



BHARATI VIDYAPEETH

DEEMED TO BE UNIVERSITY, PUNE

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

Re-Accredited by NAAC with 'A+' Grade

SCHOOL OF ONLINE EDUCATION

FACULTY OF MANAGEMENT STUDIES

MASTER OF BUSINESS ADMINISTRATION (Online)

CHOICE BASED CREDIT SYSTEM (CBCS)

Semester I to IV

SYLLABUS

Applicable with effect from academic year 2019-20

BHARATI VIDYAPEETH (DEEMED TO BE UNIVERSITY), PUNE
Faculty of Management Studies
Master of Business Administration (Online)
Revised Course Structure (To be effective from 2019-2020)

I. Title:

- a) Name of the Programme: **Master of Business Administration (Online)**
- b) Nature & duration of the Programme: **FULLTIME Post-Graduate Degree Programme of Two Years duration**

II. Introduction:

The Master of Business Administration (Online) is a full time two-year programme offered by Bharati Vidyapeeth Deemed to be University (BVDU), Pune having experienced faculty members, excellent infrastructure for online programmes, Library, and other facilities to provide proper learning environment to the students.

III. Vision Statement of MBA (Online) Program:

To disseminate management education for development of nation by educating the students, to create expert business professionals, entrepreneurs.

IV Mission of the MBA (Online) Program:

To develop an excellent academic environment to excel the growth of students through adoption of latest technology and industry need based blended learning

V Objectives of Online MBA Program:

- To acquire the prevailing state of art knowledge and skills in the basic discipline and functional areas of management.
- To develop analytical and innovative attitudes and skills among students so as to facilitate change and increase the effectiveness and efficiency of organizational systems
- To prepare students for the Responsibilities and Career Opportunities in industry and as an entrepreneur.

VI. Learning Outcomes FROM THE MBA (Online) Program:

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

- Analyze problems and come up with effective solutions to resolve them.
- Learn new technologies with ease and be productive at all times
- Read, write, and contribute to Business literature
- Be a good citizen in all respects.

VII. Eligibility for Admission to this Course:

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

1. The candidate should have secured at least 50% (45% for SC/ST) in aggregate at graduate level university examination.
2. The Candidate applying in final year of bachelor's degree may also apply. Admission of such candidates will remain provisional until submission of final result certificates in original.
3. Subject to the above conditions.

VIII. Structure of the Program:

The MBA (Online) programme is of 102 credits which need minimum two years divided into four semesters to complete. During third semester students have to opt for specialization(s) and study the Units in the specialization in depth. The course also includes cypton project of 6 credits. The medium of instruction and examination will be only English. A student would be required to complete the course within five academic years from the date of admission.

VX. Credits:

The definition of credits is based on the following parameters;

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

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

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

- Lectures (L): Online lectures delivered by Faculty member.
- Tutorials (T): Sessions that includes participatory discussions forum , presentations by the students, case study discussions etc.
- Practice (P): It includes sessions practice sessions for courses like Accounts, Mathematics, Statistics and field assignments etc.

X. A) Scheme of Examination:

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

Courses having *only Internal Assessment (IA)* will evaluate the students in various ways such as *Assignment, online Presentations, Field Assignments and Mini Projects* for a total of 100 marks during the term. Then the marks will be converted to grade points and grades.

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

B) Components of continuous evaluation system:

Following are the suggested components of CES,

- a) Case Study/Caselet/Situation Analysis- (Group Activity or Individual Activity)
- b) Class Test
- c) Assignment
- d) Industry Analysis
- e) Business plan
- f) Quiz

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

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

XII. Standard of Passing:

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

If learner fails in IA, the learner passes in the course provided, he/she obtains a minimum 25% marks in IA and GPA for the course is at least 6.0 (50% in aggregate). The GPA for a course will be calculated only if the learner passes at UE.

A student who fails at UE in a course has to reappear only at UE as backlog candidate and clear the Head of Passing. Similarly, a student who fails in a course at IA he has to reappear only at IA as backlog candidate and clear the Head of Passing. to secure the GPA required for passing.

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

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

The performance at UE and IA will be combined to obtain GPA (Grade Point Average) for the course. The weights for performance at UE and IA shall be 70% and 30% respectively.

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

Formula to calculate Grade Points (GP)

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

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

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

The SGPA is calculated by the formula

$$\text{SGPA} = \frac{\sum C_k * G_{pk}}{\sum C_k}$$

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

The CGPA is calculated by the following formula

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

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

The formula to compute equivalent percentage marks for specified CGPA:

| | | |
|----------------|---------------|--------------------------------|
| % marks (CGPA) | 10 * CGPA-10 | If $5.00 \leq CGPA \leq 6.00$ |
| | 5 * CGPA+20 | If $6.00 \leq CGPA \leq 8.00$ |
| | 10 * CGPA-20 | If $8.00 \leq CGPA \leq 9.00$ |
| | 20 * CGPA-110 | If $9.00 \leq CGPA \leq 9.50$ |
| | 40 * CGPA-300 | If $9.50 \leq CGPA \leq 10.00$ |

XIII. Award of Honours:

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

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

XIV. ATKT Rules:

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

XV. Capstone Project:

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

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

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

In case of an operational assignment

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

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

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

5. Technical details :

1. 12 pt. Times New Roman font shall be used with 1.5 line spacing for typing the report.
2. 1” margin shall be left from all the sides.
3. The report should include a scanned Certificate (on company’s letter head) from the company duly signed by the competent authority with the stamp.

