

**Shree Guru Gobind Singh Tricentenary University  
Budhera, Gurgaon (Haryana)**



**SYLLABI & SCHEME OF EXAMINATION  
OF  
Master of Business Administration  
For  
1<sup>st</sup> to 4<sup>th</sup> Semester**

**w. e. f. 2019-20**

**ORDINANCE OF MASTER OF BUSINESS ADMINISTRATION**

**MBA SOE BATCH 2019-21**

Paper Code	Nomenclature	Marks			1 Credit=10 Hours		
		Internal	External	Total	Credits	Remarks	Year
<b>FIRST SEMESTER</b>							
06090101	Accounting for Managers	40	60	100	4	Core Course	2019
06090102	Business and Economic Environment	40	60	100	4	Core Course	2019
06090103	Business Legislation	40	60	100	4	Core Course	2019
06090104	Principles and Practices of Management	40	60	100	4	Core Course	2019
06090105	Organization Behaviour	40	60	100	4	Core Course	2019
06090106	Business Communication	40	60	100	4	Core Course	2019
06090107	Basics of Entrepreneurship Skills	40	60	100	4	Core Course	2019
06090108	Soft Skills	<b>Mandatory Non-CGPA (4 Hours/week)</b>					2019
<b>SECOND SEMESTER</b>							
06090201	Financial Management	40	60	100	4	Core Course	2019
06090202	Marketing Management	40	60	100	4	Core Course	2019
06090203	Human Resource Management	40	60	100	4	Core Course	2019
06090204	Operations Management	40	60	100	4	Core Course	2019
06090205	Quantitative Methods	40	60	100	4	Core Course	2019
06090206	Business Research Methodology	40	60	100	4	Core Course	2019
06090207	Human Values and Professional Ethics	40	60	100	4	Core Course	2019
06090208	Computer Skills	<b>Mandatory Non-CGPA (4 Hours/week)</b>					2019
<b>THIRD SEMESTER</b>							
06090301	Advance Entrepreneurship Skills	40	60	100	4	Core Course	2019
06090302	Summer Internship Report	50	100	150	6	Core Course	2019
06090303	Product and Brand Management	40	60	100	4	Elective	2019
06090304	Retail Management	40	60	100	4	Elective	2019
06090305	Sales & Distribution Management	40	60	100	4	Elective	2019
06090306	Tax Laws & Planning	40	60	100	4	Elective	2019

06090307	Project Appraisal and Finance	40	60	100	4	Elective	2019
06090308	Managing Banks and Financial Institutions	40	60	100	4	Elective	2019
06090309	Industrial Relations & Labour Law	40	60	100	4	Elective	2019
06090310	Human Resource Metrics and Analytics	40	60	100	4	Elective	2019
06090311	Strategic HRM	40	60	100	4	Elective	2019
06090312	Strategic Technology Management	40	60	100	4	Elective	2019
06090313	Product Innovation & Planning	40	60	100	4	Elective	2019
06090314	Work Study & Productivity	40	60	100	4	Elective	2019
06090315	International Business & Trade Practices	40	60	100	4	Elective	2019
06090316	International Marketing Management	40	60	100	4	Elective	2019
06090317	International Trade Laws	40	60	100	4	Elective	2019
06090318	Entrepreneurship & Innovation	40	60	100	4	Elective	2019
06090319	Management of Intellectual Property Rights	40	60	100	4	Elective	2019
06090320	Innovation & Creativity	40	60	100	4	Elective	2019
06090321	Soft Skills	<b>Mandatory Non-CGPA (4 Hours/week)</b>					2019
<b>FOURTH SEMESTER</b>							
06090401	Strategic Management	40	60	100	4	Core Course	2019
06090402	Comprehensive Viva Voce	0	50	50	2	Core Course	2019
06090403	Major Research Project	50	100	150	6	Core Course	2019
06090404	Digital and Social Media Marketing	40	60	100	4	Elective	2019
06090405	Service Marketing	40	60	100	4	Elective	2019
06090406	Consumer Behaviour	40	60	100	4	Elective	2019
06090407	Security Analysis and Portfolio Management	40	60	100	4	Elective	2019
06090408	International Finance	40	60	100	4	Elective	2019
06090409	Financial Engineering & Risk Management	40	60	100	4	Elective	2019
06090410	Compensation and Benefits Management	40	60	100	4	Elective	2019
06090411	Leadership and Team Dynamics at Work	40	60	100	4	Elective	2019
06090412	Organizational Change & Development	40	60	100	4	Elective	2019
06090413	Product Planning & Control	40	60	100	4	Elective	2019
06090414	Total Quality Management	40	60	100	4	Elective	2019

06090415	Project Management	40	60	100	4	Elective	2019
06090416	Global Strategic Management	40	60	100	4	Elective	2019
06090417	Cross Cultural Consumer Behaviour	40	60	100	4	Elective	2019
06090418	International Labour Organization and International Labour Laws	40	60	100	4	Elective	2019
06090419	Entrepreneurial Marketing	40	60	100	4	Elective	2019
06090420	Social Entrepreneurship	40	60	100	4	Elective	2019
06090421	Innovation Technology Management	40	60	100	4	Elective	2019

**ACCOUNTING FOR MANAGERS -06090101**  
**MBA-1<sup>st</sup> Semester**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
<b>MBA 101</b>	<b>ACCOUNTING FOR MANAGERS</b>	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**INTERNAL ASSESSMENT** shall be based on the following components- *Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

### Course Objective

The objective of this course is to acquaint the students regarding various accounting concepts and its applications in managerial decision making.

### Course Content

#### Unit-I

Accounting : - concept, importance and scope, accounting principles, types of accounting , Financial accounting : journal, ledger, trial balance, preparation of final accounts without adjustments.

#### Unit II

Management Accounting –evolution, meaning, objectives, nature, scope, functions, techniques and limitations. Financial Accounting vs. Cost Accounting vs. Management Accounting. Budgets and budgetary control - meaning, objectives, classification of budgets and preparation of cash budget, importance of budgets.

#### Unit III

Cost Volume Profit Analysis – meaning, objectives, advantages, methods of cost volume profit analysis. Ratio Analysis – meaning, objectives, significance, limitations, classification and computation of ratios: Liquidity Ratio, Activity ratio, Profitability ratio and Capital structure ratios.

#### Unit IV

Funds Flow Statement: meaning, objectives, limitations, preparation of funds flow statement. Cash Flow Statement: meaning, objectives, limitations, difference between cash flow statement and fund flow statement.

#### Unit V

Standard costing: meaning, concept, objectives, advantages and limitations. Variance analysis: concept, types of variances: material and labour variances and their accounting treatment. marginal costing and its application in managerial decision making.

### Suggested Readings

1. Singhal, A.K. and Ghosh Roy, H.J., Accounting for Managers, JBC Publishers
2. Pandey, I.M., Management Accounting, Vikas Publishing House, New Delhi
3. Horngren, Sundem and Stratton, Introduction to Management Accounting, Pearson Education,

New.Delhi.

4. Hansen & Mowen, Cost Management, Thomson Learning
5. Mittal, S.N., Management Accounting and Financial Management, Shree Mahavir Book Depot, NewDelhi.
6. Jain, S.P and Narang, K.L., Advanced Cost Accounting, Kalyani Publishers, Ludhiana.
7. Khan, M.Y. and Jain, P.K., Management Accounting, TMH, New Delhi.
8. Kaplan, S. Robert, Anthony A. Atkinson, Management Accounting, Pearson Education.
9. Kishore M. Ravi, Cost and Management Accounting, Taxman Publication.
10. M.S Narasimhan-Management Accounting , Cengage.
11. Brigham , Ehrhardt, Financial Management, Cengage Learning.
12. S.K Gupta , R.K Sharma , Financial Management Theory and Practice, Kalyani Publishers.

**Business and Economics Environment- 06090102**  
**MBA 1<sup>st</sup> Semester**  
**CBCS PG Course**

**1. Assessment**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA 102	Business & Economic Environment	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits  
 INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed 10 marks.

**2. Course Objective:**

The objective of this course is to understand the students towards the overall business environment concept, functioning and develop the students insight for the implication of efficient decision making in business organizations.

**3. Syllabus**

**Unit -I**

Nature, Scope and objective of business environment; micro and macro indicators; assessing risk in Business Environment, Measurement of Macro Economic Variables, National Income Account, GDP, National Income, Personal and Disposable Income identities, Current Trend in National income.

**Unit-II**

Design and strategy of economic reforms, current state of growth and investment, present monetary policy and fiscal environment, current inflationary position and its impact on business sector, competitive environment, legislation for anti-competitive and unfair trade practices; consumer and investor protection.

**Unit-III**

Current industrialization trends and industrial policy 1948, 1956, 1977, 1980, 1991; environment for the SME sector, Large scale Industry, Policy related to Sez etc.

**Unit-IV**

Infrastructure development and policy; public -private partnership; intellectual property regime and the R&D environment; Emerging sectors of Indian economy, relative size and growth of public and private sectors for boosting the growth & development.

**Unit-V**

Globalization trends and challenges; balance of payments trends; environment for foreign trade and investment; exchange rate movements and their impact; India's competitiveness in the world economy; external influences on India's business environment.

#### **4. Suggested Reading:**

1. Acharya, Shankar, **India's Macroeconomic Management in the Nineties**, ICRIER, New Delhi
2. Ahluwalia, I.J. and IMD Little, **India's Economic Reform and Development**, Oxford University Press, Delhi
3. Datt, R., **Second Generation Economic Reforms in India**, Deep and Deep, New Delhi
4. 5. Shaikh Salim, **Business Environment**, Pearson Education
5. Sundaram & Black: **International Business Environment** Text and Cases, PHI
6. Avid W. Conklin, **Cases in Environment of Business**, Sage Response Books
7. Czinkota, Ronkainen, Moffett, **International Business**, Cengage
8. Cherunilam, Francis – **Business Environment** Text and Cases, Himalaya Publishing House 27<sup>th</sup> Edition 2019.

**Note: The faculty member will discuss at least one case per unit.**

#### **Exercises**

- Students will make a report of one city/area one sector like agriculture, industry or service sector trends of growth (GDP) since 1950.
- Students will make a detail report on the recent monetary policy of RBI.
- Students will make a report on the Industrial policy since 1948 to current times and will explore the suitable & efficient policy for the economy.
- Groups of the Students will study and make a report on the agriculture, manufacturing and services sector infrastructures to develop it efficiently which boost the growth & development.
- Students will make a report on emerging foreign relation in the contemporary times and reshaping of Business in the world.



**BUSINESS LEGISLATION- 06090103**  
**MBA- 1st Semester**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA 103	BUSINESS LEGISLATION	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**INTERNAL ASSESSMENT** shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

**Course Objective**

- To demonstrate an understanding of the Legal Environment of Business.
- To apply basic legal knowledge to business transactions.
- To understand legal processes involved in management of an organization and utilize the provisions of law in the best interest of the organization without violating them.

**Course Content**

**Unit-I**

The Indian Contract Act 1872: Essentials of a valid contract, void agreements, performance of contracts, breach of contract and its remedies, Quasi-Contracts.

**Unit-II**

Sale of Goods Act 1930: Meaning of Sale and Goods, Conditions and Warranties, Transfer of Property, Rights of an unpaid seller.

Consumer Protection Act, 1986: Basic concepts, Rights of Consumers, Redressal Machinery under the act

**Unit-III**

Right to Information Act, 2005: Meaning, features, procedure for obtaining information, appeal and penalty. Exemption from disclosures. Central and State Information Commission and their powers and function.

**Unit-IV**

Limited Liability Partnership (LLP), 2008: Salient features of Indian Partnership Act, 1932, Difference between LLP and Partnership; Partners and their relation with LLP; Designated Partners; Formation of LLP, Extent of LLP Liability; Extent of Partner's Liability; Winding up and dissolution of LLP.

**Unit-V**

The Companies Act, 2013: (Basic elementary knowledge) Essential characteristics of a company, types of companies, memorandum and articles of association, prospectus, shares – kinds, allotment and transfer, debentures, essential conditions for a valid meeting, kinds of meetings and resolutions.

**Suggestive Readings**

1. Kuchhal, M.C. and Deepa Parkash, **Business Legislation Management**, Vikas Publication
2. M.C. Kuchhal, and Vivek Kuchhal, **Business Law**, Vikas Publishing House, New Delhi
3. Ramaiyam, A., **Guide to the Companies Act**, Wadhwa, Nagpur
4. Shah, S.M., **Business Law for Managers**, Sultan Chand, New Delhi
5. Tulisian P.C., **Busienss Law**, TMH, New Delhi
6. Bulchandani, **Business Law for Management**, Himalaya Publishing House.
7. Kumar, **Legal Aspect of Business** 1<sup>st</sup> Edition, Cengage Learning.
8. Ravinder Kumar, **Legal Aspects of Business**, Cengage Learning
9. Dr. Singh, Avtar; **Company Law**, 17th ed, Eastern Book Co. Lucknow, Bharat Law House, Delhi, 2018
10. Kapoor N.D., *Company Law: Incorporating the provisions of the companies Amendment Act*. Sultan Chand and Sons

## Principles and Practices of Management- 06090104

### MBA 1<sup>st</sup> Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA 104	<b>Principles and Practices of Management</b>	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**INTERNAL ASSESSMENT** shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

#### Course Objective

- To help the students gain understanding of the functions and responsibilities of managers.
- To provide them tools and techniques to be used in the performance of the managerial job.
- To enable them to analyze and understand the environment of the organization.
- To help the students to develop cognizance of the importance of management principles.

#### Course Content

##### Unit-I

Management Practices from Past to Present, Different Levels of Management, Managerial Skills, Roles and Functions, Manager and Business Environment.

##### Unit-II

Planning-Objective of Planning, Planning Process, Types of Planning, Types of Plans, Corporate Planning, Management by Objective, Decision-making, Transactional Analysis (TA).

##### Unit-III

Organizing and Staffing- Meaning of organization, Types of organization, Organization structure, Span of Management, Line and Staff Relationship, Departmentation, Delegation-Centralization and Decentralization of Authority, Meaning of Staffing, Recruitment, Selection and Placement, Training and Development.

##### Unit-IV

Directing and Controlling- Principle of Directing, Essence of Coordination, Basic Control Process, Different Control Techniques, Management by Exception(MBE).

##### Unit-V

International Perspective-Contemporary Issues and International Perspective of Management, Benchmarking, Total Quality Management(TQM).

#### Suggestive Readings

##### Text Books

1. Koontz, H, & Weihrich, H (2016). Essentials of Management: An International Perspective (8th ed.), Tata McGraw Hills, New Delhi.
2. Ghuman, K & Aswathapa, K, (2017). Management concepts and cases (10th ed.), Tata McGraw Hills, New Delhi.
3. Telsan, M.T. (2016). Industrial and Business Management, (4th ed.), S. Chand, New Delhi.

##### Reference Books

1. Robbins, S. (2017). Management, (13th ed.), Pearson Education, New Delhi.
2. Ramaswamy, I. (2011). Principles of Business Management, (8th ed.), Himalaya Publishing House, New Delhi.

**ORGANIZATIONAL BEHAVIOUR- 06090105**  
**MBA 1<sup>st</sup> Semester**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA 104	ORGANIZATIONAL BEHAVIOUR	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**INTERNAL ASSESSMENT** shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

**Course Objective**

Student would gain understanding of human behavior at workplace from an individual, group, and organizational perspective. This course aims at equipping students with behavioral skills in managing people at work.

**Course Content**

**Unit-I**

Definition and Meaning of OB - Need and Importance of OB - Nature and Scope - OB Models - Historical Evolution of Organizational Behavior.

**Unit-II**

Individual Behavior: Personality: Factors Influencing Personality - Theories of Personality - Perception: Factors Influencing Perception - Perception Process - Managing the Perception - Learning: Principles and Theories of Learning - Attitudes and Values.

**Unit-III**

Nature and Types of Group - Group Development - Determinants of Groups Behaviour - Group Dynamics - Group Norms - Group Cohesiveness - Group Decision Making Techniques - Conflict: Causes - Types - Conflict Management. Transactional analysis and Johari Window

**Unit-IV**

Motivation: Nature and Importance of Motivation - Theories of Motivation - Leadership: Importance - Leadership Styles and their Implications - Theories of Leadership.

