performance Changes</p> <p><b>CO4:</b>Steps-Assembling a Change; Management in Establishing a New Direction for the Organization, Setting up of Change Teams; Aligning Structure, Systems and Resources; Removing road Blocks; Absorbing Changes into Organization</p> <p><b>CO5:</b>HR and Technological change: Introduction special features of new technology; organizational implications of technological change.</p> <p><b>CO6:</b>Emerging profile HR; Employee Empowerment, Emotional Intelligence and employee productivity; Managing work stress</p> <p><b>CO7:</b> Organizational Development-Concept and Evolution, OD Interventions: Diagnostic Activities; Team Building; Sensitivity Training; Third Party and Inter Group Interventions</p> <p><b>CO8:</b> Educational and Structural Interventions, Indian Experiences of OD in Public and Private Enterprises, Contemporary Issues</p>	
7	Course Description	To prepare the students as organisational change facilitators using the knowledge and techniques of behavioural sciences. Case studies involving the learning from the course and to understand the applicability of OD interventions are required to be discussed	
8	Outline syllabus		CO Mapping
	<b>Unit 1</b>	<b>Organizational Change</b>	
	A	Organisational Change: Concept and Significance	CO1
	B	Managing Change;	CO1
	C	Concept of Analysing the Environment;	CO2
	D	Perspectives on Change: Contingency; Resource Dependence; Population Ecology;	CO1
	E	Implications of Change.	CO1
	<b>Unit 2</b>	<b>Types of Change</b>	
	A	Continuous or Incremental Change; Discontinuous or Radial Change	CO3
	B	Participate Change and Directive Change	CO4
	C	Change Levels; Levels of Change: Knowledge Changes.	CO4

	D	Attitudinal Changes;			CO4
	E	Foreign Exchange Individual Behaviour Changes and Organizational Performance Changes.			CO3, CO4
	<b>Unit 3</b>	<b>Implementing Change</b>			
	A	Steps-Assembling a Change; Management in Establishing a New Direction for the Organization.			CO5
	B	Setting up of Change Teams; Aligning Structure.			CO5
	C	Systems and Resources; Removing road Blocks; Absorbing Changes into Organization			CO6
	D	HR and Technological change: Introduction special features of new technology; organizational implications of technological change.			CO5
	E	Emerging profile HR; Employee Empowerment, Emotional Intelligence and employee productivity; Managing work stress.			CO5
	<b>Unit 4</b>	<b>Organizational Development</b>			
	A	Organizational Development-Concept and Evolution			CO7
	B	OD Interventions: Diagnostic Activities; Team Building; Sensitivity Training; Third Party and Inter Group Interventions.			CO7
	C	Educational and Structural Interventions			CO7
	D	Indian Experiences of OD in Public and Private Enterprises.			CO8
	E	Contemporary Issues			CO8
	Mode of examination	Theory			
	Weightage Distribution	CA	MTE	ETE	
		10%	10%	80%	
	Text book/s*	<ol style="list-style-type: none"> <li>1. Nilakant, V. and Ramnaryan, S., Managing Organisational Change, Response Books, New Delhi .</li> <li>2. Beckhanrd, Richard and Harris, Reuben T., Organisational Transitions : Managing Complex Change, Addison, - Wesley, Mass</li> </ol>			
	Other References	<ol style="list-style-type: none"> <li>3. Kanter, R.M., Stein, B.A and Jick, T.D., The Challenge of Organisational Change, Free Press, New York .</li> <li>4. Hurst, David K., Crisis and Renewal : Meeting the Challenge of Organisational Change, Harvard University Press, Mass</li> <li>5. Pattanayak, Biswajeet and Kumar Pravash, Change for Growth, Wheeler Publications, New Delhi .</li> </ol>			

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