The report shall be approved by the respective guide(s) 10 (Ten) days before the viva-voce examinations.

The Project shall be assessed out of 100 Marks. The breakup of these marks is as under;

| | |
|--------------------------|-----------------------|
| Viva- voce examination = | 70 (Seventy) Marks |
| Summer Internship | = + 30 (Thirty) Marks |
| Report | ---- |
| | 100 (Hundred) Marks |

There shall be an online viva-voce of Project Report for 70 marks. The examiner’s panel shall be decided as per the guidelines received from the University.

The viva –voce shall evaluate the project based on

- i. Actual work done by the student in the organization
- ii. Student’s knowledge about the company & Business Environment
- iii. Learning outcomes for the student
- iv. Utility of the study to the organization

Course Structure

MBA SEM I

| Course Code | Semester – I | Credits | UE | IA | Total Marks | Examination Pattern |
|---------------------|--|---------|----|----|-------------|---------------------|
| 101 | Management Concepts & Applications | 4 | 70 | 30 | 100 | UE & IA |
| 102 | Managerial Economics | 4 | 70 | 30 | 100 | UE & IA |
| 103 | Financial & Management Accounting | 4 | 70 | 30 | 100 | UE & IA |
| 104 | Organizational Behaviour | 4 | 70 | 30 | 100 | UE & IA |
| 105 | Statistical Techniques | 4 | 70 | 30 | 100 | UE & IA |
| 106 | Legal Aspects of Business | 4 | 70 | 30 | 100 | UE & IA |
| Open Course | Soft Skills I / Waste Management/ Life Management Skills | 2 | - | - | 50 | IA |
| Total No of Credits | | 26 | | | 650 | |

MBA SEM II

| Course Code | Semester – II | Credits | UE | IA | Total Marks | Examination Pattern |
|---------------------|--|---------|----|----|-------------|---------------------|
| 201 | Marketing Management | 4 | 70 | 30 | 100 | UE & IA |
| 202 | Financial Management | 4 | 70 | 30 | 100 | UE & IA |
| 203 | Human Resource Management | 4 | 70 | 30 | 100 | UE & IA |
| 204 | International Business | 4 | 70 | 30 | 100 | UE & IA |
| 205 | Production & Operations Management | 4 | 70 | 30 | 100 | UE & IA |
| 206 | Research Methodology | 4 | 70 | 30 | 100 | UE & IA |
| Open Course | Event Management / Social Media Management / Current Affairs | 2 | - | - | 50 | IA |
| Total No of Credits | | 26 | | | 650 | |

MBA SEM III

| Course Code | Semester – III | Credits | UE | IA | Total Marks | Examination Pattern |
|---------------------|--|---------|-----|----|-------------|---------------------|
| 301 | Strategic Management | 4 | 70 | 30 | 100 | UE & IA |
| 303 | Entrepreneurship Development | 4 | 70 | 30 | 100 | UE & IA |
| See groups | Specialization - E-(i) | 4 | 70 | 30 | 100 | UE & IA |
| See groups | Specialization - E-(ii) | 4 | 70 | 30 | 100 | UE & IA |
| See groups | Specialization - E-(iii) | 4 | 70 | 30 | 100 | UE & IA |
| See groups | Specialization - E-(iv) | 4 | 70 | 30 | 100 | UE & IA |
| Open Course | Data Analysis Using Software Tools (MS Excel) / Supply Chain Management / Introduction to Business Analytics | 2 | - - | - | 50 | IA |
| Total No of Credits | | 26 | | | 650 | |

MBA SEM IV

| Course Code | Semester IV | Credits | UE | IA | Total Marks | Examination Pattern |
|---------------------|---|---------|-----|-----|-------------|---------------------|
| See groups | Specialization - E-(v) | 4 | 70 | 30 | 100 | UE & IA |
| See groups | Specialization - E-(vi) | 4 | 70 | 30 | 100 | UE & IA |
| See groups | Specialization - E-(vii) | 4 | 70 | 30 | 100 | UE & IA |
| See groups | Capstone Project | 6 | 100 | - | 100 | UE & IA |
| Open Course | Data Analysis Using Software Tools (SPSS) / E-commerce Applications / Six Sigma | 3 | - | - | 50 | IA |
| Open Course | AICTE SWAYAM / NPTEL MOOC | 3 | - | 100 | 100 | IA |
| Total No of Credits | | 24 | | | 550 | |