**Unit-V**

Organizational Climate - Organization Development (OD) - Pre-requisites - Factors affecting OD - Effectiveness of OD Programming - Organization Change: Importance - Types - Resistance to Change - Managing Change

**Suggestive Readings**

- 1) Fred Luthans, *Organizational Behaviour*, McGraw-Hill International Edition.
- 2) Stephen P. Robbins, *Organizational Behaviour*, Prentice Hall of India Private Ltd., New Delhi.
- 3) John. W Newstorm and Keith Davis, *Organizational Behaviour*, Human Behaviour at Work, Tata McGraw-Hill Publishing Company Ltd., New Delhi.
- 4) S.S. Khanka, *Organizational Behaviour*, S.Chand & Company Ltd., New Delhi.
- 5) K. Aswathappa, *Organizational Behaviour Text, Cases and Games*, Himalaya Publishing House, New Delhi.
- 6) M.N. Mishra, *Organizational Behaviour*, Vikas Publishing House Pvt. Ltd., Delhi.
- 7) Griffin, Ricky W, *Organizational Behaviour*, Houghton Mifflin Co., Boston.
- 8) Hellreigel, Don, John W. Slocum, Jr., and Richards W. Woodman, *Organizational Behavior*, South Western Faculty Publishing, Ohio.
- 9) Hersey, Paul, Kenneth H. Blanchard and Dewey E Johnson, *Management of Organisational Behaviour*, Utilizing Human Resources, Prentice Hall, New Delhi.
- 10) Ivancevich John and Micheol T. Matheson, *Organisational Behaviour and Management*, Tata McGraw, New Delhi. Hill
- 11) C.B. Gupta, *Business Organization and Management*, Mayur paper backs

# Business Communication

## MBA 106

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA 106	<b>Business Communication</b>	60	20	20	-	-	4	-	-	4

## BASICS OF ENTREPRENEURSHIP SKILLS- 06090107

### MBA 1<sup>st</sup> Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA107	BASICS OF ENTREPRENEURSHIP SKILLS	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**Internal Assessment-** It shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

### Course Objective

The primary objective of course is to develop entrepreneurial mindset of the students and to acquaint them with basics of entrepreneurship. It will equip the students with the concept and skills of entrepreneurship.

### Course Content

#### Unit-1: Discover Yourself:

Hobbies, Interest, Passion/Flow, Effectuation, Effectuation Principles, Entrepreneur vs Intrapreneur, Entrepreneur style

#### Unit-2: Idea/Problem:

Problem Identification, Design Thinking, Design Thinking Process (Wadhvani Foundation/Stanford D-School) – DISRUPT, GOOTB: Run problem interviews with prospects

Customer: Customer Segmentation, Early Adopter, Value Proposition- Deep dive into Gains, Pains and “Jobs-To-Be-Done”, Outcome-Driven Innovation

#### Unit-3: Business Model:

Lean Canvas (Wadhvani Foundation/Strategizer): Basics, Types of Business Models (B2B; B2C), Intro to Risks; Identify assumptions (Hypotheses); Identify Riskiest Parts of Plan

Validation: Solution Demo/Mockups, GOOTB: Run Solution interviews, Problem-Solution test, Opportunity Sizing, Differences between Startup Venture and Small Business; Industry Analysis: Understanding and Analyze competition, MVP- Build-Measure-Learn Feedback Loop, Product-Market fit test

#### Unit-4: Revenue & Cost:

Basics of Companies’ Income, Costs, Gross and Net Margins, Primary and Secondary Revenue Stream, Pricing & Costs, Different Pricing Strategies, Product and Operations Costs; Basics of Unit Costing, Financing Venture- Various sources of funds, Practice Pitching to Investors

#### Unit-5: Team:

Team Building, Leadership and Leadership Style, Role of a good team in a venture’s success, Roles and Responsibilities of a Leader, Pitch to candidates to join startups

Marketing & Sales: Positioning, Difference between product and brand, Link between product and brand, Channels & Strategy, Creating company profile page, Bulls Eye Framework, Sales Planning, Importance of project management

Support: Planning Tracking, Business Regulation- Basics of business regulations of starting and operating a business; Importance of being compliant and keeping proper documentation

### **Suggestive Readings**

1. Dinanath Kaushik (2013) Studies in Indian Entrepreneurship, New Delhi, Cyber Tech Publications
2. Kaliyamorthy and Chandrasekhar (Eds: 2007), Entrepreneurial Training: Theory and Practice, New Delhi, Kanishka Publishers
3. Robert Hisrich, Michael Peters and Dean Shepherd (2009) Entrepreneurship, New Delhi, Tata McGraw-Hill Publishing Company Limited
4. Rajagopalan (Ed: 2006) Promoting Sustainable Livelihoods: Concepts and Approaches, The ICFAI University Press
5. Roy Rajeev (2011), Entrepreneurship (ed.2), New Delhi, Oxford University Press
6. Donald L. Sexton & Raymond W. Smilor, The Art and Science of Entrepreneurship, Ballinger
7. Clifford M. Baumbach & Joseph R. Mancuso, Entrepreneurship and Venture Management, Prentice Hall
8. Gifford Pinchot, Intrapreneuring, Harper & Row

## FINANCIAL MANAGEMENT- 06090201

### MBA- 2<sup>nd</sup> Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
	Financial Management	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**INTERNAL ASSESSMENT** shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

#### Course Objective

To acquaint students with the techniques of financial management and their applications for business decision making.

#### Course Content

##### Unit 1: Introduction

Introduction: Concepts, Nature, Scope, Function and Objectives of Financial Management

Concept of Time Value of Money, present value, future value, and annuity; Risk & Return: Historical return, expected return, absolute return, holding period return, annualized return, arithmetic & geometric return; Risk - Systematic & unsystematic risk – their sources and measures.

##### Unit 2: Investment

Estimation of relevant cash flows and terminal value; Evaluation techniques - Accounting Rate of Return, Net Present Value, Internal Rate of Return & MIRR, Net Terminal Value, Profitability Index Method. Practical questions on RADR (Risk Adjusted Discount Rate). Fund flow statement & Cashflow statement

##### Unit 3: Financing Decision

Cost of Capital and Financing Decision: Sources of long-term financing, Estimation of components of cost of capital. Methods for Calculating cost of equity capital, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average cost of capital (WACC) and Marginal cost of capital. Capital structure –Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach) Leverage Analysis: Operating and Financial Leverage; EBIT -EPS analysis; Combined leverage.

##### Unit 4: Dividend Decisions

Dividend Policy Decision - Dividend and Capital; The irrelevance of dividends: General, MM hypothesis; Relevance of dividends: Walter's model, Gordon's model; Leverage Analysis: Operating and Financial Leverage; EBIT -EPS analysis; Combined leverage

**Unit 5: Working Capital Decisions** Working Capital-Meaning, Objectives. Factors affecting Working Capital Decision. Working Capital Management: Management of Cash - Preparation of Cash Budgets (Receipts and Payment Method only); Cash management technique, Receivables Management – Objectives; Credit Policy, Cash Discount, Debtors Outstanding and Ageing Analysis;

#### Suggested Readings:

1. James C. Van Horne and Sanjay Dhamija, Financial Management and Policy, Pearson Education
2. Levy H. and M. Sarnat. Principles of Financial Management. Pearson Education
3. Joy, O.M. Introduction to Financial Management. Mc Graw Hill Education.
4. Brigham and Houston, Fundamentals of Financial Management, Cengage Learning
5. Khan and Jain. Basic Financial Management, McGraw Hill Education
6. Chandra, P. Fundamentals of Financial Management. McGraw Hill Education
7. Singh, J.K. Financial Management- text and Problems. 2nd Ed. Dhanpat Rai and Company, Delhi.
8. Rustagi, R.P. Fundamentals of Financial Management. Taxmann Publication Pvt. Ltd.
9. Singh, Surender and Kaur, Rajeev. Fundamentals of Financial Management. Mayur Paperback, New Delhi.
10. Pandey, I.M. Financial Management. Vikas Publications.

**MARKETING MANAGEMENT- 06090202**  
**MBA 2<sup>nd</sup> Semester**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA202	MARKETING MANAGEMENT	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits  
**INTERNAL ASSESSMENT** shall be based on the following components-  
*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

**Course Objective**

This course is designed to promote understanding of concepts, philosophies, processes and techniques of managing marketing operation and to develop a feel of the market place.

**Course Content**

**Unit-I**

Nature and scope of marketing: corporate orientation towards marketplace; building and delivering customer value and satisfaction; retaining customers; marketing environment Introduction, Environmental Scanning, Techniques of Environment Scanning. Marketing research and information system

**Unit-II**

Analyzing consumer markets and buyer behaviour; analyzing business markets and business buying behaviour; market segmentation, positioning and targeting; tools of product differentiation; marketing strategies in the different stage of the product life cycle

**Unit-III**

New product development process; product mix and product line decisions; branding and packaging decisions; Pricing: Introduction, Factors Affecting Price Decisions, pricing strategies and programmes; managing marketing channels; wholesaling and retailing, Introduction to logistics management.

**Unit-IV**

Advertising and sales promotion; public relations; personal selling; evaluation and control of marketing effort; reasons for and benefits of going international; entry strategies in international marketing. International Product Policy, International Promotions Policy, International Branding, Country of Origin Effects etc.

**Unit-V**

Legal, Ethical, and Social Aspects of Marketing Consumerism; Consumer protection measures in India. Conceptual clarity on Customer relationship management, web marketing; green marketing; rural marketing

**Suggestive Readings**



1. Kotler Philip and Keller; **Marketing Management**; PHI, New Delhi
2. Kotler, Philip, Kevin Keller, A. Koshy and M. Jha, **Marketing Management in South Asian Perspective** , Pearson Education, New Delhi
3. Kerin, Hartley, Berkowtz and Rudelius, **Marketing**, TMH, New Delhi
4. Etzel, Michael J, **Marketing: Concepts and Cases**, TMH, New Delhi
5. Dhunna, Mukesh, Marketing Management - Text and Cases, Wisdom Publications, New Delhi
6. Czinkota and Kotabe , **Marketing Management**, Cengage Learning, India
7. West, Ford, Ibrahim, **Strategic Marketing**, Oxford University
8. Evans, **Marketing Management**, Cengage Learning, India

**Practical: Make small groups and provide them with some research topics which can be Marketing Environment : Comparative studies explaining their impact over marketing strategy**

**Practical: Small projects on behavior studies of consumers.**

**Practical: Visit to logistic companies (Safexpress) and prepare a report on various aspects of logistics management.**

**Other projects related to comparative studies over the different pricing strategies, intricacies on new product development.**

**Research work related to Branding decisions, their impact.**

## Human Resource Management- 06090203 MBA 2nd Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
203	HUMAN RESOURCE MANAGEMENT	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity;P-Practical; C-Credits

**INTERNAL ASSESSMENT** shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

### Course Objectives:

In this course the students will learn the basic concepts and frameworks of Human Resource Management (HRM) and understand the role that HRM has to play in effective business administration. It will provide an insight as to how to use Human Resource as a tool to implement strategies.

**Unit I:** Meaning, importance of HRM; objectives of HRM; challenges to HR professionals; role, responsibilities and competencies of HR professionals; HR department operations; human resource planning - objectives and process; human resource information system.

**Unit II :**Talent acquisition: recruitment and selection strategies, career planning and management, succession, planning, socialization and induction of new employees; training and development, investment in training, training need assessment, designing and administering training programme; executive development, programme, evaluation of T & D programme.

**Unit III:** Appraising performance: developing and instituting performance appraisal system, assessment and development centers, potential appraisal, rewarding performance, linking rewards to organizational objectives, determine compensation structure, pay for performance and incentive plans, executive compensation, designing and administering benefits and services.

**UNIT IV:**HR in knowledge era: HR in mergers and acquisitions, outplacement, outsourcing HR functions, employee easing, HR audit, employee turnover, ESOP, Meaning and nature of employee relation and industrial relations.

**Unit V:** Employee Safety/ Health and International Human Resource Management: Basics of ethics and fair treatment at work, measures and policies for employee safety at work, basic principles governing International Human Resource Management and the role of culture.

### **References:**

1. Milkovich, George T and Newman J.M., **Compensation**, Tata McGraw Hill
2. Henderson, R.O., **Compensation Management**, Pearson Education
3. Martocchio, J.J., **Strategic Compensation**, Pearson Education
4. Armstrong, M and Murlis H, **Reward Management**, Kogan Page, UK
5. Singh, B.D., **Compensation Reward Management**, Excel Books, New Delhi
6. V.S.P.Rao, Human Resource Management (Text and Cases) Himalaya Publications, Thirtieth Edition.
7. Gary Dessler and BijuVarkkeyHuman Resource Management, Person Publication, 2013, 14th Edition.
8. SeemaSanghi, Human Resource Management, VikasPubllications, 2014, 5th Edition.
9. K. Aswathappa, Human Resource Management, McGraw Hill Education, 2013, 7th Edition.
10. Gary Dessler and BijuVarkkeyHuman Resource Management, Person Publication, 2013, 14th Edition.
11. Niharika Vohra, HRM, HR Chair at IIM Ahemdabad

### **Activities:**

- Exercise: Write down the skills and traits you think you possess as a HR professional. What motivate you to become a successful HR Manager?
- Exercise: Identify the employability gaps facing by you and prepare a TNA chart with the recommendation of Training program for Job Skill Module.
- Exercise: Students will be divided into the group and each group will be provided the basic salary amount, DA amount, DA Merger amount, HRA, Tax Deduction, ESI Deduction, PF Deduction. They have to prepare a payroll of 10 employee with different pay scale.
- Exercise: Prepare a benefits charts of HR outsourcing and share it with all students of class.
- Exercise: Prepare a precise report on your industrial visit mentioning the employee safety provision you had seen in the company visited.



**OPERATION MANAGEMENT- 06090204**  
**MBA 2<sup>nd</sup> Semester**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA204	OPERATION MANAGEMENT	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**Internal Assessment-** It shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

**Course Objective**

The objective of this course is to help the students understand the concepts of production function, inventory control, quality control and application of technical models and techniques for solving production problems.

**Course Content**

**Unit- I: Introduction to Operations Management:**

Nature and Scope of Operations Management, Interface between the operation systems and systems of other functional areas, Types of production process- Project, Job Shop, Assembly, Mass, Batch and Continuous; Different types of layouts, Location and the factors influencing location.

**Unit- II: Production Planning:**

Capacity planning, Aggregate planning and strategies, Master production scheduling (MPS), Material requirement planning (MRP).

**Unit-III: Material Management:**

An overview of Material Management, Inventory Control and systems: ABC, VED and FNSD, Purchase Management: Supplier selection and evaluation, Vendor rating - determinants of vendor rating, Just in Time; Material Handling; Scheduling: Gantt Charts, Sequencing.

**Unit- IV: Quality Control:**

Standards and specifications, Quality Assurance and Quality Circles- Statistical Quality Control-Control Charts for Variables- Average, Range and S.D., Control charts for Attributes- fraction defective and number of defects, Acceptance Sampling Plans, OC Curve.

**Unit- V: Work Study:**

Human Aspects in Application of Work Study, Introduction and Selection of Jobs, Flow Diagram, String Diagram, Flow Process Chart, Multiple Activity Chart, Travel Chart

**Suggestive Readings**

1. Mahadevan. B, Operations Management, 2010, Pearson Education.
2. Stevenson J. William, Operations Management, 2009, 9<sup>th</sup> Edition, Tata McGraw-Hill.
3. James R Evans, David A. Collier, Operations Management, 2007, Cengage Learning.
4. Danny Samson and Prakash J.Singh, Operations Management-An integrated approach, 2009, 1<sup>st</sup> Edition, Cambridge Press.
5. Ray Wild, Operations Management, 2003, Thomson Learning.
6. Kanishka Bedi, Production and Operations Management, 2007, 2<sup>nd</sup> Edition, Oxford University Press.
7. Everett. Adam, Jr. and Ronald J. Elbert, Production and Operations Management Concepts, Models and Behaviour, 2003, 5<sup>th</sup> Edition Prentice Hall of India.
8. Donald Waters, Operations Management, 2010, Kogan page India.

## QUANTITATIVE METHODS- 06090205

### MBA 2<sup>nd</sup> Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
<b>MBA (G) (205)</b>	<b>QUANTITATIVE METHODS</b>	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**INTERNAL ASSESSMENT** shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

#### Course Objective

Students will develop the knowledge and understanding of various optimization techniques and will be able to solve and find the solution of various business problems optimally.

#### Course Content

##### Unit-I

Operations Research: Evolution, methodology and role in managerial decision making. Linear programming: Terminology; Properties and assumptions; Formulation of LP problems; Graphical method; Simplex method (Upto three variables), special cases in LPP, concept of duality.

##### Unit-II

Transportation problems: Concept, Methods of Initial Solution (NW Corner, Least Cost, and VAM) Optimal solution by MODI method, Stepping Stone method. Special cases in transportation problems: unbalanced problems, degeneracy, maximization objective and multiple optimal solutions.

##### Unit-III

Assignment problems: Concept, Hungarian method, Special cases in assignment problems: unbalanced problems, maximization objective and multiple optimal solutions. Sales man problem, Flight Route problem.

##### Unit-IV

Queuing theory: concept, assumptions and applications; Poisson distributed arrivals- Exponentially distributed service time models (MM1 and MMK).

##### Unit-V

Job sequencing, Processing time, Idle Time, Johnson's Method, Processing of n job - 2 machine, Processing of n job - 3 machine. Graphical Method

#### Suggested Readings:

1. Paneerselvam, Operations Research, Prentice Hall of India, N. Delhi.
2. Taha, Operations Research: An Introduction, Prentice Hall of India, N. Delhi.
3. Kapoor, V.K., Operations Research, Sultan Chand & Sons, New Delhi.
4. Sharma, J.K., Operations Research: Theory and Applications, Macmillan India Ltd, New Delhi.
5. S. Kalavathy, Operations Research, Vikas Publishing House, New Delhi.
6. Vohra, N.D.; Quantitative Techniques in Management; Tata McGraw Hill Publishing Company Ltd., New Delhi.
7. Swarup, K., Gupta, P.K. and Man Mohan, Operations Research, Sultan Chand & Sons, New Delhi.
8. Gupta, P.K. and Hira, D. S., Operations Research, Sultan Chand & Sons, New Delhi.

# BUSINESS RESEARCH METHODOLOGY- 06090206

## MBA 2<sup>nd</sup> Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA206 MBAHA206	BUSINESS RESEARCH METHODOLOGY	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**Internal Assessment-** It shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

### Course Objective

The objective of this paper is to impart knowledge about various stages of the research processes and their application in decision making. The students will be able to plan, design and earn out business research using scientific methods and prepare research report(s).

### Course Content

#### Unit I

Business Research: Meaning, Need, Types, Approaches, Research methods vs Research Methodology, Research Process, Role of research in important areas, Identification and Formulation of Research Problem, Variables and Variable type, Hypothesis, Types and Formulation of Hypothesis

#### Unit II

Research Design: Meaning, Need, and Different Research Design: Exploratory, Descriptive. Experimental and Diagnostic and Survey Research, Features of a Good Research Design

#### Unit III

Sampling Design: Meaning, Need, and Advantages of Sampling over Census, Probability and Non Probability Sampling Methods, Criteria of Selecting a Sampling Procedure, Factors Influencing Sample size

#### Unit IV

Data Collection Methods: Questionnaire/schedule; Questionnaire designing, Interview and Observational Methods, Measurement Scales, Techniques of Developing Scales, Reliability and Validity of Scales

#### Unit V

Data Analysis: Descriptive and Univariate Statistics; Bivariate Analysis: Test of Difference, Measures of Association; Introduction to Multivariate Analysis, Application of Excel and SPSS.

### Suggestive Readings

1. William G. Zikmund, Business Research Methods, 7<sup>th</sup> Edition, Cengage Learning, India.
2. K.N. Krishnaswamy, Appa Iyer Sivakumar, M.Mathirajan, Management Research Methodology: Integration of Principles, Methods and Techniques, Pearson Education
3. J. K. Sachdeva, Business Research Methodology, Himalaya Pub. House
4. Paul E. Green, Donald S. Tull, Research for Marketing Decisions, 5<sup>th</sup> Edition, PHI.
5. Ranjeet Kumar, Research Methods, Pearson Education
6. Donald S. Tull, Del I. Hawkins, Marketing Research, Measurement and Methods, 6<sup>th</sup> Edition, PHI
7. Naresh Malhotra and Satya Bhushan Das, Marketing Research: An applied Orientation, Pearson Education
8. Mcburney, Research Methods, 7<sup>th</sup> Edition, Cengage Learning, India.

**Human Values and Professional Ethics- 06090207**  
MBA 2<sup>nd</sup> Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA 2 <sup>nd</sup> semester	HUMAN VALUES AND PROFESSIONAL ETHICS	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity;P-Practical; C-Credits

**INTERNAL ASSESSMENT** shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

**Course Objective**

The primary objective of this paper is to provide information and understanding to the students for helping them appreciate the essential complementarity between 'VALUES' and 'SKILLS' to ensure sustained happiness and prosperity, which are the core aspirations of all human beings. Thus, this course is intended to provide a much needed orientation input in value education to the young enquiring minds.

**Course Content**

**Unit-I Course Introduction – Need, Basic Guidelines, Content and Process for Value Education**

Understanding the need, basic guidelines, content and process for Value Education, Self Exploration- Definition and process, natural acceptance and experiential validation – as the mechanism for self-exploration, continuous happiness and prosperity – a look at basic human aspirations, right understanding, relationship and physical facilities – the basic requirements for fulfillment of aspirations of every human being with their correct priority, Understanding happiness and prosperity correctly – A critical appraisal of the current scenario.

**Unit- II Understanding Harmony in the Human Being - Harmony in Myself**

Understanding human being, correct appraisal of Physical needs, meaning of Prosperity in detail, Sanyamand Swasthya, Understanding Harmony in the family –the basic unit of human interaction, Understanding values in human-human relationship; meaning of Nyayaand program for its fulfillment to ensure tripti and vishwas and samman as the foundational values of relationship, Understanding the value of harmony in the society.

**Unit- III Role of family and society**

Role of family and society in building values, Visualizing a universal harmonious order in society, undivided society, universal order, union and collective formation of family into world family, understanding the harmony in nature

**Unit-IV A Holistic approach**

Interconnectedness and mutual fulfillment among the four orders of nature- recyclability and self regulation in nature, Understanding Existence as Co- existence (mutually interactive unit), Holistic perception of harmony at all levels of existence, natural acceptance of human values, Case studies of typical holistic technologies, management models and production

Systems, Strategy for transition from the present state to Universal Human Order

**Unit-V Implications of the above Holistic Understanding of Harmony on Professional Ethics**

Definitiveness of Ethical Human Conduct, Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order, Competence in professional ethics: Ability to utilize the professional competence for augmenting universal human order, Ability to identify the scope and characteristics of people -friendly and eco-friendly production systems, Ability to identify and develop appropriate technologies and management patterns for above production systems.

**Suggestive Readings**

1. E.F. Schumacher, 1973 Small is Beautiful: a study of economics as if people mattered Blond & Briggs, Britain
2. A Nagraj, 1998, JeevanVidyaekParichay, Divya Path Sansthan, Amarkantak
3. Sussan George, 1976, How the Other Half Dies, Penguin Press. Reprinted 1986, 1991
4. PL Dhar, RR Gaur, 1990, Science and Humanism, Common wealth Purblishers
5. A.N. Tripathy, 2003, Human Values, New Age International Publishers.
6. SubhasPalekar, 2000, How to practice Natural Farming, Pracheen (Vaidik) KrishiTantra Shodh, Amravati.
7. Donella H. Meadows, Dennis L. Meadows, Jorgen Randers, William W. Behrens III ,1972, Limits to Growth –Club of Rome’s report, Universe Books
8. B L Bajpai, 2004, Indian Ethos and Modern Management, New Royal Book Co., Lucknow. Reprinted 2008.

**9** B P Banerjee, 2005, Foundations of Ethics and Management, Excel Books.

**10** M Govindrajran, S Natrajan& V.S. Senthil Kumar, Engineering Ethics (including Human Values), Eastern Economy Edition, Prentice Hall of India Ltd.



**COMPUTER SKILLS- 06090208**  
**MBA 2<sup>nd</sup> Semester**  
**(MANDATORY NON CGPA BASED)**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA 209T	COMPUTER SKILLS	60	20	20			4	-	-	-

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**INTERNAL ASSESSMENT** shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

**Course Objective**

To develop computer skills related to MS Office with advanced MS Excel features among students.

**UNIT-1**

**MS Word :** Word basics, formatting text and documents, working with headers, footers and footnotes, tabs, tables and sorting, working with graphics, templates, wizards and sample documents, introduction to mail merge and macros.

**Unit 2**

**MS Excel:** INTRODUCTION: Basics of MS Excel, Worksheets within workbook, Worksheet Navigation, Importance of a Cell, Range of Cells: i. Range of Cells ii. Entering & Copying Formulas iii. Cell Reference (Relative, Absolute, Mixed) iv. Cell Formatting / Configuring

**Unit 3**

**EXCEL FUNCTIONS:** Mathematical and Statistical Functions i. SUM ii. AVERAGE iii. MAX and MIIN iv. COUNT / COUNTA / COUNTBLANK, Date & Time Functions, Logical Functions: i. IF() ii. SUMIF() iii. COUNTIF(),Lookup/Reference functions, Array formulas,Text functions, Auto fill, Referring to other sheets of the same workbook, Referring to the Worksheet in other workbook.

**Unit 4**

**GRAPHIC OBJECTS AND CHARTS:** Graphic Drawing i. Auto shapes ii. Word Art, Charts, PIVOT TABLE AND CHARTS, DATA VALIDATION, FILE PROTECTION: Cell Protection, Sheet Protection, Workbook Protection. PRINTING – SETUP: a. Page Setup b. Headers & Footers c. Page Breaks

**Unit-5**

**MS PowerPoint 2007:** PowerPoint basics, creating presentation the easy way, working with text in PowerPoint, working with graphics in power point.

**Operating Systems- WINDOWS 7:** Basic Operations, utilities and features.

**Reference Books:**

1. Greg Harvey, Excel 2010, All-in-One for Dummies.
2. Deepak Bharihoke, Fundamentals of Information Technology, Excel books.
3. [Debra Gross](#), Succeeding in Business with Microsoft® Excel® 2013, Cengage Learning.
4. Balagurusamy, Fundamentals of Computer, First Edition, Tata Mac-Graw Hill.
5. [David M. Levine](#) and [David Stephan Kathryn A Szabat](#), Statistics for Managers, Using Microsoft Excel, 8th Edition, Kindle Edition.
6. Peter Norton, Introduction to Computers, TMH Publications, Seventh ed.
7. P.K. Sinha, Computer Fundamentals, BPB Publications, Fourth Edition
8. [Peter Schiessl](#), Microsoft Excel 2019, Training book with many Exercises: From the Beginning to Advanced Applications.
9. <https://www.techonthenet.com/excel/formulas/index.php>
10. <https://www.excel-vba.com/excel-vba-solutions-beginners.htm>
11. <https://excelchamps.com/blog/learn-basic-excel/>

## ADVANCE ENTREPRENEURSHIP SKILLS- 06090301

### MAB 3<sup>rd</sup> Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA301	ADVANCE ENTREPRENEURSHIP SKILLS	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**Internal Assessment-** It shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

### Course Objective

The primary objective of this course is to develop entrepreneurial mindset of the students and to acquaint, equip the students with advance level of entrepreneurship skills

### Course Content

#### Unit-1: Growth Assessment & Customer:

Ansoff Matrix, Adjacency mapping, Growth stage Vs Startup phase, Chart a growth path  
Expanding Customer Base- Revisit business model and develop few variants (more business model types), Identify additional customer segments (solution address), Evaluate business models for the new customer segments, Relook at the Problem Statement (expand the scope and scalability of business by repositioning problem statement), Explore additional ways to monetize

#### Unit-2: Traction:

Scaling- Defining traction (in quantifiable terms) and identifying the most important metrics to measure traction, traction beyond early customers, Calculate cost of new customer acquisition, Estimate customer lifetime value (LTV), Identifying waste in business operations and focusing team  
Channels and Strategy- Bullseye Framework, Identify Channels using Bullseye Framework, Measuring the effectiveness of selected channels, Budgeting and planning

#### Unit-3: Money:

Growing Revenues- Stabilizing key revenue streams, Developing additional revenue streams (licensing, franchising), Exploring new channels and partnerships  
Sales Planning- Understanding customers buying behaviour and decisions, Listening skills, Setting targets, Unique Sales Proposition (USP); Art of the sales pitch (focus on customers' needs, not on product features), Follow-up and closing a sale  
Strengthening Sales- Building a professional sales team, Sales compensation and incentives  
Improving Margins- Testing price elasticity, Optimizing costs and operational expenses, Advanced concepts of unit costing  
Financial Modeling- Financial modeling of your venture's growth, Analyzing competitor and peer's financial models

Financing a Growth Company- Various sources of funds available for a business, investors and lenders expectations, Benefits of using a specific type of finance, Pitch Practice - How to articulate business needs before investors and lenders

#### Unit-4: Team:

Staffing & Operations- Building the team beyond the founders, Basic concepts of compensation and incentives, Basics of stock options, Essential HR needs of a growing business

**Unit-5: Support:**

Technology Planning- Identify technology needs, Estimate costs of using technology to build and grow business, Technology as a differentiator and a competitive weapon

Legal- Overview of legal issues and their impact on entrepreneurs, Importance of getting professional help (legal and accounting), Importance of being compliant and keeping proper documentation, Patents and Intellectual property, Trademarks

Mentors, Advisors, and Experts- Importance of a Mentor, Role of business advisors and experts for specific targets in venture growth plan

**Suggestive Readings**

1. Dinanath Kaushik (2013) Studies in Indian Entrepreneurship, New Delhi, Cyber Tech Publications
2. Kaliyamoorthy and Chandrasekhar (Eds: 2007), Entrepreneurial Training: Theory and Practice, New Delhi, Kanishka Publishers.
3. Robert Hisrich, Michael Peters and Dean Shepherd (2009) Entrepreneurship, New Delhi, Tata McGraw-Hill Publishing Company Limited
4. Rajagopalan (Ed: 2006) Promoting Sustainable Livelihoods: Concepts and Approaches, The ICFAI University Press.
5. Roy Rajeev (2011), Entrepreneurship (ed.2), New Delhi, Oxford University Press
6. Donald L. Sexton & Raymond W. Smilor, The Art and Science of Entrepreneurship, Ballinger
7. Clifford M. Baumbach & Joseph R. Mancuso, Entrepreneurship and Venture Management, Prentice Hall
8. Gifford Pinchot, Intrapreneuring, Harper & Row

## PRODUCTS AND BRAND MANAGEMENT- 06090303

### MBA 3<sup>rd</sup> Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA 303M	Product and Brand Management	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**INTERNAL ASSESSMENT** shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

### Course Objective:

The objective of this course is to acquire the conceptual understanding of Product and Brand Management and its applications for corporate growth and development.

### Syllabus

#### Unit I

Product Planning and Strategies: Proposed Product Planning Model-Setting Objectives, Monitoring the Environment, Situation Analysis, Development of a Product/Market Program, Product Mix Strategy, Defining Competitive set & Competitor Analysis and Developing Product Positioning Strategy.

#### Unit II

Product Design and New Product Development: Characteristics of Successful Product Development, New Product Development Process and Organizations, Go to Market Strategies, Test Marketing Product Launch and Commercialization: Test Marketing Objectives, Limitations of Test Marketing, Design Consideration in Test Marketing, Alternatives to test Marketing Procedures, Product Launch Tracking, Relaunch, Customer & Messaging, Copying Strategies, Product Patenting.