| MBA Programme Specializations | |
|--|--|
| Marketing Management Specialization | |
| Specialization - E - (i) | Consumer Behaviour |
| Specialization - E - (ii) | Services Marketing |
| Specialization - E - (iii) | Sales and Distribution Management |
| Specialization - E - (iv) | Integrated Marketing Communications |
| Specialization - E - (v) | Retail Marketing |
| Specialization - E - (vi) | Digital Marketing |
| Specialization - E - (vii) | Product and Brand Management |
| Financial Management Specialization | |
| Specialization - E - (i) | Investment Analysis & Portfolio Management |
| Specialization - E - (ii) | Corporate Taxation |
| Specialization - E - (iii) | Management of Financial Services |
| Specialization - E - (iv) | Financial Statement Analysis |
| Specialization - E - (v) | International Financial Management |
| Specialization - E - (vi) | Financial Risk Management |
| Specialization - E - (vii) | Corporate Finance |
| Human Resources Management Specialization | |
| Specialization - E - (i) | HRP - Recruitment and Selection |
| Specialization - E - (ii) | Training & Development |
| Specialization - E - (iii) | Employee Relationship Management |
| Specialization - E - (iv) | Managerial Competencies & Career Development |
| Specialization - E - (v) | Personnel Cost & Compensation Management |
| Specialization - E - (vi) | Performance Management System |
| Specialization - E - (vii) | Labour Laws |
| Operations Management Specialization | |
| Specialization - E - (i) | Quality Management |
| Specialization - E - (ii) | Production Planning & Control |
| Specialization - E - (iii) | Logistics & Supply Chain Management |
| Specialization - E - (iv) | Industrial Management |
| Specialization - E - (v) | World Class Manufacturing |
| Specialization - E - (vi) | Business Process Re-engineering |
| Specialization - E - (vii) | Environment , Health & Safety |

| Project Management Specialization | |
|--|---|
| Specialization - E - (i) | Managing IT Projects |
| Specialization - E - (ii) | Scheduling & Tracking of Projects |
| Specialization - E - (iii) | Managing Project Teams & Resources |
| Specialization - E - (iv) | Estimating Software Projects & Managing Costs |
| Specialization - E - (v) | Business Analysis |
| Specialization - E - (vi) | Software Engineering & Quality Management |
| Specialization - E - (vii) | Managing IT Projects |

MBA Semester I
MANAGEMENT CONCEPTS AND APPLICATIONS

Course Objectives:

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

Syllabus:

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

Suggested Readings

| | |
|-------------------|---|
| Koontz & O'Donnel | Principles Principles and Practice of Management of Management (McGraw Hill) - |
| L.M. Prasad | Principles and Practice of Management |
| Tripathi & Reddy | Principles and Practice of Management |
| Websites | <ol style="list-style-type: none"> 1. https://india.gov.in/ 2. http://pmindia.gov.in/en/ 3. http://www.makeinindia.com/policy/new-initiatives 4. https://mygov.in/group/digital-india 5. www.skilldevelopment.gov.in/World%20Youth%20Skills%20Day.html |

MBA Semester I
MANAGERIAL ECONOMICS

Course Objectives:

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

Unit

Contents

1 Introduction to Economics For Business

Introduction to Economics, Nature and Scope of Managerial Economics, Significance of managerial economics in decision making. Firm and its Objectives, Theories of Firm, Relevance of Profit Maximization in Modern Context, Role of a managerial economist

2 Demand Analysis:

Theory of Demand, Law of demand, Determinants of Demand,

Elasticity of Demand – Price, Income, Cross and Advertising elasticity, Uses of Elasticity of Demand for managerial decision making,

Market Demand and Company Demand, Demand Estimation, Demand Forecasting - meaning, significance and methods, Demand forecasting of a new product.

3 Supply Theory:

The Theory of Supply, Law of supply, supply elasticity – use in managerial decision making,

Production concepts and analysis: Production and Cost, Production Function, Concept of Productivity

4 Costs

Cost concepts and analysis, Classification of Costs - Short Run and Long Term Costs, Cost Function - short run and long run cost curves and its managerial uses.

Least Cost Combination of Inputs, Producer's equilibrium, Law of Variable Proportions, Returns to Scale, Scale Economies, Scope Economies,

Estimation of Cost Function - Problem of Estimation of Cost and Production Function, Dual Relationship Between Cost and Production Function, L-Shaped Cost Function

5 Market Structures

Market equilibrium and Average Revenue concept,

Market Structure: Perfect Competition: meaning, features and determination of price under perfect competition.

Monopoly: Features, pricing under monopoly, Price and Output, Discriminating Monopoly, Relationship under different market structures,

Pure and Perfect Competition: Monopolistic Competition – features, pricing under monopolistic competition, product differentiation

Oligopoly – features, Oligopoly and barrier to entry, price leadership

Pricing Strategies: Price Determination, full cost pricing, product line pricing, price skimming, penetration pricing.

Prisoner's Dilemma and Game Theory approach to oligopoly decision making

6 National Income: Concepts and Various methods of measurement of National Income, Inflation – Meaning, types and Causes, Business cycle, Profit concept and major theories of profit.

Fiscal policy and impact on Managerial decision making

Teaching Methodology

- ☐ Case Study Method and Mathematical Applications along with theoretic explanations.

Suggested Readings

| | |
|-----------------------------|--|
| Adhikari , M. | Managerial Economics, Khosla Publication House, New Delhi, 1999 |
| Artis M. J, | Macro Economics, Oxford University Press, 1985 Reprint |
| Craig P.H and W Chris Lewis | Managerial Economics, Prentice Hill Ltd, New Delhi |
| Bayes Michael | Managerial Economics and Business Strategy, Irwin, Chicago, 1997 |
| Dean Joel | Managerial Economics, Prentice Hill Ltd, New Delhi |

MBA Semester I
Financial and Management Accounting

Course Objectives:

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

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

Suggested Readings

| | | |
|---|-----------------------------------|---|
| 1 | R.L.Gupta, M.Radhaswami | Advanced Accountancy |
| 2 | S.N. Maheswari, S.K.Maheshwari | An Introduction to Accounting |
| 3 | Ashok Seghal, Deepak Sehgal | Taxman's Financial Accounting |
| 4 | M N Arora | Cost and Management Accounting, Vikas publications Eighth Edition |
| 5 | Colin Drury of Huddersfield | Cost and Management Accounting: 6 th edition, ISBN 18440349X |
| 6 | Pauline Weetman | Financial and Management Accounting – An introduction by 5 th edition |

**MBA Semester I
ORGANIZATIONAL BEHAVIOUR**

Course Objectives:

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

Unit

Contents

- 1 **Introduction to Organizational Behaviour and Individuals in Organization -**
 Definition - Evolution of the Concept of OB- Contributions to OB by major behavioural science disciplines - Challenges and Opportunities for OB managers - Models of OB study
 The nature of organisations: Components of organisations; Organisations as open systems, Managers in organisations, Productivity and managerial performance, Organisational behaviour and the workplace, Managing organisational transitions, Managing new forms of Organisation.
- 2 **Learning, Perception, Attitudes and values**
 Concept of learning, Theories of Learning – Learning curves. Perception – Factors influencing perception, Process, Managerial implications -Perception and attribution: meaning, halo effect, stereotyping, pigeon holing,
 Attitudes and Job Satisfaction - Components of Attitude - Major Job Attitudes - Job Satisfaction, Job involvement, Organizational Commitment. Personality and Values - Personality Determinants - MBTI, Big - Five Model, Values - Formation - Types of Values
 Principles of reinforcement – schedules of reinforcement,
- 3 **Motivation Concepts to applications**
 Concept of motivation - Definition - Theories of Motivation - Maslows' need Theory Herzberg, McClelland, Porter and Lawler Model, ERG Theory - Theory X and Theory Y - Two Factor Theory - Equity Theory - Vroom's Expectancy Theory – Application of Motivation concept, Individual motivation and motivation in the organization, Cultural Differences in Motivation, Intrinsic and Extrinsic Motivation, The Job Characteristics model
 – Work Redesign
- 4 **Foundations of Group Behaviour**
Group - Formation of Group - Classification - informal and formal groups, Group Properties - Roles, norms, status, size and cohesiveness - Group decision making –
Teams: team building: selecting team members, team roles, stages in team development, team building, team identity, team loyalty, commitment to shared beliefs, multi-disciplinary teams, Team Dynamics: decision-making behaviour, dysfunctional teams, Understanding teams - creating effective teams.
Conflict - Process - Conflict management
- 5 **Leadership**
 Concept of Leadership - Traits of good Leader - Difference between Leader and Manager - Theories of Leadership - Ohio State and Michigan Studies - Blake and Mouton theory - Fielders model - Likert's model. Managers as leaders. 3D leadership model. Leadership Styles. The management Grid, Future perspectives of Leadership
- 6 **Emerging Issues:** Stress: meaning and types, burnout, strategies to manage stress, Workforce diversity. Culture - Definition, Culture's function, need and importance of Cross Cultural training - Organizational Change

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

**MBA Semester I
Statistical Techniques**

Course Objectives:

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

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

Teaching Pedagogy

Suggested Readings

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

MBA Semester I
Legal Aspects of Business

Course Objectives:

To provide students with in-depth understanding of business related laws

| Unit | Contents |
|------|--|
| 1 | <p>The Indian Contract Act 1872:</p> <p>Essential elements of a contract, performance and discharge of a contract, Offer and Acceptance, Consideration, Legality of Object, Capacity to contract, Free Consent, Modes of Discharge, Breach and Remedies, Quasi Contracts</p> |
| 2 | <p>The Sale of Goods Act 1930</p> <p>Formation of a contract of sales and its features, Conditions and warranties, Rights of an unpaid seller, Types of Goods, Distinction between sale and agreement to sell, Performance of contract</p> |
| 3 | <p>The companies Act 1956 & Companies Act, 2013</p> <p>Comparative Study of the Companies Act, 1956 and the Companies Act, 2013 on the basis of the following</p> |
| 4 | <p>Kinds of companies, Formation of a company, Memorandum of Association(M/A), Articles of Association(A/A), Prospectus, Meetings, Appointment and Removal of Directors, Shares, types of shares and dividends.</p> <p>The Arbitration and Conciliation Act 1996</p> <ul style="list-style-type: none"> - Definition - Arbitration Agreement - Composition of Arbitral Tribunal - Jurisdiction of Arbitral Tribunal - Conduct of Arbitral Proceedings |
| 5 | <p>Alternative Dispute Resolution System</p> <p>Consumer Protection Act, 1986.</p> <p>Introduction, consumer and consumer disputes, Definitions of Consumer, Complainant, Goods, Service - Meaning of Consumer Dispute Complaint - Unfair Trade Practices –</p> |
| 6 | <p>Restrictive Trade Practices Rights of Consumers Consumer Disputes Redressal Agencies, consumer protection councils</p> <p>Objectives and Need of the Competition Act , 2002</p> <p>The Information Technology Act, 2000</p> <p>Introduction, Digital Signatures, Electronic governance, Cyber Laws, Cyber crime – types and remedies, Electronic records, controlling and certifying authority, cyber regulation appellate tribunals, Important Provision of Information Technology Act 2000 Intellectual Property Rights: Introduction, Scope and objective of Patent Act, 1970.</p> <p>Patentable and Non-patentable inventions. Types and overview of IPR, Types of Patents, Trademarks, Copyrights, Industrial designs, Important provisions with respect to – registration, renewal, revocation, remedies in case of infringement etc.</p> |