#### Unit III

Branding concepts; branding challenges and opportunities; brand equity concept; strategic brand management process; customer based brand equity; building a strong brand and its implications; identifying and establishing brand positioning; defining and establishing brand values; internal branding, Brand Recall, recognition

#### Unit IV

Choosing brand elements to build brand equity; designing marketing programs to build brand equity; integrating marketing communication to build brand equity; information processing model of communication, marketing communication options

#### Unit V

Developing a brand equity measurement and management system: establishing brand equity management system; measuring sources of brand equity - capturing customer mindset: qualitative research techniques, quantitative research techniques; measuring outcomes of brand equity; capturing market performance

### Suggestive Readings:

1. Wind Yoram J., Product Policy: Concepts, Methods and Strategies, Addison-Wesley Pub. Co., Reading USA.
2. Baker Michael and Hart Susan, Product Strategy and Management, London, Prentice Hall.
3. Keller, Kevin Lane, **Strategic Brand Management**, Pearson Education, New Delhi
4. Kapferer, Jean Noel; **Strategic Brand Management**; Kogan Page; New Delhi
5. Keller, K.L., Parameswaran, A.M.G. and Jacob, I (2015). **Strategic Brand Management: Building, Measuring and Managing Brand Equity (4th Edition)**. Pearson Education India
6. Kapferer, J N **Strategic Brand Management** New York, Free Press, 1992
7. Murphy, John A. **Brand Strategy Cambridge**, The Director Books 1990

8. Steward,P. **Building Brands Directly** London, MacMillan, 1996
9. Upshaw, Lyhh B. **Building board Identity: A Strategy for success in a hostile market place** New York, John Wiley, 1995
10. Subroto Sengupta, **Brand Positioning**. Tata Mc Graw Hill
11. Fiona Gilmore (Ed) **Brand Warriors**, profile Books 1999
12. John, Philip Jones, **what is in a brand?** Tata Mc Graw Hill 1998
13. YLR. Moorthi, **Brand Management ñ The Indian context**, Vikas Publishing House , 2003

**RETAIL MANAGEMENT- 06090304**  
**MBA 3<sup>rd</sup> Semester**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
304 M	RETAIL MANAGEMENT	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**INTERNAL ASSESSMENT** shall be based on the following components- *Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

**Course Objective**

The primary objective of course is to develop retail orientation among the students and to acquaint them with fundamentals of retail management. It will equip the students with the concept and methods of retailing.

**Course Content**

**Unit-I**

Introduction to Retailing: Concept of retailing, Functions of retailing, Terms & Definition, Retail formats and types, Retailing Channels, Retail Industry in India, Importance of retailing, Changing trends in retailing. Understanding the Retail Consumer: Retail consumer behavior, Factors influencing the Retail consumer, Customer decision making process, Types of decision making, Market research for understanding retail consume.

**Unit-II**

Retail Market Segmentation and Strategies: Market Segmentation and its benefits, Kinds of markets, Definition of Retail strategy, Strategy for effective market segmentation, Strategies for penetration of new markets, Growth strategies, Retail value chain. Retail Location Selection: Importance of Retail locations, Types of retail locations, Factors determining the location decision, Steps involved in choosing a retail locations, Measurement of success of location.

**Unit-III**

Merchandise Management: Meaning of Merchandising, Factors influencing Merchandising, Functions of Merchandising Manager, Merchandise planning, Merchandise buying, Analyzing Merchandise performance

**Unit-IV**

Retail Operations and Retail Pricing: Store administration, Premises management, Inventory Management, Store Management, Receipt Management, Customer service, Retail Pricing, Factors influencing retail prices, Pricing strategies, Controlling costs. Retail Space Management and Marketing: Definition of Space Management, Store layout and Design, Visual Merchandising, Promotions Strategy, Relationship Marketing Strategies, CRM, Retail Marketing Mix, Retail Communication Mix, POP Displays

**Unit-V**

Emerging trends in retailing: Changing nature of retailing, Organized retailing, Modern retail formats, E-tailing, Challenges faced by the retail sector

**Suggestive Readings**

1. Pradhan, Swapna; **Retailing Management**; Tata McGraw Hill; New Delhi
2. Bajaj, Chetan, Tuli, Rajnish and Srivastava, Nidhi; **Retail Management**; Oxford University Press; New Delhi
3. Berman, Barry & Evans, Joel R.; **Retail Management - A strategic approach**; Pearson Education/Prentice Hall of India; New Delhi
4. Levy, Michael & Weitz, Barton A.; **Retailing Management**; Tata McGraw Hill; New Delhi
5. Gibson G Vedamani. **Retail Management: Functional principles and practices**. Jaico Publishing House
6. Cullen and Newman. **Retailing – Environment and Operations**. Cengage Learning EMEA
7. Harjit Singh: **Retail Management**. S. Chand Publication.

**Practical:**

- Visit to prominent retail outlets and conduct a short study on the various areas of retailing.
- Visit for different retail store formats and do the comparative study.
- Doing the extension of proposed study in the strategy adoption in all the verticals of retailing. Visit in the store is mandatory.
- Meeting with merchandising managers to understand the merchandise buying planning of the respective outlet.
- Doing the extension of proposed study/ new work on performance analysis that may be the comparison of two different retail outlets. Visit in the store is mandatory.
- Study the marketing mix adopted by the retail outlet.
- Visiting three different retail stores and submission of report for different stores layouts followed by the retail outlet.
- Study the impact of e-commerce, merger and acquisition policy on online retailers.

## Tax Laws & Planning- 06090306

### MBA 3rd Semester

#### Assessment:

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
(DSE-F-T)	<b>Tax Laws &amp; Planning</b>	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed 10 marks.

**Objective:** The course aims to help students to gain basic understanding of principles and law governing the direct taxation statute in India. It will provide them practical knowledge of computation of total income and tax liability, assessment procedures and functioning of income tax related matters.

**Unit-I:** Basic concepts of income tax, Definitions: Person, Assessee, Previous year, Assessment year, Tax evasion, tax avoidance, tax planning, Residential status and tax incidence, scope of total income, income exempted from tax, applications of knowledge for determination of residential status, and scope of taxability.

**Unit-II:** A practical approach towards Computation of Income from **salaries:** Basic salary, allowances, perquisites, provident funds, retirement benefits, Income from **house property:** GAV, NAV, Deductions, deemed owner, profits and gains of **business and profession:** Admissible expenses (section 30 to 37), inadmissible expenses, Computation of correct profit, maintenance of books of accounts, tax auditing

**Unit-III:** A practical approach towards Computation of Income from **capital gains:** Capital assets, Transfer of capital asset, STCG, LTCG, Exemption under section 54/54B/54EC/54F, income from **other sources**, Identification of losses under different heads and set off with respective heads & carry forward of losses, clubbing of income

**Unit-IV:** Identification of Deductions under chapter VI-A from gross total income (Section 80C to 80U), computation of gross total income, total taxable income, Computation of total income of individuals & Hindu Undivided Family using Microsoft excel, Payment of tax (ITNS 280), Filing of return (ITR I, II)

**Unit- V:** Provisions of Deduction of tax at source, Collection of tax at source, advanced payment of tax, and their applications, Due dates, Payment of TDS (ITNS 281) & Filing of return (Form 24Q, 26Q).

#### Suggestive Readings:

- 1) Dr. Vinod Kumar Singhania, Corporate Tax Planning, Taxmann's Publication
- 2) Dr. Girish Ahuja & Dr. Ravi Gupta, Simplified approach to Corporate Tax Planning & Management, Wolters Kluwer
- 3) Dr. H.C. Mehrotra, Corporate Tax Planning and Management, Sahitya Bhawan Publication, Agra
- 4) Mr. Sandeep K Sahu, A summarised notes on income tax law
- 5) CA Raj kumar Agarwal, Handbook on income tax, Bharat's Publication
- 6) Dr. Yogendra Bangar, a comprehensive guide to Taxation, Bangar's Publication
- 7) Dr. Girish Ahuja & Dr. Ravi Gupta, Systematic approach to income tax, Wolters Kluwer



**PROJECT APPRAISAL AND FINANCE- 06090307**  
**MBA- III Semester**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA	Project Appraisal and Finance	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**INTERNAL ASSESSMENT** shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

### Course Objective

**Objectives:** To explain identification of a project, feasibility analysis including market, technical and financial appraisal of a project. Understand the relevance of alternative project appraisal techniques, financial structuring and financing alternatives. This course intends to involve students to apply appraisal techniques for evaluating live projects.

**Unit I:** Project Appraisal: An introduction, Project appraisal and evaluation, Project cycle, Project cycle management, Identification of investment opportunities – industry analysis review of project profiles, – feasibility study, Project identification and formulation, Generation of Project ideas, Basic Principals of Project Analysis.

**Unit II:** Financial Projections: Estimating total projects costs – Preparing proforma Income Statement, Balance Sheet & Cash Flow Statement – Evaluating Project Feasibility – Discounted & Non-discounted Project Appraisal Technique, Risk adjusted methods-Decision Tree, RADR Risk adjusted discount rate, Certainty equivalent approach.

**Unit III:** Project Management: Concepts of projects – Project Management – Role of a Project manager – Advantages of Project management. Concept & Techniques of Project Planning: Meaning – Project Planning – Needs – Methodology – Steps & Techniques, Market Analysis: Market analysis of a project, need for market analysis, Financial analysis: Cost of project and means of financing, major cost components. Profitability and financial projections: Overview.

### Unit-V

Social cost benefit analysis – value added concept, social surplus indirect impact of projects, rationale of SCBA, Efficiency and Equity in Project Appraisal, UNIDO approach. Investment appraisal: Introduction and techniques, DCF and non DCF methods, Project Appraisal parameters.

### Unit- V

Finance- Introduction: Concepts, Nature, Scope, Function and Objectives of Financial Management. Basic Financial Decisions: Investment and Financing Decisions. Project selection on the basis of Investment Decisions. Valuating Investment Proposals for Decision Making.

### Readings:

1. Dr. Prasanna Chandra: Project Planning, Analysis, Financing, Implementation & Review, Tata McGraw Hill.
2. Narendra Singh: Project Management. Himalaya Publishing House.
3. Vasanth Desai: Project Management. Himalaya Publishing House
4. Machiraju, H.R.: Introduction to Project Finance, Vikas Publishing House
5. PG Apte; International Finance, Tata McGraw Hill.
6. Alan C. Shapiro; Multinational Financial Management- Prentice Hall
7. Maurice D. Levi; International Finance- The Markets and Financial Management of Multinational Business- McGraw Hill.
8. Khan, M Y. Financial Services (5th ed.). McGraw Hill Higher Education

**Managing Banks & Financial Institutions- 06090308**

**MBA 3<sup>rd</sup> Semester**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA305	<b>Managing Banks &amp; Financial Institutions</b>	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**INTERNAL ASSESSMENT** shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

**Course Objective**

To provide the student a basic knowledge of banking and institutions and to familiarize them with major financial services in India

**Unit I**

An overview of the banking sector- growth and structure; function and operations - RBI, Commercial Banks, RRBs, Cooperative Banks and NABARD; regulatory issues for governance of banking sector- role of RBI and Ministry of Finance; marketing in banking industry - component of bank marketing strategy; role of technology in banking

**Unit II**

Component of ALM and their management; liquidity management, interest rate management, Management of credit and operational risk; treasury operations and management; managing capital adequacy and profit planning; managing NPAs

**Unit-III:** Forms of banking operations: Branch Banking, Unit Banking, Group Banking Chain Banking, Banking, and correspondent banking. Process of Bank Management; Branch location policies and decisions, organizational Structure of Commercial Banks in India Department set up of head office, Zonal Office, Regional office and Branchy offices. Delegation of authority in banks,

**Unit-IV: Financial Institutions**

Depository and non-depository institutions, Development Financial Institutions (DFIs)-An overview and role in Indian economy (IDBI, IFCI, SFCs, UTI, SIDBI). Life and non-life insurance companies in India; Mutual Funds- Introduction and their role in capital market development.

**Unit-V: NBFCs and Insurance & Mutual funds**

Concept of NBFCs, types features, working of NBFCs, importance of NBFCs, current status of NBFCs, Insurance: Concept features, elements of Insurance, Types  
Mutual Funds: Meaning Definition Features, Organization of Mutual Funds, Types of Mutual Funds, NAV.

**Suggestive Readings**

- 1 Bhole, L.M., *Financial Markets and Institutions*. Tata McGraw Hill Publishing Company
2. Khan, M.Y., *Indian Financial System-Theory and Practice*. New Delhi: Vikas Publishing House
3. Sharma, G.L., and Y.P. Singh eds. *Contemporary Issues in Finance and Taxation*. Academic Foundation, Delhi
4. Khan and Jain, *Financial Services*, Tata McGraw Hill
5. Singh, J.K., *Venture Capital Financing in India*. Dhanpat Rai and Company, New Delhi.
6. Annual Reports of Major Financial Institutions in India.
7. Black, Kenneth jr. & Skipper, Harold D. jr., *Life and Health Insurance*, Pearson Education, Delhi
- 8 Rejda, George E, *Principles of Risk Management and Insurance*, Pearson Education, Delhi
- 9 Shekhar, K.C. and Shekhar, Lekshmy , *Banking Theories and practices* , Vikas Publication
- 10 Besis Joel *Risk Management in Banking* , John Mily & Sons

**INDUSTRIAL RELATIONS & LABOUR LAWS- 06090309  
(MBA) 3rd Semester**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
303H	INDUSTRIAL RELATIONS & LABOUR LAWS	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**INTERNAL ASSESSMENT** shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

**Course Objectives:**

To provide conceptual framework of Industrial Relation and to make students aware with the basic requirements and mandate of labour legislations.

**Unit I:** Industrial Relations: Concept, Scope, Objectives, emerging socio-economic and techno-economic profile; Impact of technological change on industrial relations; Role of State in managing industrial relations, factors affecting industrial relations. Misconduct, Disciplinary Action, Types of punishments, Code of Discipline,

**Unit II :** ILO and Trade Unions: Objectives and functions; Development of trade Union movement in India; Challenges of Trade Union movement, , Role and objectives of ILO, Prevention and settlement of disputes, Objectives, forms and significance, WPM, Collective Bargaining, Grievance handling.

**Unit III:**

Trade Union Act, 1926

The Payment of Wages Act, 1923

The Industrial Disputes Act, 1947

**UNIT IV:**

The Workmen's compensation Act, 1972

The Payment of Minimum wages act 1936

The payment of Bonus Act, 1965

**Unit V:**

The Factories Act, 1948

Employee's Provident fund & Miscellaneous Provisions Act, 1952

**References:**

12. L.Malik, K.D. Srivastava's Law Relating to Trade Unions and Unfair Labour Practices in India (4<sup>th</sup> ed., 2002, with Supplement 2003)
13. C. Srivastava (Rev.)Labour Law and Labour Relations : Cases and Materials (Indian Law Institute, 2007)
14. M. Rao, O.P. Malhotra's The law of Industrial Disputes(6<sup>th</sup> ed., 2004)
15. D. Srivastava, Industrial Employment (Standing Orders) Act, 1946 (4<sup>th</sup> ed., 1998)
16. BD Singh, Labour Law for Managers, Excel Books, New Delhi, 2007,
17. Bruce E. Kaufman, Industrial Relations, ILO, Geneva, 2006
18. EM Rao, Industrial Jurisprudence, Lexis Nexis, New Delhi, 2004,
19. G M Kothari, A Study of Industrial Law, 5 thEdn.- 2000, Wahdwa Publications, Nagpur, GB Pai, Labour Law in India, Butterworth's India, New Delhi, 2001,
20. SC Srivastava, Industrial Relations and Labour Laws, 5 thEdn.-2007, Vikas Publishing House, New Delhi, Part 1
21. Report of the National Labour Commission - 1967
22. Report of the National Labour Commission – 2002

**Activities:**

- Exercise: Write down the brief summary of Industrial Dispute at Maruti udyog Limited at Gurgaon. What was the reasons behind the dispute? Suggest the action you think fit to avoid such condition.
- Exercise: Identify the grievance you have with your mobile service provider, What methodology you will suggest to handle such grievance, write a brief report and present it.
- Exercise: Case study on Trade Union affected the organization( Modi group of Company)
- Exercise: Case study on Industrial Dispute in indian Organizations ( Maruti Limited)
- Exercise: Class room discussion on case lets related to above legislations
- Exercise: Class room discussion on case lets related to above legislations

# HR METRICS AND ANALYTICS- 06090310

## MBA- 3<sup>rd</sup> Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
	<b>HR METRICS AND ANALYTICS</b>	<b>60</b>	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**INTERNAL ASSESSMENT** shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

### Course Objective

Student would be able to measure and apply analytics tools to understand data, make meaningful decisions and HR strategies for organization effectiveness and development.

### Course Content

#### Unit-I

Introduction and Overview of HR metrics and analytics, Changing Role of HR, HR as a Strategic Partner, The Need for Measuring HR. Human Capital Management, Use of business action plan, The new shape and function of tomorrow's HR departments.

#### Unit-II

Approaches to Measuring HR, Competitive Benchmarking, HR Accounting, HR Auditing, HR Cost Monitoring, HR Effectiveness Index, HR Key Indicators, HR MBO, HR Profit Centre, HR Reputation, Return on Investment, Surveys. HR's role in value chain.

#### Unit-III

Measuring effectiveness of recruitment and selection practices, measuring the cost and quality of hire & applicants. Attrition metrics – techniques used to calculate attrition, manpower planning metrics, quantitative tools for forecasting manpower requirements.