Reference Material

Suggested Readings

| | | |
|---|--------------------|--|
| 1 | N. D. Kapoor | Mercantile Law, Sultan Chand & Sons |
| 2 | Dr. B. L Wghera | Universal Law Publication, Law relating to Intellectual Property |
| 3 | Dr. Paranjpe | The Arbitration and ADR |
| 4 | Dr. M. Dasgupta | Cyber Crime in India |
| 5 | Akhileshwar Pathak | Legal Aspects of Business, TMH, 3/e, 2009 |
| 6 | K.R. Bulchandani | Business Law for Management, Himalaya Publications, 2008 |

MBA Semester I

Soft Skills-I

Course Objectives:

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

Unit

Contents

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

MBA Semester I
Waste Management

Course Objectives:

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

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

Pattern of Evaluation:

The performance of students in this course shall be evaluated as under –

- A) Class Participation – 10 Marks
- B) Presentation – 10 Marks
- C) Mini Project Report – 10 Marks
- D) Viva – voce Examination on Mini Project Report at end of term – 20 Marks

References:

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

Website:

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

MBA Semester I
Life Management Skills

Course Objectives:

- ☐ Provide guidelines to apply life skills into practice.

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

References:

1. Critical Thinking Skills: Developing Effective Analysis and Argument, Stella Cottrell
2. Academic Writing: A handbook for International Students, Stephen Bailey
3. Effective Study Skills: Step by Step System to Achieve Student Success , Semones
4. Critical Thinking and Analysis : Mary Deane
5. Developing and Applying Study Skills : Writing Assignments, Dissertations and Management Reports, Donald Currie
6. Assignment and Thesis Writing , Jonathan Anderson

Magazine: Human Capital

MBA Semester II
MARKETING MANAGEMENT

Course Objectives:

- ☐ To enhance management students' knowledge as regards to basics of marketing and know the applications of marketing skills required

| Unit | Contents |
|------|---|
| 1 | Introduction to Marketing: Core concepts of marketing: Need, want, demand, value, exchange, customer satisfaction & customer delight. Marketing Vs Selling. Approaches to Marketing: Production, Product, Sales, Marketing, Societal, Relational. Marketing Environment: Analyzing Macro Environment - Political, Economic, Socio-cultural and Technical Environment (PEST analysis) |
| 2 | Segmentation, Targeting and Positioning: Meaning, need and importance, bases for consumer market segmentation and industrial market segmentation, evaluation of identified segments and selection and evaluation of target market. targeting strategies. Levels of market segmentation: segment marketing, niche marketing, local marketing, individual marketing. Positioning and Differentiation: meaning, concept, product, service, people and image differentiation, ways to position the product. |
| 3 | Marketing Mix: Concept, Seven P's of marketing mix: Product – meaning, levels of product, product mix- product line, width, length, depth. Product life cycle – Concept, stages in PLC, characteristics and strategies for each stage of PLC. Brand – Concept, Brand Creation Price – meaning, objectives of pricing, pricing approaches- cost based, competition based and market based, pricing strategies- skimming pricing, penetrative pricing ,psychological or odd pricing, perceived value pricing , loss leader pricing etc. Place - Importance of distribution in marketing of products or services, Types of intermediaries, levels of channels, Channel Management Decisions-factors considered for selection and motivation of dealers and retailers, channel conflict- concept, types of channel conflict, ways to resolve channel conflicts Promotion - Elements of promotion mix: meaning of advertising, sales promotion, personal selling, public relations, publicity, direct marketing and event marketing and sponsorship. Brief Overview - People, Process, Physical Evidence |
| 4 | Consumer Behaviour: Concept of Marketing Myopia. Meaning of Consumer, customer, consumer behaviour and buying motives. |
| 5 | Marketing Planning and Control: Process, nature and contents of a marketing plan. Need of marketing control, Annual plan control, productivity control, efficiency control and strategic control- marketing audit and marketing ratios. |
| 6 | Marketing Research: Need and Importance of Marketing Research, Marketing Research Process, Types of Marketing Research. Marketing Information System- overview. |

Books Recommended:-

1. Principles of Marketing 12th Edition - Philip Kotler and Gary Armstrong
2. Marketing Management – Rajan Saxena, Tata McGraw Hill Publications
4. Marketing Management - V.S.Ramaswamy and S.Namakumari ,
5. Services Marketing – Christopher Lovelock
6. Fundamentals of Marketing - Stanton
7. Marketing Research – G.C. Beri.

Magazine/ Yearbook

- ☐ Marketing White book – The Essential Handbook for Marketers: Business World Publications.