#### Unit-IV

Tracking the value of Career Management, Measurement, Performance metrics, Performance Matrix – Shingo prize model, EFQM, and Baldrige criteria, Six-Sigma, Customer Focused Metrics and Measuring HR Alignment.

#### Unit-V

Skill based Training ROI, Measuring Employee Satisfaction, Attitude Measurement and Survey, Balanced Scorecard and HR Scorecard. Knowledge & skill based Development of HR dashboard, HR index, internal improvement Monitors.

### Suggestive Readings

1. C.J. Verhoeven, *Techniques in Corporate Manpower Planning: Methods and Applications*, Springer Science & Business Media (2012).
2. Bhattacharyya., Kumar, D, *HR research methods*. University Press, Christ University Institute of Management - (2007).
3. Sullivan, J, *HR metrics*. Kennedy Information (2007)..
4. *HR Metrics standards & glossary published by the HR metrics service*. Version 6.3/Dec 2010.
5. Valerie, P., & Andreasson, R., *HR metrics: Bench marking human resources*.
6. Ward Christman Senior Consultant HRsmart , *HR Metrics That Matter*, October 22, 2009
7. HR metrics service, *HR metrics Interpretation guide*, published by BC HRMA version 2.4 / December 20th 2010.
8. *Fundamentals of Human Resource Management*, Noe, 5th ed.

9. *Investing in People: Financial Impact of Human Resource Initiatives* (2nd Edition) Wayne Cascio & John Boudreau, ISBN-13: 978-0137070923 ISBN-10: 0137070926 Edition: 2<sup>nd</sup>
10. Boudreau, J.W. & Ramstad, P. (1997). "*Measuring Intellectual Capital: Learning from Financial History.*" Human Resource Management.
11. Schuler, R. S., Dowling, P. J., & De Cieri, H. (1993). *An integrative framework of strategic international human Resource management.* Journal of Management, 19, 419-459.
12. Milkovich, George T. & Boudreau, John W. (1997). *Personnel/human resource management: A diagnostic approach* (8th ed.). Homewood, IL: Richard Irwin, Inc.
13. Ulrich, Dave (in press). *Integrating practice and theory: Towards a more unified view of HR.* SHRM Special Issue of Research in Human Resources Management. JAI Press.

# STRATEGIC HRM- 06090311

## MBA 3<sup>rd</sup> Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
	STRATEGIC HRM	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**INTERNAL ASSESSMENT** shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

### Course Objective

Students would be able to understand role of Strategic HRM, identify the internal and external environmental influences, organizational effectiveness and analyze the interrelationship between human resource management strategy and specific HR roles and functions.

### Course Content

#### Unit-I

Strategic HRM – Overview, Meaning and Benefits. SHRM Vs Traditional HR. SHRM: Aligning HR with Corporate Strategy. Typology of HR activities, ‘Best fit’ approach Vs ‘Best practice’ approach. Linkage of Corporate Strategy, Core Competencies and Competitive Advantage with HRM.

#### Unit-II

Implications of the converging economy for Human Resource Management. Implications for SHRM: The Complex Resource-Based View: Implications for Theory and Practice in Strategic Human Resource Management. Aligning HR Systems with business strategy. Alignment of HR processes: Alignment of Human Resources and Their Impact on Business Performance.

#### Unit-III

Global competitive advantage: Global Dimensions - Converting Global Presence into Global Competitive Advantage. Human Resource Strategy in International Context. Reframing Global Mindset: From Thinking to Acting. HR Strategy and Competitive Advantage. Managing the Human Resource Architecture for Knowledge-Based Competition. HR Strategy in workforce diversity. Expatriation and repatriation management in global HRM.

#### Unit-IV

New HR Metrics: Scoring on the Business Scorecard (Balanced Scorecard). Strategies for Responsible Restructuring. Role of the HR Department and HR Professionals: The Three-Dimensional People Strategy: Putting Human Resources Policies into Action. High Performance Work Practices.

#### Unit-V

Organizational HR in the future: (i) The corporations of tomorrow,(ii) Information age, (iii) Virtual corporation, (iv) Diversity, and (v) Social responsibility- virtual teams flextime and telecommuting HR outsourcing contingent and temporary workers

### Suggestive Readings

1. Randall S. Schuler and Susan E. Jackson, *Strategic Human Resources Management* Wiley Black Well (2007).
2. Greer, Charles R, *Strategic Human Resource Management: A General Managerial Approach*, Pearson Education (2000).
3. Michael Armstrong, *Strategic Human Resource Management: A Guide to Action*, , Kogan Page; 3 edition .
4. Tanuja Agarwala, *Strategic Human Resources Management*, Oxford University Press
5. Becker, Brian E. et al., *The HR Scorecard*, HBS Press (2001).

6. Holbeche, Linda, *Aligning Human Resource and Business Strategy*, Butterworth Heinemann (2009).
7. Dreher, George F./ Dougherty, Thomas W, *Human Resource Strategy*,. Tata McGraw Hill.
8. Armstrong, Michael / Baron, Angela, *Handbook of Strategic HRM: The key to Improved Business Performance*, Jaico Publishing House (2007).
9. Mello, J.A, *Strategic Human Resource Management*, Cengage Learning (2014).
10. <https://study.com/academy/lesson/strategic-human-resource-management-definition-importance.html>.



**STRATEGIC TECHNOLOGY MANAGEMENT- 06090312**  
MBA 3<sup>rd</sup> Semester

**1. Assessment**

<b>Internal Assessment Marks(Mid-Term &amp; Surprise Test, Assignments, Class Participation and Seminar)</b>	<b>External Evaluation</b>		<b>Total Marks</b>
<b>40</b>	<b>End Term Marks: 60</b>	<b>Time : 3 Hours</b>	<b>100</b>

**2. Course Objective:**

Objective of this paper is provide the students exposure to the concepts of technology management, and technology management issues like technology development, acquisition, absorption, diffusion and technology support systems.

**3. Syllabus**

**Unit I**

Technology Issue and Implications: Concepts and Definition, Aspects and Issues, Implications of Technology change

**Unit II**

Technology Development and Acquisition: Forecasting and Decasting, Identifying Technological Change, Generation and Development, Technology Transfer

**Unit III**

Technology Absorption and Diffusion: Absorption: Accommodate and Management, Technological Change- Evaluation and Assessment and Diffusion

**Unit IV**

Technology Environment: Science and Technology in India, Policies, Linkages, and Technology Support Systems: Financing, Information Systems, and Organization at Enterprise Level

**4. Suggestive Readings:**

1. Khalil, Tarek, Management of Technology, TMH
2. Burgelman, Robert, Strategic Management of Technology & Innovation, TMH
3. Narayanan, Managing Technology and Innovation for Competitive Advantage, Pearson
4. White, The management of Technology and Innovation, Cengage Learning
5. Frenzel, Management of information Technology, Cengage Learning
6. Tidd, Managing Innovation: Integrating Technological Market and Organizational Change, Wiley
7. Betz and Fredrick, Managing Technology, New Jersey, Prentice Hall Publications
8. Dodgesonmark, Technology Strategy and the Firm, U.K., Longman Publications
9. Stoneman, Economic Analysis of Technological Change, Oxford University Press
10. Micheal Earl, Information Management, London, Oxford University Press
11. Rohtangi, K. Rohtangi and B. Bowonder, Technology Forecasting, TMH Publications
12. Peter F. Drucker, Technology Management and Society, London, Pam Books

**Note: The faculty member will discuss at least one case per unit.**

**PRODUCT INNOVATION AND PLANNING- 06090313**  
**MBA 3 Semester**

**1. Assessment**

<b>Internal Assessment Marks(Mid-Term &amp; Surprise Test, Assignments, Class Participation and Seminar)</b>	<b>External Evaluation</b>		<b>Total Marks</b>
<b>40</b>	<b>End Term Marks: 60</b>	<b>Time : 3 Hours</b>	<b>100</b>

**2. Course Objective:**

Improve the understanding of and competence in making product-market choices, managing brands, and managing new product introduction. Explore the emerging concepts, techniques, and analytical approaches relevant to the above areas.

**3. Syllabus**

**Unit I**

Product strategy Proposed Product Planning Model-Setting Objectives, Monitoring the Environment, Situation Analysis, Development of a Product/Market Program, Product Mix Strategy, Analysis of product line and product mix decisions, Idea generation, concept and product development and evaluation, and business analysis, Characteristics of Successful Product Development, New Product Development Process and Organizations

**Unit II**

Testing products and other critical elements of marketing mix, Test Marketing Objectives, Limitations of Test Marketing, Design Consideration in Test Marketing, Alternatives to test Marketing Procedures, Product Launch Tracking, Test market planning, evaluation, and introduction strategies, Materials Planning and Control: Input Required for Materials Planning and Control, Steps in Materials Planning and Control, Techniques of Materials Planning and Control, Machining Allowances, Make or Buy Decision, Scientific Stock Control Techniques (Inventory Control Models)

**Unit III**

Factors Influencing Process Planning: Step in Process Planning and Process Selection, Manufacturing resource planning (MRP II): Introduction, Aggregate production planning, master production scheduling, MRP II (Introduction, concepts), MRP II with Just in Time, choice of software, making MRP II system work, achieving business objectives with MRP II

**Unit IV**

Scheduling: Factors Influencing Scheduling, Working and Scheduling Charts, Job Sequences (n job on two machines, n job on three machines), Project Scheduling, Critical Ratio Scheduling, Capacity Planning: Capacity Planning, Integrated Production Planning and Control

**4. Suggestive Readings:**

1. Saaksvuori, Product Lifecycle Management, Wiley
2. R K Srivastava, Product Management & New Product Development, Excel Books
3. Jhamb, Production Planning and Control, Everest Publications, Pune
4. Hari Raghu Rama Sharma, Production Planning and Control Concepts and Application, Deep and Deep Publications, New Delhi
5. Bill Scott, Manufacturing Planning System, McGraw-Hill Publications, London
6. George W. Plossl, O. R. Licky's., Materials Requirement Planning, McGraw-Hill Publications, New York

**Note: The faculty member will discuss at least one case per unit.**

**WORK STUDY AND PRODUCTIVITY- 06090314**  
**MBA- 3<sup>RD</sup> SEMESTER**

**1. Assessment**

<b>Internal Assessment Marks(Mid-Term &amp; Surprise Test, Assignments, Class Participation and Seminar)</b>	<b>External Evaluation</b>		<b>Total Marks</b>
<b>40</b>	<b>End Term Marks: 60</b>	<b>Time : 3 Hours</b>	<b>100</b>

**2. Course Objective:**

The objective of the course is to expose students to the productivity and various techniques of time and motion study, and help them develop abilities and skills required for the enhancement of value and productivity.

**3. Syllabus**

**Unit I**

Concepts and Definition of Productivity, Productivity Improvement Factors (Both Internal and external to the Organization), Work Content of a Job, Management Techniques to Reduce Work Contents and Ineffective Time

**Unit II**

Human Aspects in Application of Work Study, Introduction and Selection of Jobs, Flow Diagram, String Diagram, Flow Process Chart, Multiple Activity Chart, Travel Chart

**Unit III**

Principles of Motion Economy, Classification of Movements, Micro Motion Study, Simochart, Purpose, Use Techniques and Procedure of Work Measurement

**Unit IV**

Time Study, Selecting Jobs to be studied and Making a Time Study, Rating, Allowance, Techniques of Work measurement, Activity Sampling, Synthesis, Analytical Estimating, and Predetermined motion Time Systems.

**4. Suggestive Readings:**

1. Barnes, Motion and Time Study Design and Measurement of Work, Wiley
2. International Labour Office, Geneva, Introduction to Work Study, Universal Book Corporation

**Note: The faculty member will discuss at least one case per unit.**

**International Business & Trade Practices- 06090315**  
**MBA- 3<sup>rd</sup> Semester**  
**CBCS PG Course**

**1. Assessment**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA 303	International Business & Trade Practices	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits  
 INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed 10 marks.

2. **Course Objective:** The Student will get an insight of the international business and trade Practices and its functioning. This will help them to look forward for the exploration of international business opportunities.

**3. Syllabus**

**Unit - I**

Growth of international business: Globalisation, its Effects, Benefits & Costs, Multinationals; Firm-specific and location-specific advantages, Role of MNC's & TNCs in the developing countries.  
 Environment of international business: Social, economic, political, legal and cultural environment, Scenario analysis & country-wide-risks of investments decisions.

**Unit - II**

International business Competitive strategies: Porter's model; Prahalad and Doz's strategy model, Foreign Direct investment, Joint Ventures, Foreign Institutional Investment.  
 International organisation and control: Organisational structures; Control procedures; Location of decision-making, Role of Subsidiaries, Organisational Control, Bartlett & Ghoshal's Model of TNCs.

**Unit - III**

International Trade: Theories of International Trade- Absolute Advantage Theory, Comparative Cost Theory, Opportunity Cost Theory, Hecksher-Ohlin Theory., Vernon's Theory of International Product Life Cycle.

**Unit - IV**

Balance of trade and balance of payments: Constituents of Capital Account and Current Account, Reasons and remedies for Adverse BOP, Convertibility of Capital Account, Foreign exchange; Theories of Foreign Exchange rate determination-Mint Parity Theory, Purchasing Power Parity Theory, Balance of Payment Theory, Interest Rate Parity Theory.

**Unit – V**

Role of emerging regional trade association throughout the world in the contemporary times, Role of world bodies like World Bank, IMF, IBRD and WTO in International Trade, Contemporary Critical issues in the international trade.

#### 4. Suggestive Readings:

1. Krugman, Paul R., & Obstfeld Maurice – International Economics, 8<sup>th</sup> Edition 2013 Pearson.
2. Aswathappa- *International Business* (Tata McGraw-Hill, 2002)
3. Daniels- *International Business* (Pearson Education) 2004.
4. Paul J- *International Business* (Prentice-Hall, 2004)
5. Deresky H- *International Business* (PHI, 2003)
6. Hill C W- *International Business* (Tata McGraw-Hill,2002.)
7. Varma M L- *International Trade* (Vikas, 2003)
8. Taggart- *The Essence of International Business* (PHI)
9. Farooque M U & Et al, *International Trade*, First Edition December 2013 Alphabet Publication.
10. Amin, Samir – *Beyond US Hegemony*, Zed Books Ltd. First E-book edition 2013

**Note: The faculty member will discuss at least one case per unit.**

#### **Exercise**

- Students has make a study on the Role of MNCs & TNCs in UDCs Since 1980
- Makes a report in which areas most of the foreign direct investment are being made
- Students will identify India's and make report on Relative comparative advantage (RCA) in international trading of few goods or services with rest of world with Harmonized System (HS) Classification to boost India's Exports.
- Make a detail study report on current account deficit (CAD) in current account since 1950
- Students will make a report that how IMF is facilitating adverse BoP nations.

**INTERNATIONAL MARKETING MANAGEMENT- 06090316**  
**MBA -3<sup>rd</sup> Semester**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA 304I	<b>International Marketing Management</b>	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**INTERNAL ASSESSMENT** shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

**Course Objective:** The objective is to make the students aware of the various marketing strategies which one can adopt while going for international business

**Syllabus**

**Unit I**

Introduction: Nature, importance and scope of international marketing; International market orientation and involvement. International marketing management processes an overview, International Marketing Environment: Influence of physical, economic, socio cultural, political and legal environments on international marketing operations; Scanning and monitoring global marketing environment; International marketing Information system.

**Unit II**

International Market Segmentation and Positioning; Screening and selection of markets; International market entry strategies – Exporting, licensing, contract manufacturing, joint venture, setting up of wholly owned subsidiaries abroad, International Product Planning: Major product decisions – Product features and quality, product design, labelling, packaging, branding and product support services. Product standardization vs. adaptation; managing product line, International trade product life cycle; new product development

**Unit III**

Pricing for international markets, Factors affecting international price determination, International pricing process and policies, Delivery terms and currency for export price quotations; Transfer pricing, International Distribution *Decisions*: Distribution channel strategy- International distribution channels, their roles and functions; Selection and management of overseas agents; International distribution logistics- Inventory management, transportation, warehousing and Insurance

**Unit IV**

International Promotion Strategies: Communications across countries – complexities and issues; International promotion tools and planning – Advertising personal selling publicity and sales promotion, Developing International promotion campaign; Standardization vs. adaptation Issue, Planning for direct mail, sales literature, trade fairs and exhibitions,

**Unit V**

Export Marketing Documentation: Introduction, Significance of export documentation, the statutory control, declaration forms, disposal of export documentation form, major documents, International Marketing Planning, Organizing and Control; emerging trends in International marketing: International marketing through Internet; Ecological concerns and international marketing ethics.