Website: www.trendswatching.com

MBA Semester II
Financial Management

Course Objectives:

- ☐ To introduce the fundamentals of Financial Management
- ☐ To orient on the financial decision making techniques and Financial Statement Analysis

| Unit | Contents |
|------|--|
| 1 | Introduction Nature, Scope and Functions of Financial Management, Objectives of Financial Management Profit Vs Wealth Maximization, Finance Functions: Investment Decision, Liquidity Decision, Dividend Decision and Financing Decision |
| 2 | Investment Decision Importance and process of Capital Budgeting, Capital Budgeting Techniques - Problems & case studies- Accounting Rate of Return, Payback Period, Net Present Value, Profitability Index, Discounted payback period, Internal Rate of Return Capital Budgeting under Risk and Uncertainty Concept and Techniques (Theory only) |
| 3 | Working Capital Management Meaning, Need and Types of Working Capital, Components of Working Capital, Factors determining Working capital, Estimation of Working Capital, Problems and Case Studies on Estimation of Working Capital |
| 4 | Sources of Long Term Domestic Finance Shares, Debentures, Retained Earnings, Financing through Financial Institutions, International Financing, Venture Capital financing: concept and Venture capital scenario in India, Recent Case Studies and examples on above topics |
| 5 | Capital Structure and Cost of Capital Meaning and Principles of Capital Structure Management, Factors affecting Capital Structure, Problems and Case Studies on Capital Structure- EBIT- EPS Analysis, Concept and Types of Leverage, Cost of Capital: Meaning, Components, Cost of Debt, Cost of Preference Share, Cost of Equity Share, Cost of Retained Earnings, and Weighted Average Cost of Capital. |
| 6 | Financial Statement Analysis Meaning and Types, Techniques of Financial Statement Analysis: Common Size Statement, Comparative Statement, Trend Analysis and Ratio Analysis. Problems on Ratio analysis Funds Flow Statement and Cash Flow Statement. (Theory only) |

Reference Material

Books

1. Financial Management – Theory and Practice – Prasanna Chandra
2. Financial Management – I.M. Pandey
3. Financial Management – Khan and Jain
4. Financial Management – R.P. Rustogi
5. Financial Management – Theory and Practice Eugene F. Brigham, Michael C. Ehrhardt 11th edition.

Journals

1. Journal of Financial Statement analysis
2. Asia Pacific Journal of Accounting and Economics
3. Research Journal of Finance and Accounting

MBA Semester II
Human Resource Management

Course Objectives:

- ☐ To explain the significance of HRM and changing role of HRM
- ☐ To bring out the role of HR in organizations effectiveness and employee performance

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

Reference Material :

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

MBA Semester II
International Business

Course Objectives:

- ☐ To give an overview of Global Business Environment.
- ☐ To acquaint students with intricacies of Cross Border Trade Transactions

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

Reference Material

Books

1. International Business, P.Subba Rao
2. International Business Environment, Francis Cherunilam
3. International Financial Management, Justin Paul
4. International Business, V.K.Bhalla, S.Shiva Ramu

MBA Semester II
Production and Operations Management

Course Objectives:

- ☑ To equip students with fundamentals of Manufacturing business for related aspects.
- ☑ To acquaint the students with concepts of all the functions under the Manufacturing activities by introducing the Units Materials Management, SCM ,QA, EHS and Quality System Certification, JIT etc.

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

References

1. Production and Operations Management- L.C.Jhamb
2. Production & Operation Management- Chunawala & Patel
3. Production & Operations Mgt. – Everett Adams & Ronald Ebert.
4. Production & Operations Mgt. – Dr. N.G. Nair – Tata McGraw Hill Ltd.
5. Production & Operations Mgt. – S.N. Chary – Tata McGraw Hill Ltd.
6. Production & Operations Mgt. – E.S. Buffa – Tata McGraw Hill Ltd.
7. Supply Chain Management- Sunil Chopra

Journals:

International Journal of Operations & Production Management, IEEE Journals, Journal of Operations Management

Internet Resources: www.poms.org, www.iimm.org, www.sae.org, www.iso.org

MBA Semester II
Research Methodology

Course Objectives:

- ☐ To equip the students with an understanding of the research process, tools and techniques.
- ☐ To introduce the students to the scientific research process and its applications to business and management
- ☐ To enable the students understand the know-how of conducting surveys and reporting the research.

Unit

Contents

- | | |
|----------|--|
| 1 | Introduction to Research Methodology Meaning, Definitions, Characteristics and Objectives of research, Motivations in research, Types of Research, Importance of research in managerial decision making, Research in functional / business areas, Qualities of a good researcher |
| 2 | Research Process Steps in research process. Defining the Research Problem - Problem Formulation and Statement of Research Problem – Framing of Hypothesis. Research Design: Meaning, Characteristics, advantages and importance of research design. Measurement – types and errors in measurement, Development and designing of tools of data collection - Attitude measurement scales - Levels of measurement and questions of Validity and reliability. Designing of Research Projects – Research Proposal, Pilot surveys, |
| 3 | Sampling and Sampling Designs Census and sample survey, Need and Importance of Sampling, Probability and non-probability Sampling techniques. Data collection – Primary and secondary sources of data, methods of collecting primary data – interview, observation, questionnaires, survey methods etc, Library and Documentary Sources etc. Use of secondary data, precautions while using secondary data, Limitations of different data collection methods. |
| 4 | Processing and Analysis of Data Meaning, importance and steps involved in processing of data, Use of Statistical tools and techniques for research data analysis. Testing of Hypothesis – Procedure, terms, Chi Square test. Analysis and Interpretation of Data - Interpretation of results, techniques of Interpretation. |
| 5 | Reporting of research work Types of Reports, Report Writing: Importance of written and oral reports presentation, format of a good research report, Presentation of Reports. |
| 6 | Role of Computer in Research The Computer and Computer Technology, Important characteristics, Computer Applications, Computers and Researcher, Use of Statistical Software Packages. |

Reference Material

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

MBA Semester II
Event Management

Course Objectives:

- ☐ To groom the students with a view to hone their Event Management Skills by giving them the required exposure

| Unit | Contents |
|------|---|
| 1 | The concept of event, its different managerial dimension from the various functions point of view. e.g. planning to close activities of any event |
| 2 | Types of events Different types of event in Corporates, Social Programmes and Private Programmes: The expected outcome is preparation of a list consisting at least 10 Programmes in Education, Health Care etc. with their distinctive features of audience, beneficiaries and deliverables. |
| 3. | Event Marketing and Advertising Nature of Marketing, Process of marketing, Marketing mix, Sponsorship |
| 4. | Hands on Event Management 1. The total number of students shall be divided into a group of 06 students each. They should organize /conduct/ manage the events of the institute. They are expected to prepare budget of the event, plan the event in its minutest details, organize, and execute the event, take feedback of all stakeholders and prepare a report to be given for publication in the media, follow up with media through proper channel etc. (The above assignment shall be for 20 marks) 2. Post event assessment of any 03 programmes organized during the term. A student or a group of 02 students shall be assigned the event which has taken place recently at institute and they shall make an inquiry into its success and effectiveness by rating them on the basis of appropriate parameters and shall submit the assignment to the respective teacher . This exercise shall be for 20 marks. |
| 5. | Report on Learning outcomes of this course A student shall prepare a report on what he learnt from the events and submit it to the concerned teacher. The report shall include mainly the description of occasion, the person involved and what guiding principles they have received from them |
| 6. | This report shall be assessed for 10 marks for its preparation and 10 marks for oral examination |

Recommended Books :

1. Successful Event Management; Anton Shone Beyn Parry; Cengage Lrng Business Press.
2. Event Management (Paperback); Ashutosh Chaturvedi; Global India Publication Pvt. Ltd.
3. Event Planning and Management; Sharma D.; Deep & Deep Publications Pvt. Ltd.
4. Event Marketing and Management; S.S. Gaur; Vikas Publication House Pvt. Ltd (2010)
5. Event Management; Sita Ram Singh; Ash Publishing Corporation.

MBA Semester II

Social Media Management

Course Objectives:

- ☐ To introduce the learners to the different social media
- ☐ To educate about the strengths and weaknesses of Social Media

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

MBA Semester II
114: Current Affairs

Course Objectives:

- To develop in the students the skill to read the latest news related to business and general

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

MBA Sem III
Strategic Management

Objectives:

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

Syllabus

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

Suggested readings

1. Jay B. Barney and William S. Hesterly : Strategic Management and Competitive Advantage: Concepts (4th Edition) , Publisher: Pearson/Prentice Hall, 2012 .
2. Charles W.L Hill and Gareth R. Jones, Strategic Management: An Integrated Approach, Houghton Mifflin.
3. Gerry Johnson and Keven Scholes: Exploring Corporate Strategy, (Prentice Hall of India)
4. Azhar Kazmi : Business Policy and Strategic Management.
5. William F Glueck : Business Policy and Strategic Management, McGraw Hill International Book Co.
6. A.J. Ansoff : The New Corporate Strategy, John Wiley & Sons
7. John Pearce and Richard Robinson : Strategic Management .
8. A A Thomson and A J Strickland : Strategic Management.
9. Michael E Porter : Competitive Strategy (The free press, New York)
10. Gary Hamel & C.K.Prahalad : Competing for the Future (Harvard Business School Press, Boston)

MBA Sem III
Entrepreneurship Development

Objective:

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

Syllabus

| Unit | Content |
|------|--|
| 1 | Entrepreneurship: Definition of Entrepreneur, Internal and External Factors, Functions of an Entrepreneur, Entrepreneurial motivation and Barriers, Classification of Entrepreneurship, Theory of Entrepreneurship, Concept of Entrepreneurship, Development of entrepreneurship; Concept of entrepreneur ,Manager and Intraprenuer (differences in their roles, responsibilities and Career Opportunities) |
| 2 | Creativity and Entrepreneurial Plan: The business plan as an entrepreneurial tool, Contents of a business plan, Idea Generation, Screening and Project Identification, Creative Performance, Feasibility Analysis: Economic, Marketing, Financial and Technical; Project Planning: Evaluation, Monitoring and Control segmentation. Creative Problem Solving: Heuristics, Brainstorming, Synectics, Value Analysis, Innovation. Project Feasibility and Project Appraisal. |
| 3 | Corporate entrepreneurship: Introduction, Flavors of corporate entrepreneurship, Corporate venturing, Intrapreneurship, organizational transformation, Industry rule bending, Need for corporate entrepreneurship, domain of corporate entrepreneurship, conditions favorable for Corporate entrepreneurship, benefits of Corporate entrepreneurship, issues related to Corporate entrepreneurship. |
| 4 | Family and Non Family Entrepreneur & Women entrepreneurs: Role of Professionals, Professionalism vs family entrepreneurs, Role of Woman entrepreneur, , Factors influencing women entrepreneur, Challenges for women entrepreneurs, Growth and development of women entrepreneurs in India |
| 5 | Project Finance: Need for finance, sources of finance, Venture capital, Nature an Overview, Venture capital process, locating venture capitalists. |
| 6 | International Entrepreneurship Opportunities: The nature of international entrepreneurship, Importance of international business to the firm, International versus domestic' entrepreneurship, Stages of economic development. Institutional support for new ventures: Supporting Organizations; Incentives and facilities; Financial Institutions and Small scale Industries, Govt. Policies for SSIs. Case studies on Indian Start ups |