**Suggestive Readings:**

1. Bhattacharya, B, .Export Marketing Strategies for Success, Global Business Press
2. Cateora, Philip R.and John L.Grahm, International Marketing, 10th ed.
3. Jain, Subash C, International Marketing Management 6th ed., 2001.

4. Fayerweather, John, International Marketing, Prentice Hall of India Private Limited,
5. Kotabe Masaaki and Kristiaan Helsen, Global marketing Management, John Wiley
6. Keegan, W, Global Marketing Management, Prentice Hall, Englewood Cliffs 1995.
7. W.J. Keegan : Global Marketing (PHI)
8. Kirpalani : International marketing (PHI)
9. Cateora, Philip : International Marketing ( Richard D Irwin)
10. Keegan, Warren : Global Marketing ( Prentice Hall of India)
11. Kripalani. V. H : International Marketing (Prentice Hall of India)  
Majaro, Simon : International Marketing ( George Atten & Unwin

## International Trade Law- 06090317 MBA 3<sup>rd</sup> Semesters

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
305 I	INTERNATIONAL TRADE LAWS	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity;P-Practical; C-Credits

**INTERNAL ASSESSMENT** shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

### Course Objectives:

To give the student an exposure to the dynamic environment of International Business and to understand the impact of environment on the International Business Operations of the firm.

**Unit I:** Growing importance of trade in world economy; trade as an agent of globalization; alternative bases and explanations of trade, gains from trade, term of trade, alternative concepts; trade equilibrium and determination of terms of trade, significance of conceptual understanding of international trade theory.

**Unit II :**Free trade versus protection; tariff classification, economic effects of tariff, tariff retaliation, export subsidies, countervailing duties and dumping, effects of a quota, international economic integration - forms and levels; trade creating and trade diverting effects of a custom union.

**Unit III:** Components of international trade policy; export promotion strategies; import substitution; rationale and working of free trade zones; assessing export potential for specific products in specific markets; logic of state trading and canalized trade; trade fairs and exhibition; commercial intelligence.

**UNIT IV:**Major quantitative and qualitative measures related to international trade, trends in India's foreign trade since 1991, major schemes and incentives for exporters, import control regime.

**Unit V:** World Trade organization: Objectives, Important Guidelines for foreign trade, impact of WTO provisions on Indian foreign trade policy, overall assessment of India's trade policy, regional economic groupings, SAARC, EU, ASEN, BRICS **Addition**  
**: Export Import Documents overview**

### **References:**

23. Aswathappa- International Business, McGraw Hill ( Edition No)
24. Cherunilam F- International Business: Text and Cases, PHI
25. Aswathappa- International Business, McGraw-Hill (Edition No)
26. Daniels - International Business (Pearson)
27. Albaum Duerr - International Marketing and Export management (Pearson, 7th Ed.)
28. Krugman, Paul R. and Maurice Obstfeld, International Economics: Theory and Policy, Pearson Education, Delhi
29. Bo Sodersten, International Economics, Macmillan, London
30. H. Robert Heller, International Trade, Prentice Hall of India, New Delhi
31. D. Salvatore, Theory and Problems of International Economics, McGraw Hill, New York
32. Govt. of India, Economic Survey (Latest Issue)

### **Activities:**

- Exercise: Prepare the list containing the name of MNC currently operating in Indian economy also suggest one or two brands below the name of the company.
- Exercise: Search, Identify and share the export subsidies offered by the Government of India on software and IT related products.
- Exercise. Prepare at least 20 MCQ on Free Trade Zone and International Trade Policy
- Exercise: Prepare a benefits charts of incentives for exporters and present it in class

Exercise: Prepare a chart mentioning the names of country and currency adopted by SAARC, EU, ASEAN and BRICS countries



**MBA 06090402**  
**Comprehensive Viva**

**06090403**

**Major Research Project**

**Digital and Social Media Marketing- 06090404**  
**MBA- 4<sup>th</sup> Semester**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA 404M	<b>Digital and Social Media Marketing</b>	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**INTERNAL ASSESSMENT** shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

**Course Objective:** The objective of this course is to provide knowledge of creative digital advertising in the competitive world of business. It helps the students to acquire knowledge in various terms of digital marketing.

**UNIT-I**

Digital Marketing: Understanding Digital Marketing Process, Digital Marketing & Traditional Marketing  
Increasing Visibility: Types of Visibility, Relevant Examples of Visibility, Visitors Engagement: Importance of Visitors Engagement, Relevant Examples of Visitors Engagement, Bringing Targeted Traffic: Inbound Traffic, Outbound Traffic. Conversion Leads: Types of Conversion, Understanding the Conversion Process, Importance of Retention, Types of Retention, Relevant Examples of Retention, Performance Evaluation: Importance of Performance Evaluation, Tools for Measurement of Performance Evaluation

**UNIT II**

Planning & Conceptualising a Website: Identifying objective of website, Deciding on Number of Pages Required, Planning For Engagement Options, Creating Blueprint of Every Webpage, Relevant Examples, Building website using CMS in class: Booking a domain name & webhosting, Adding domain name to web server, Adding Webpages & Content, Adding Plugins

**UNIT III**

Search Engine Optimisation (SEO): Introduction to SERP, What are Search Engines and how they work? Major functions of a search engine, what is traffic? Different Types of Traffic, What are Key words: Different Types of Key words, Google Keyword Planner Tool, Keywords Research Process, Understanding Keywords mix, On page Optimisation, Keywords optimization, Content Optimisation & Planning Understanding Your audience for content planning, Adding Social media plug – in on web pages, Internal linking, Meta tags creation, Creating webpage in HTML, Using Google Webmasters tool & website verification, Sitemap creation & submission in website & webmasters.

**UNIT IV**

Local SEO, Google Places optimization, Classified submissions, Using H Card, Citation, NAP (Name, Address, Place), Primary Keywords, Secondary Keywords and Tertiary Keywords, Difference between keyword stuffing and keyword placement, How to write an optimized content, Writing a content for article, blog and press release, Top tools for SEO, Monitoring SEO Process, Preparing SEO reports, Google Adwords Overview: Understanding Inorganic Search Results, Introduction to Google Adwords & PPC Advertising, Overview of Microsoft Adcenter (Bing & Yahoo), Setting Up Google Adwords Account., Tracking Performance/Conversion: What is conversion tracking? Why is it important? How to set up conversion tracking? Adding Tracking Code in your website, Checking Conversion stats

**UNIT V**

What is Social Media? Understanding the Existing Social Media Paradigms, How social media marketing is different than other forms of internet marketing, Marketing on Social Networking Websites, Viral Marketing and Its importance, Facebook Marketing, LinkedIn Marketing, Twitter Marketing, Video Marketing.

**Suggested Readings**

1. Ian Dodson. **The Art of Digital Marketing**. John Wiley & Sons, Inc
2. Philip Kotler. **Marketing 4.0: Moving from Traditional to Digital** , John Wiley & Sons, Inc
3. Ryan Deiss, Russ Henneberry: **Digital Marketing for dummies**, John Wiley & Sons, Inc
4. Marjolein Visser, Berend Sikkenga & Mike Berry: **Digital Marketing Fundamentals**, Noordhoff Uitgevers bv, Afdeling Hoger Onderwijs,
5. Digital Marketer: **The Ultimate Guide to Digital Marketing**, Digital Marketer LLC

## CONSUMER BEHAVIOUR-06090406

### MBA- 4<sup>th</sup> Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA406M	CONSUMER BEHAVIOUR	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**INTERNAL ASSESSMENT** shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

#### Course Objective:

The subject explores the mysterious world of the consumer's psyche and guidelines to the students to understand what makes consumers to purchase a particular product or to avail a particular service

#### Syllabus

##### Unit I

Introduction to Consumer Behavior and Consumer Research: Nature, Scope and application of Consumer Behavior and Consumer Research.

##### Unit II

Consumer Decision Processes, Pre-purchase process: Information processing, Purchase Processes: Consumer Decision rules. Post Purchase processes: Framework, dissonance satisfaction / dissatisfaction.

##### Unit III

Consumer Behaviour Models, Nicosia Model, Howard-Sheth Model , Engel-Blackwell and Miniard Model , Sheth Family Decision Making Model

##### Unit IV

Diffusion of Innovation: Introduction, Types of Innovation, Diffusion Process, Factors Affecting the Diffusion of Innovation, The Adoption Process, Time Factor in Diffusion Process, Culture, Communication and Diffusion

##### Unit V

Individual Determinants of Consumer Behavior: Demographics Psychographics, Environmental Influences on Consumer Behavior: Culture, Cross cultural understanding, social class, family, Family life-cycle group and personal influence, word of mouth communication, opinion leadership.

#### Suggested Readings:

1. Blackwell, Roger, Miniard, Paul & Engel, James; **Consumer Behaviour**; Thomson Learning; New Delhi
2. Loudon, David J. & Dellabitta, Albert; **Consumer Behaviour**; Tata McGraw Hill; New Delhi
3. Schiffman, Leon G. & Kanuk, Leslie Lazar; **Consumer Behaviour**; Pearson Education; New Delhi
4. Soloman, Michael R.; **Consumer Behaviour - Buying, Having and Being**; Pearson Education; New Delhi
5. Nair, Suja R.; **Consumer Behaviour in Indian Perspective** ; Himalaya Publishing House; New Delhi
6. Assael, H. **Consumer Behaviour and marketing Action**, Ohio, South Western, 1995
7. Engle, J F etc. **Consumer Behaviour**, Chicago, Dryden Press, 1993 Electives (Mktg)
8. Howard, John A etc. **Consumer Behaviour in marketing** Englewood Cliffs, New Jersey, Prentice Hall Inc.1989
9. Hawkins, D I etc. **Consumer Behaviour Implications for Marketing Strategy**. Texas, Business, 1995
10. Mowen, John C. **Consumer Behaviour** , New York, MacMillan, 1993

**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT- 06090407**  
**MBA- 4<sup>th</sup> Semester**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA/MBA(HA)	Security Analysis and Portfolio Management	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**INTERNAL ASSESSMENT** shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed 10 marks.

### Course Objective

To acquaint the students with the working of security market and principles of security analysis and to develop the skills required for portfolio management so as to be able to judge the competitive position of firms in capital market and review the related business decisions.(Reframe)

### Course Content

#### Unit I

**Introduction:** Investment environment, various asset classes and financial instruments. Investment process. Return-risk analysis and impact of taxes and inflation. Types and sources of risks. Risk Aversion. Diversification and Hedging. Contemporary issues in investment management- Socially responsible investing (SRI), Ethical investing etc.

#### Unit II

**Analysis of Fixed Income Securities:** Bond fundamentals; Types of bonds; valuation of bonds; bond yields; bond price- yield relationship; analysis of risks in bonds-duration and convexity. Bond portfolio management- passive bond management and active bond management including bond immunization strategies.

#### Unit III

**Equity Analysis:** Measurement of return and risk of equity shares. Approaches to equity analysis. Fundamental Analysis- Economy, Industry, Company Analysis; Efficient market hypothesis. Tests of market efficiency and empirical evidence. Assumption of Investor's rationality and its critique. Behavioral Finance- behavioral biases (Framing, Mental accounting, Regret avoidance and Prospect theory).

#### Unit IV

**Portfolio Analysis, Selection and Management:** Risk aversion and capital allocation to risky assets and risk-free asset; Risk tolerance and asset allocation; Optimal risky portfolio- Markowitz portfolio selection model. Sharpe's single Index Model and optimal portfolio construction. Capital Asset Pricing Model (CAPM) and Market Anomalies ( Size effect, Value effect, Seasonality effect, Overreaction effect etc) . Extensions of CAPM (Zero beta CAPM and Merton's Inter temporal CAPM). Arbitrage Pricing Theory and Multifactor Asset Pricing Models. Active and Passive portfolio management. Portfolio revision.

#### Unit V

**Financial Derivatives:** Futures-types and payoffs. Pricing of financial futures and commodity futures (Cost of carry model). Options- types and valuation using Black and Scholes Model. Put call parity. Options trading strategies. Exotic options, Portfolios of futures and options synthetics. Financial engineering.

### Suggested Readings:

1. Bodie, Zvi, Kane Alex and Alan J. Marcus, Investments, McGraw Hill.
2. Reilly, Frank K, and Brown, Keith C., Investment Analysis and Portfolio Management, Cengage Learning.
3. Chandra, P., Security Analysis and Portfolio Management, Tata McGraw Hill.

4. Vishwanath, R and Krishna Murthi C., Investment Management, Springer
5. Fischer, Donald E. and Ronald J. Jordan, Security Analysis and Portfolio Management, PHI Learning.
6. Elton, E. and Gruber, M, Modern Portfolio Theory and Investment Analysis, John Wiley and Sons.
7. Damodaran, A., Investment Valuation, John Wiley & Sons.
8. Sharpe William F, and Bailey Jeffery V, Alexander Gordon J, Investments, PHI Learning.
9. Hull, J.C., Options, Futures and Other Derivatives, Prentice Hall.
10. Bhalla, V. K., Investment Management, S. Chand & Company Ltd

**International Finance- 06090408**  
**MBA- 4<sup>th</sup> Semester**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA/MBA(HA)	International Finance	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**INTERNAL ASSESSMENT** shall be based on the following components- *Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

**Course Objective**

The objective of this paper is to equip the students with the techniques that can help them in managing the financial issues in international environment. This course will help them to manage MNCs in more effective manner.

**Course Content**

**Unit-I**

Evolution of the international monetary system, Exchange rate arrangements, Reform of international monetary system, Balance of payments accounting, Gains from financial globalization.

**Unit-II**

Functions and structure of foreign exchange market, Exchange rate: essential concepts and determination, Theories of exchange rate, International arbitrage and interest rate parity.

**Unit-III**

Exchange rate -Meaning, Scope & Importance .Forecasting exchange rates-Needs for exchange rate forecast, Techniques of forecasting, Forecast in a controlled exchange rate regime. Foreign exchange risk: types and measurement, Currency derivatives.

**Unit-IV**

Offshore financing – international equity, debt and Euro-currency markets; Trade Financing – payment methods and trade financing methods; Foreign direct investment, Cross border mergers and acquisitions.

**Unit-V**

Multinational capital budgeting – Capital structure and cost of capital – Sovereign risk. International working capital management -management of receivable, management of inventory, financing of current assets, Financing of Foreign trade.

**Suggestive Readings**

1. Pilbeam, K., International Finance, Palgrave Macmillan. Latest Edition
2. Madura, J., International Financial Management, Cengage Learning. Latest Edition
3. Eun, C.S., and Resnic, B.G., International Financial Management, McGraw Hill. Latest Edition
4. Feenstra, R.C., and Taylor, A.M., International Macroeconomics, Worth Publishers. Latest Edition
5. Desai, M. A., International Finance: A Case Book, Wiley, Latest Edition.
6. Levi, M., International Finance, Routledge. Latest Edition.
7. Grabbe, O., International Financial Markets, Prentice Hall. Latest Edition
8. Bhalla, V. K., Investment Management, S. Chand & Company Ltd
9. PG Apte; International Finance, Tata McGraw Hill.
10. Alan C. Shapiro; Multinational Financial Management- Prentice Hall

**FIANCIAL ENGINEERING & RISK MANAGEMENT- 06090409**  
**MBA- 4<sup>th</sup> Semester**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA/MBA(HA)	FINANCIAL ENGINEERING AND RISK MANAGEMENT	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**INTERNAL ASSESSMENT** shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed 10 marks.

**Course Objective:**

The objective of this course is to explain the student about the risk return tradeoff and financial risk through the use of various derivatives, to make them understand operations of derivatives market.

**Course Content**

**Unit I**

**INTRODUCTION:** Risk, Risk Management, objectives and tools of Risk Management. Principles of Risk Management and Risk Management process. Risks associated with financial services firm – Product and Capital Market Risk. Risk Reporting: Internal and external reporting.

**UNIT – II:**

**MEASUREMENT & MANAGEMENT OF FINANCIAL RISK:** Types of Risk and Management, Management of Credit Risk, Liquidity Risk, Interest Rate Risk and Exchange Rate Risk. Asset – Liability Management – need and significance Derivative- Hedging, Currency Risk, Creating value with risk management- financial distress and investment, risks in banking, credit risk, foreign exchange risk, political risk and country risk, liquidity risk and Hedging Risk, Forward Contracts: Features of a forward contract, Hedging risk using forward contracts. Differences between Forward and Futures contracts.

**UNIT – III:**

**FORWARD AND FUTURES CONTRACTS TO MANAGE RISK:** The concept of Derivatives and types of derivatives. The role and significance of derivative’s in managing risk. Participants in Derivative Markets: Individuals, speculators, Hedgers and Arbitrageurs. Forward contracts. Definition features, their utility is risk management. Limitations of Forward contracts. Futures contracts: Definition, features and their utility in Risk management limitations. Clearing House initial & Daily Margins and Marking to the market.

**UNIT – IV:**

**SWAPS AND OPTIONS TO MANAGE RISK:** Swaps, Concept of Swap. Types of Swaps: Interest Rate and Currency Swaps. The process of Managing Risk using Swaps. Options: Definition, terminology, types of options: call, puts, Americans, European options. Options in the money, out of money and at the money. Uses of Option and Payoff from option, Black and Scholes option pricing model.

**Unit V**

**Financial Engineering**

Concept, scope of Financial Engineering. Factors contributing to the growth of Financial Engineering environment and infra firm factors. Tools for Financial Engineer, New Product Development and New Product strategies

**2. Suggestive Readings:**



- Hull. J. C, Options Futures and Other Derivatives, PHI, New Delhi
- Varma and Jayanth, Derivatives and Risk Management, Tata McGraw Hill
- Stulz, Risk management and Derivatives, Cengage Learning
- Parasuraman, Fundamentals of Financial Derivatives, Wiley
- Marshal & Bansal, Financial Engineering, PHI New Delhi
- Chance, Derivatives and Risk Management Basics, Cengage Learning
- Dorfman, Introduction To Risk Management, PHI New Delhi
- Ashthana, Financial Risk Management, Himalaya Publication House

## Compensation & Benefits Management- 06090410 MBA 4 Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
404H	COMPENSATION & BENEFITS MANAGEMENT	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity;P-Practical; C-Credits

**INTERNAL ASSESSMENT** shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

### Course Objectives:

This course is designed to promote understanding issues related to compensation in corporate sector and impart skills in designing, analysis and restructure compensation management system, policies and strategies.

**Unit I:** Meaning, Objectives, Role of compensation in organization, Economic and Behavioral theories related to compensation; strategic perspectives of compensation, compensation as motivational tool for employee, compensation policy.

**Unit II :** Meaning of equities in compensation, Internal and external equities in compensation, determining the worth of jobs, understanding inter and intra -industry compensation differentials, designing pay structure and administering compensation package, understanding different components of compensation package.

**Unit III:** Compensation of special group: Corporate Directors, Chief Executives, Senior Managers, components of executive compensation package, compensation of professionals and knowledge workers, R&D staff, sales compensation plan, international compensation.

**UNIT IV:** Statutory provisions governing different components of reward systems, Minimum wages & Payment of Wages Act provision. Retirement plans, fringe benefits, pay for performance plans.

**Unit V:** Working of different institutions related to reward system like wage boards, pay commissions, role of trade unions in compensation management; tax planning.

### **References:**

33. Milkovich, George T and Newman J.M., Compensation, Tata McGraw Hill
34. Henderson, R.O., Compensation Management, Pearson Education
35. Martocchio, J.J., Strategic Compensation, Pearson Education
36. Armstrong, M and Murlis H, Reward Management, Kogan Page, UK
37. Singh, B.D., Compensation Reward Management, Excel Books, New Delhi
38. Dewakar Goel, Performance and compensation Management and , PHI Learning, New Delhi.
39. Richard.I. Henderson, COMPENSATION MANAGEMENT IN A KNOWLEDGE BASED WORLD, Prentice Hall India, New Delhi.
40. Richard Thrope & Gill Homen, STRATEGIC REWARD SYSTEMS, Prentice Hall India, New Delhi.
41. Michael Armstrong & Helen Murlis, HAND BOOK OF REWARD MANAGEMENT, Crust Publishing House.
42. Richard Thrope & Gill Homen, STRATEGIC REWARD SYSTEMS, Prentice Hall India, New Delhi.

### **Activities:**

- Exercise: Do an internal survey of at least 20 employees asking them to how compensation motivates them analyse the result and present the findings in the class.
- Exercise: Students will be divided into the group and each group will be provided the basic salary amount, DA amount , DA Merger amount, HRA, Tax Deduction, ESI Deduction, PF Deduction. They have to prepare a payroll of 10 employee with different pay scale.
- Exercise: Prepare a comparison chart of Indian Company's Compensation Components and an International Company's Compensation Component.
- Exercise: Search & Collect the retirement plans along with fringe benefits of at least 5 different company and present it in the class.
- Exercise: Assume that your gross salary is Rs 2 LPA, How you will plan your Income Tax liability, suggest the various heads where you can invest your money with a object to save your income tax .

# LEADERSHIP AND TEAM DYNAMICS AT WORK- 06090411

## MBA 4<sup>th</sup> Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
DSE HRM (T&P)	Leadership and Team Dynamics at Work	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**INTERNAL ASSESSMENT** shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

### Course Objective

Students would be able to acquaint themselves with fundamentals of Leadership, types, attributes and its process in effective team building in an organization.

### Course Content

#### Unit-I

Introduction to Leadership and Teamwork, Leadership Attributes - Styles – Theories of Effective Leadership.

#### Unit-II

Personality, types, theories, Perception, factors - Learning Styles - theories. Emotional Intelligence – skills for Emotional intelligence - Cultural – formation – changing culture, Organizational and Situational Factors.

#### Unit-III

Understanding Teams, Teams Dynamics, Team synergy, Defining Team Success, Process of Teamwork, Managing the Team Lifecycle – formation, management and adjournment.

#### Unit-IV

Cooperation & Competition, Effective Communications, Managing Conflict, Power and Influence, Decision-Making, Issues of leadership, Problem Solving.

#### Unit-V

Managing Diversity, Team Organization and International Culture, Virtual Teams, Rewarding Teams, Team Building.

### Suggestive Readings

1. Levi, Daniel, *Group Dynamics for Teams*, Sage Publications (2014).
2. Jan Carmichael, et.al. *Leadership and Management Development*, Oxford Publications, (2011).
3. Uday Kumar Haldar, *Leadership And Team Building*, Oxford Publications (2011)
4. Chandra Mohan, *Leadership and Management*, , Himalaya Publishing House (2007).
5. Richard Hughes, Robert C. Ginnett, Gordon J Curphy, *Leadership: enhancing the lessons of Experience*, McGraw –Hill Publication (2011).
6. T.V. Rao, Charu Sharma, *100 Managers in Action*, McGraw- Hill Publication (2012).
7. Bonnie T Yarbrough, *Leading groups & Team*, Cengage Learning (2011).
8. Edmondson, A., *Teaming: How organizations learn, innovate and compete in the knowledge economy*, Jossey-Bass (2012).
9. Lencioni, P, *The Five Dysfunctions of a Team: A leadership fable*, Jossey-Bass (2002).

**DSE HRM (T&P) ORGANIZATION CHANGE AND DEVELOPMENT- 06090412**  
**MBA 4<sup>th</sup> Semester**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
DSE HRM (T&P)	ORGANIZATION CHANGE AND DEVELOPMENT	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**INTERNAL ASSESSMENT** shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

**Course Objective**

Students would be able to learn about Organizational Change and methods of adoption and importance of Organizational development.

**Course Content**

**Unit-I**

Organizational Change: Concept and Significance; Managing Change; Concept of Analyzing the Environment; Perspectives on Change: Contingency; Resource Dependence; Population Ecology; Implications of Change.

**Unit-II**

Types of Change: Continuous or Incremental Change; Discontinuous or Radical Change; Participate Change and Directive Change; Change Levers; Levels of Change: Knowledge Changes; Attitudinal Changes; Individual Behaviour Changes and Organizational Performance Changes.

**Unit-III**

Implementing Change : 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.

**Unit-IV**

HR and Technological change: Introduction special features of new technology; organizational implications of technological change; Emerging profile HR; Employee Empowerment, Emotional Intelligence and employee productivity; Managing work stress.

**Unit-V**

Organizational Development (OD): Concept and Evolution; OD Interventions: Diagnostic Activities; Team Building; Sensitivity Training; Third Party and Inter Group Interventions; Educational and Structural Interventions; Indian Experiences of OD in Public and Private Enterprises.

**Suggestive Readings**

1. Kavitha Singh, *Organisational change and Development* , Excel Books New Delhi,2010.
2. Gilley, J. W., & Maycunich, A. (2000). *Organizational learning, performance, and change: An introduction to strategic human resource development*. Perseus Publishing.
3. Dr. Mrs. Anjali Ghanekar, *Essentials of Organisation Development*, Everest Publishing House.
4. French,W.L. and Bell, C.H., *Organisation Development*, Prentice-Hall, New Delhi,1995.
5. Ramanarayan, S. and Rao, T.V., *Organization Development: Accelerating Learning and Transformation*, 2nd Edition, Sage India, 2011.
6. Nilakant, V. and Ramnaryan, S., *Managing Organisational Change*, Response Books, New Delhi

7. Beckhanrd, Richard and Harris, Reuben T., *Organisational Transitions : Managing Complex Change*, Addison, - Wesley, Mass
8. Kanter, R.M., Stein, B.A and Jick, T.D., *The Challenge of Organisational Change*, Free Press, New York.
9. Hammer, Michael and Champy, James, *Reengineering the Corporation : A Manifesto for Business Revolution*, Harper Business, New York .
10. Hurst , David K., *Crisis and Renewal : Meeting the Challenge of Organisational Change*, Harvard University Press.
11. Venkataratnam C.S., Varma, Anil (ed) : *Challenge of Change : Industrial Relations in Indian Industry* : Allied Pub. Ltd., New Delhi.
12. Harvey, D.F. and Brown, D.R., *An Experimental Approach to Organization Development*, PrenticeHall, Englewood Cliffs,N.J.,1990.
13. Cummings, T. G. & Worley, C. G. (2009).*Organization Development and Change* (9th edition). Canada: South-Western Cengage Learning.
14. Thomas G. Cummings and Christopher G. Worley, *Organization Development and Change*, Thomson South-Western, 8th Edition 2004.

**PRODUCTION PLANNING AND CONTROL- 06090413**  
**MBA 4<sup>TH</sup> Semester**

**1. Assessment**

<b>Internal Assessment Marks(Mid-Term &amp; Surprise Test, Assignments, Class Participation and Seminar)</b>	<b>External Evaluation</b>		<b>Total Marks</b>
<b>40</b>	<b>End Term Marks: 60</b>	<b>Time : 3 Hours</b>	<b>100</b>

**2. Course Objective:**

The course is design to equip the students with the concepts of Production Planning and Control (PPC). The emphasis will be on the application of concepts and tools used in PPC for achieving efficiency and quality superiority.

**3. Syllabus**

**Unit I**

Introduction to PPC, Need of PPC, Functions of PPC, Factors Influencing PPC in the Organization, Manufacturing Methods and Managerial Policies and Pre-requisites of PPC, Input Required for Materials Planning and Control, Steps in Materials Planning and Control, Techniques of Materials Planning and Control

**Unit II**

Machining Allowances, Make or Buy Decision, Scientific Stock Control Techniques (Inventory Control Models), Factors Influencing Process Planning: Step in Process Planning and Process Selection

**Unit III**

Introduction and concepts to Manufacturing resource planning (MRP II), Aggregate production planning, master production scheduling, MRP II with Just in Time, choice of software, making MRP II system work, achieving business objectives with MRP II.

**Unit IV**

Scheduling: Factors Influencing Scheduling, Working and Scheduling Charts, Job Sequences (n job on two machines, n job on three machines), Project Scheduling, Critical Ratio Scheduling, Assignment Techniques (Assignment - Model), Capacity Planning, Integrated Production Planning and Control.

**4. Suggestive Readings:**

1. Jhamb, Production Planning and Control, Everest Publications, Pune
2. Hari Raghu Rama Sharma, Production Planning and Control Concepts and Application, Deep and Deep Publications, New Delhi
3. Bill Scott, Manufacturing Planning System, McGraw-Hill Publications, London
4. George W. Plossl, O. R. Licky's, Materials Requirement Planning, McGraw-Hill Publications, New York
5. KanishkaBedi, Production and Operations Management, Oxford University Press.
6. Everett. Adam, Jr. and Ronald J. Elbert, Production and Operations Management Concepts, Models and Behaviour, Prentice Hall of India
7. Donald Waters, Operations Management, Kogan page India.
8. Upendra Kachru, Production and Operations Management, Excel Books.

**Note: The faculty member will discuss at least one case per unit.**

**TOTAL QUALITY MANAGEMENT- 06090414**  
MBA 4<sup>th</sup> Semester

**1. Assessment**

<b>Internal Assessment Marks(Mid-Term &amp; Surprise Test, Assignments, Class Participation and Seminar)</b>	<b>External Evaluation</b>		<b>Total Marks</b>
<b>40</b>	<b>End Term Marks: 60</b>	<b>Time : 3 Hours</b>	<b>100</b>

**2. Course Objective:**

The key objective of this course is to acquaint the students with the conceptualization of Total Quality (TQ) from design assurance to processes' assurance to service assurance.

**3. Syllabus**

**Unit I**

Concept and its evolution, History & Philosophy of TQM, Total Quality as a System, Step By Step TQM Implementation Process, Components of a Total Quality Loop, Quality of Design, Taguchi's Loss Function

**Unit II**

Concepts & Application of 6- Sigma Quality: Comparison between 3-sigma & 6- sigma quality, DMAIC approach to 6-sigma implementation application to service industry, link between 6- sigma & DOE, ISO 9000 and ISO 14000 Series and SPC, JIT, LEAN Manufacturing and Quality Circles.

**Unit III**

Quality of Purchasing; Supplier Qualification, Critical-to-Quality Characteristics: Attributes and Variables, Theory of Acceptance Sampling.

**Unit IV**

Statistical process control, Process Capability Studies, difference between inspection and quality control, application of quality control in industries, Quality Awards: Malcolm- Baldrige Award, Demings Award, Rajiv Gandhi National Quality Award, Quality Audit.

**4. Suggestive Readings:**

1. Mitra A., Quality Control Applications, Pearson Education.
2. Basterfield, Total Quality Management, Pearson Education
3. Logothitis, Total Quality Management, PHI.
4. Janakiraman & Gopal, Total Quality Management: Text and Cases, PHI

**Note: The faculty member will discuss at least one case per unit.**

**PROJECT MANAGEMENT- 06090415**  
**MBA 4<sup>TH</sup> Semester**

**1. Assessment**

<b>Internal Assessment Marks(Mid-Term &amp; Surprise Test, Assignments, Class Participation and Seminar)</b>	<b>External Evaluation</b>		<b>Total Marks</b>
<b>40</b>	<b>End Term Marks: 60</b>	<b>Time : 3 Hours</b>	<b>100</b>

**2. Course Objective:**

To develop understanding of project planning, ability to monitor and control projects and risk involved, familiar with tools and techniques used in managing projects.

**3. Syllabus**

**Unit I**

Introduction to project and projects, Characteristics and types of projects, Gaining importance, project life cycle and its phases, Project selection: technical analysis and technology selection, market potential analysis and techniques of long term forecasting.

**Unit II**

Financial feasibility, determinants of cost of project, its financing and deciding optimum capital structure, Cash flows from project and owner's perspective, Project Appraisal, Financial feasibility with risk, Types of risk, techniques of risk evaluation and its mitigation

**Unit III**

Network analysis, construction of networks, CPM, various types of floats and their application, PERT and its applications, Time cost relationship, crashing for optimum cost and optimum time

**Unit IV**

Human Aspects of Project management: project manager's skills and functions, matrix organization, Social Cost Benefit Analysis, UNIDO approach, shadow pricing, Project monitoring, Earned Value Analysis, abandonment analysis, PMIS, Project Termination and Audit, Reasons for failure

**4. Suggested Readings:**

1. Gido, Effective project management, Cengage Learning
2. Gray & Larson, Project Management: The Managerial Process, TMH
3. Pinto, Project Management: Achieving Competitive Advantage, Pearson
4. Sunil Abrol, Cases in Project Management, Excel Books
5. Maylor, Project Management, Pearson
6. McManus, Information Systems Project Management, Pearson
7. Kloppenborg, Contemporary project management, Cengage Learning
8. Gopalakrishnan, Textbook of Project Management, Macmillan Publishers
9. Joy, Total Project Management, Macmillan Publishers

**Note: The faculty member will discuss at least one case per unit.**



## Global Strategic Management- 06090416 MBA 4<sup>th</sup> SEMESTER

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
4041	Global Strategic Management	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**INTERNAL ASSESSMENT** shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

### Course Objective

The purpose of the paper is to have knowledge of the dynamic global business scenario and its strategic management.

### Course Content

#### Unit – I

Introduction: Strategy making, strategy implementing and strategic managing; Poles of line managers; strategic planners and top management Developing strategic vision and mission; Setting objectives and forming a strategy; Globalization and strategic management; Strategic flexibility and learning organization.

#### Unit - II

Environmental Scanning and Competitiveness Analysis: Appraising Company's external strategic situation, company situation, competitive strategy and competitive advantage in global market, Situation specific Strategies: Strategies for situations like competing in emerging Industries, maturing or declining Industries, fragmented industries hyper competitive industries and turbulent industries; Strategies for industry leaders, runner up firms and weak business.

#### Unit - III

Strategic Issues and Alternatives in Globally Competitive Markets International entry options; Multi country and global strategies; Concepts of critical markets, global market dominance and global competitiveness; Corporate turnaround, retrenchment and portfolio restructuring strategies Multinational diversification; strategies; Outsourcing strategies; Techniques for analyzing diversified companies.

#### Unit - IV

Corporate Diversification Strategies: Building shareholder value: Roles of cost sharing and skills transfer in creating competitive advantage via diversification. Competitive advantages to diversified multinational corporations in a globally competitive business world.

Strategy implementation and administration: Organizing building, Budgets and support system commitment, culture and leadership; Issues in global strategy implementation, Strategy evaluation and control, Strategic Issues in Managing Technology and Innovation; Social responsibility and ethics management.

#### Unit - V

Strategic Issues and Alternatives in Globally Competitive Markets: Why & how firms internationalize; International entry options; Joint Ventures, Foreign Technology Agreements, Mergers and Acquisitions; Multi-country and global strategies; Outsourcing strategies.

### References

- Hill, Charles W.L. and Gareth R. Jones, Strategic Management: An Integrated Approach, Cengage Learning, India.
- Ungson, G.R. and Yim-Yu-Wong, Global Strategic Management, M.E. Sharpe.
- Davidson, W.H., Global Strategic Management, John Wiley, New York.
- Thompson, Arthur A. and A. J. Strickland, Strategic Management, McGraw Hill, New York.
- Hitt, Michael A., Ireland, R. D., Hokisson, Robert E. and S. Manikutty, Strategic Management: A South- Asian Perspective, Cengage Learning, India
- John B. Cullen and K. Praveen Parboteeah, MultiNational Management: A Strategic Approach, Third Edition.
- Henry W. Lane, Martha L. Maznevski, Mark E. Mendenhall, and Jeanne McNett., The Blackwell Handbook of Global Management: A Guide to Managing Complexity, 1 edition, Wiley-Blackwell, 2006
- Philippe Lasserre, Global Strategic Management, Macmillan International Higher Education, 2017
- Philippe Lasserre, Joseph M. Putti, Business strategy and management: text & cases for managers in Asia, Singapore Institute of Management, 1990

**Cross Culture Consumer Behaviour- 06090417**  
**MBA 4<sup>th</sup> Semester**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
405I	Cross Culture Consumer Behavior	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**INTERNAL ASSESSMENT** shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

### Course Objective

The objective is to develop an understanding of the consumer buying behavior in case of cross border transactions.

### Course Content

#### Unit – I

##### Introduction to Consumer Behavior and Consumer Research

Introduction, Consumer Behavior – Definition, Consumer and Customers, Buyers and Users, Organizations as Buyers, Development of Marketing Concept, Consumer Behavior and its Applications in Marketing, Consumer Research Process

#### Unit - II

##### External Influences on Consumer Behavior

Culture: Major Focus on Indian Perspective Culture: Basics, Meaning, Characteristics, And Factors affecting culture, Role of customs, values and beliefs in Consumer Behavior.

Subculture: Meaning, Subculture division and consumption pattern in India, Types of subcultures

Cross-cultural consumer analysis: Similarities and differences among people, the growing global middle class;

Acculturation is a needed marketing viewpoint, applying research techniques

#### Unit - III

##### Consumer behavior across cultures- global consumer culture

Culture & consumption: Consumption as a cultural process, social, symbolic and ideological aspects of consumption, values & culture – high context, low context comparisons of multi dimensions of culture; The marketplace cultures:

Norms, myths, rituals, consumer tribes, e-brand communities and subcultures of consumers; Social process:

Relationships and the influence of others on buying behavior – group influences, social networking, family buying.

#### Unit - IV

##### Models of Consumer Behavior

The Economic model, Learning model, Psychoanalytic model, The sociological model, The Howard Sheth model of Buying Behavior, The Nicosia model, The Engel - Kollat - Blackwell Model, Engel, Blackwell and Miniard (EBM) model.

#### Unit - V

##### Cross-cultural marketing challenges & strategies

Cross-cultural marketing problems in India, Strategies to overcome cross-cultural problems: same product-same promotion, same product-different promotion, different product- same promotion, different product- different promotion; Kentucky Fried Chicken (Japan) Ltd. Case study analysis.

### References

1. Leon. G. Schiffman and Leslie Lazar Kanuk, Consumer behavior ninth edition, Pearson Prentice Hall, 2007
2. Assel, Consumer Behavior, Cengage Learning, 2007

3. David L. Loudon, Albert J Della Bitta, "Consumer Behavior", McGraw Hill, New
4. Block and Roering, Essentials of Consumer Behaviours, Hinsdale: Dryden Press, 1976
5. [Marieke de Mooij](#), Consumer Behavior and Culture, SAGE Publications, Inc, 2010
6. Bennet and Kassarian, CONSUMER BEHAVIOUR, Prentice Hall of India, New Delhi
7. Michael R. Solomon, CONSUMER BEHAVIOUR, PHI Learning Private Limited, New Delhi, 2011
8. Ramanuj Majumdar, CONSUMER BEHAVIOUR, Prentice Hall of India, New Delhi, 2011
9. Loudon and Della Bitta, CONSUMER BEHAVIOUR: CONCEPTS AND APPLICATIONS, Tata McGraw Hill. New Delhi, 2007
10. Berkman & Gilson, CONSUMER BEHAVIOUR: CONCEPTS AND STRATEGIES, Kent Publishing Company.

**International Labour Organization and International Labour Law- 06090418**  
**MBA 4<sup>th</sup> Semester**  
**CBCS PG Course**

**1. Assessment**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA 406	International Labour Organization and International Labour Law	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits  
 INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed 10 marks.

**2. Course Objective:** This course develops the basic understanding of international jurisprudence, International organizations, Customs, Conventions functioning and practices of ILO & enactment of international labour Laws.

**3. Syllabus**

**Unit – I**

United Nations Organization (UNO), United Nations Economic and Social Council (UNESCO)  
 ILO: History, Governance, Conventions, organization, membership and contemporary issues.

**Unit – II**

Programme Labour Statistics, International labour standards Employment of Women, Informal and Formal Workings in Developed and developing nations. Child and Forced Workers, Minimum Wage Law, ILO and Globalization.

**Unit – III**

Definition & Scope of International Law  
 Nature of International Law  
 International Law is a Weak Law or easily Implementable  
 Differences between Public & Private International Law

**Unit - IV**

**Subjects of International Law**

Status of International Organizations, Place of Individuals in International Law: Holder of Rights, Duties of Individuals, Procedural Capacity of Individuals & Organization.

**Unit – V**

**Sources of International Law:**

International Customs, International Treaties, General Principles of Law, Judicial Decisions & Juristic Works, Resolutions of General Assembly

**Recognition, Law of the Sea:**

Meaning & Theories of Recognition  
 De Facto & De Jure Recognition  
 Express, Implied & Conditional Recognition

Withdrawal & Retroactivity of Recognition

Territorial Sea, Contiguous Zone, Continental Shelf & Exclusive Economic Zone, High Seas

#### 4. Suggested Reading:

1. Various Reports of International Labour Organisation in the Contemporary times.
2. Evelyn Alcock, Antony - History of International Labour Organisation, The Macmillan Press Ltd. First Edition 1971
3. Oppenheim, *International Law*, Biblio Bazaar, LIC, 2010
4. James Crawford Brownlie, *Principles of International Law*, Oxford University Press, 2013
5. Starke, *Introduction to International Law*, Oxford University Press, 2013
6. Shaw, *International Law*, Cambridge University Press, 2008 (6th Edn)
7. A. Boyle & C. Chinkin, *The Making of International Law, Foundations of Public International Law*, Oxford University Press, 2007
8. R. P. Dhokalia, *The Codification of Public International Law*, United Kingdom: Manchester University Press, 1970
9. Mark Villiger, "The Factual Framework: Codification in Past and Present", in *Customary International Law and Treaties*, Mark Villiger, pp.63-113, The Netherlands: MartinusNijhoff, 1985
10. Brownlie, *International Law and the Use of Force by States*, Oxford: Clarendon Press, 1991
11. H.O. Agarwal, *International Law & Human Rights*, Central Law Agency 1<sup>st</sup> Ed. (Rep) 2014
12. Various Contemporary Reports of International labour Organization

#### Exercises

- Student will make a report on the general functioning & governance of ILO.
- Students will study make a report on unorganized and organized sector working in UDCs.
- Students will make a report on the various custom, convention and sovereign functioning of UDCs states.
- Students will study UNO, The International Court of Justice and make report on their Functioning.
- Students will study and make a report on Sea trading routes and international ruling and convention on it to further making it more inclusive and efficient one.

**ENTREPRENEURIAL MARKETING- 06090419**  
**MBA 4<sup>th</sup> Semester**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA404E	ENTREPRENEURIAL MARKETING	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**Internal Assessment-** It shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

**Course Objective:** To understand the marketing challenges and to apply marketing tools and models for entrepreneurial marketing.

**Course Content:**

**Unit –1: Introduction to Entrepreneurial Marketing**

Meaning, Characteristics, Functions, Marketing Challenges, Marketing Mix (6P’s), Identifying entrepreneurial marketing opportunities, market research, demand forecasting.

**Unit –2: Enterprise Growth**

Concept of Enterprise Growth, forms, types, structures of organizational growth, Gazelles and Mice, Growth Objectives – operative and strategic targets, Growth Analysis – Portfolio analysis, ERRC Grid, SWOT-analysis, and raising entrepreneurial finance.

**Unit –3: Growth Strategies and Models**

Growth Strategies – concept and forms, Internal, External, and Cooperative growth strategies. Growth models - Life-cycle and Phase model, integrated life-cycle model (evolutionary), Greiner’s growth model (revolutionary), and Complexity management (process) model.

**Unit –4: Entrepreneurial Market Development Strategies**

Positioning, Segmentation, targeting, entrepreneurial communication strategy, entrepreneurial pricing strategy, entrepreneurial distribution strategy, building customer relationships, marketing plans

**Unit –5: Entrepreneurial Marketing Tools**

Concept, Guerrilla Marketing, Ambush / Free ride Marketing, Tools of entrepreneurial marketing – Buzz, Social Media, Viral Marketing

**Suggested Readings:**

1. Edwin J. Nijssen, Entrepreneurial marketing An Effectual Approach 2e, Routledge, 2017.
2. Leonard Lodish, Howard Lee Morgan, Amy Kallianpur, Entrepreneurial Marketing, Wiley Publishers, 2001.
3. Zubin Sethna, Paul Harrigan, Rosalind Jones, Entrepreneurial Marketing: Global Perspectives, Emerald Group Publishing, 2013.
4. Bruce D. Buskirk, Molly Lavik, Entrepreneurial Marketing: Real Stories and Survival Strategies, Thomson, 2004.
5. Ian Chaston, Entrepreneurial Marketing: Sustaining Growth in All Organisations, Palgrave Macmillan, 2016.
6. Marc Longman, Entrepreneurial Marketing: A Guide for Startups & Companies With Growth Ambitions, Garant Publishers, 2011.

## SOCIAL ENTREPRENEURSHIP- 06090420

### MBA 4<sup>th</sup> Semester

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA405E	Social Entrepreneurship	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**Internal Assessment-** It shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

**Course Objective:** To introduce students to the broad spectrum of emerging global social ventures ,thus laying the ground work for students' own potential career paths in social entrepreneurship

#### Course Contents:

##### Unit-1

Social Entrepreneurship & Social Enterprises: Nature, Meaning and importance, The Idea of Social innovation, Social enterprises as hybrid organizations, Characteristics of social enterprises, Emergence of social enterprises, Influence of policy on emergence of social enterprises, Market influence on the development of social enterprises, Future & sustainability of social enterprises.

##### Unit-2

Social Ventures and its management: Identifying and Defining Community need, Skills required for Identifying and Defining Community need, Stakeholder participation and involvement – Social policy context, Where do social enterprises fit within the changing landscape;

##### Unit-3

Financing the social enterprise: Income forecast, income statement, cash flow forecast, Managing financial risk, Venture capital, venture valuation angel funds, venture in-house corporate funding mechanism; Micro finance and social ventures

##### Unit-4

Bottom of the pyramid markets and social entrepreneurship: Meaning and importance, business models at the Bottom of the pyramid, providing access to credit, providing access to information and financial services through technology, evaluating the social impact of Bottom of the pyramid ventures.

#### Suggested Readings:

1. Bornstein, D., How to Change the World: Social Entrepreneurs and the Power of New Ideas, Oxford University Press
2. Reddy Kummitha, R., Social Entrepreneurship : Working towards Greater Inclusiveness , Sage
3. Paramasivan, ., Social Entrepreneurship, New Century Publications
4. F. Perrini The New Social Entrepreneurship: What Awaits Social Entrepreneurship Ventures? Cheltenham and Northampton, MA: Edward Elgar
5. Borzaga, C. & Defourny, J., The Emergence of Social Enterprise, Routledge, London

**INNOVATION TECHNOLOGY MANAGEMENT- 06090421**  
**MBA-4<sup>th</sup> Semester**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
MBA406E	Innovation Technology Management	60	20	20	-	-	4	-	-	4

**Legends:** L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

**Internal Assessment-** It shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

**Course Objective:** To explain technology Innovation and Enterprise resource planning for sustainable enterprise

**Course Content:**

**Unit-1**

Innovation: - Need - Objectives of innovation - Technology innovation - its importance - Knowledge Management-need - Business strategies related to knowledge management - Knowledge Management Approaches-Transformation of an enterprise through Knowledge Management - Creating Knowledge Management System in Organization Establishing Knowledge Management through IT- Organizational culture for Knowledge Management - Future of Knowledge Management

**Unit-2**

Technology Transfer and Joint Ventures -Policy, Procedure & Practices-India's Technology base and Capabilities-Preference of Indian Technology-major Constraints and problems- Operational constraints-Problems in Indian Business Environment Problems in Finalization of Agreement-Major Problems in Technology transfer Collaboration Agreements, R& D, Import Substitution, Scaling, Diagrams- Patterns and Intellectual Property rights.

**Unit-3**

Web Marketing- Meaning- Benefits of Web Marketing-Myths and Facts in Web Marketing- Web Psychology: Understanding the Internet mind- The Internet and the Law: Copyright, Censorship, Privacy, Jurisdiction- Do's and Don'ts on Web.

**Unit-4**

Web marketing Strategies- Choosing the strategy- Online store fronts -Target Marketing Attracting Customers- Web Advertising - E-Mail Marketing-Instant market research -Securities Issues

**Unit-5**

Enterprise Resource Planning: The E- Business backbone -Meaning- ERP decision Enterprise Architecture Planning-ERP Implementation- The Future of ERP Applications- Procurement- e-Business Blueprint Planning.

**Reference Books**

1. Harish chandra Chaudharaty, Knowledge Management for Competitive advantage, Excel Books Publications, New Delhi
2. R.R.Azad, Technology Transfer and Joint Ventures Abroad, Deep & deep Publications, New Delhi
3. Thomas J Kuegler,Jr.Web Advertising and marketing, Prentice- Hall of India, New Delhi
4. Dr.ravi Kalakota, e-Business Roadmap for Success, Perason Education
5. Dr.ravi Kalakota, Andrew B. Whinston, "Frontiers of Electronic Commerce", Wesley, 2000