Suggested Readings

1. Vasant Desai, Dynamics of Entrepreneurship Development ,Himalaya Publication house
2. David holt Entrepreneurship , New Venture Creation , Prentice Hall India.
3. S.S. Khanka ,Entrepreneurial Development S.Chand & Company Ltd. New Delhi
4. Peter F. Drucker , Innovation and Entrepreneurship

MBA Sem III
HRP – Recruitment and Selection

Objectives

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

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

Unit Content

- 1 Human Resource Planning: Objectives, Benefits, Advantages, Limitations and Problems. Linkage of HR Planning with Other HR Functions Influencing Factors in Manpower Planning.
- 2 HR Planning Tools, Methods and Techniques: Job Analysis, Job Description, Job Specification Skills Analysis/Skill Inventory, Performance Appraisal
- 3 HR Inventory: Quantitative Aspects, Qualitative Aspects, Methodology, Computerized Manpower Planning Information System
- 4 Use and Applicability of Statistical and Mathematical Models in Manpower Planning: Cohort Analysis, Census Analysis, Markov Models
- 5 HR Planning Techniques and Formulation of Manpower for
 - a. Running Enterprises with No Major Expansion Plans
 - b. A Running Enterprise with Major Plans for Expansion, Modernisation, Diversification etc. - A New Enterprise about to be set upNOTE: Recent Trends in HR Planning to be taught.
- 6 Recruitment and Selection – Recruitment Process, Sources and Methods of Recruitment, Evaluation of methods of recruitment. Steps in selection

Recommended Reading

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

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

MBA Sem III
Training and Development

Objectives

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

| Unit | Content |
|------|---|
| 1 | Introduction: Concepts and Rationale of Training and Development; overview of training and development systems; organizing training department; training and development policies; linking training and development to company's strategy; Requisites of Effective Training ; Role of External agencies in Training and Development. |
| 2 | Training Needs Assessment (TNA): Meaning and purpose of TNA, TNA at different levels, Approaches for TNA, output of TNA, methods used in TNA. |
| 3 | Training and Development Methodologies : Overview of Training Methodologies- Logic and Process of Learning; Principles of Learning; Individual differences in learning, learning process, learning curve, learning management system; Criteria for Method Selection; Skills of an Effective Trainer; Use of Audio-Visual Aids in training; Computer Aided Instructions- Distance Learning, Open Learning, E-Learning; Technologies Convergence and Multimedia Environment. Development Techniques for enhancing decision-making and interpersonal skills, Case-study, in-basket exercise, special projects, multiple management Programme Learning, Action learning, Syndicate Work, Games, Action Maze, Role Play; Demonstration and Practice Monitoring; Coaching; Self Diagnostic Skills, Experience Learning, Discovery Learning, Brain Storming, Counselling, Position Rotation, Team Building, and Sensitivity Training . |
| 4 | Designing Training and Development Programs: Organisation of Training and Development programs, Training design, kinds of training and development programs- competence based and role based training; orientation and socialization; diversity training, choice of training and development methods, Preparation of trainers; developing training materials; E-learning environment; Flexible learning modules; Self development; Training process outsourcing. |
| 5 | Evaluation of Training and Development: Reasons for evaluating Training and development programs, Problems in evaluation; Evaluation planning and data collection, different evaluation frameworks, Problems of Measurement and Evaluation; Costing of training, measuring costs and benefits of training program, obtaining feedback of trainees; Methods of evaluating effectiveness of Training Efforts ; Kirkpatrick Department of Commerce, University of Delhi 36 Model of Training Effectiveness; Training issues resulting from the external environment and internal needs of the company. |
| 16. | Emerging Trends in Training and Development: Gamification, team training and six sigma training; Training and development initiatives of some selected companies from private and public sectors and MNCs. Some cases of real business world to supplement learning from the course |

Suggested Reading

1. Prior, John, Handbook of Training and Development, Jaico Publishing House, Bombay.
2. Trlove, Steve, Handbook of Training and Development, Blackwell Business.
3. Warren, M.W. Training for Results, Massachusetts, Addison-Wesley.
4. Craig, Robert L., Training and Development Handbook, McGraw Hill.

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

MBA Sem III
Employee Relationship Management

Objective:

- This course is structured to give an insight to the students in the areas of maintaining employee relations and the welfare provisions to be made available to them.

Syllabus

| Unit | Content | Session |
|------|--|---------|
| 1 | INDUSTRIAL RELATIONS – An Overview Overview of Industrial Relations (IR), Meaning and Scope of IR, Perspectives/Approaches to IR ,Major stake holders of IR , Evolution of IR in India , Changing Dimensions of IR in India, Impact of globalization on IR, ILO | |
| 2 | THE FACTORIES ACT, 1948. Important definitions, Scope and Objectives of the Act, Health, Safety and Welfare Provisions under the Act. | |
| 3 | THE INDUSTRIAL DISPUTES ACT, 1947. Important definition,. Scope and objectives of the Act, Machineries and Authorities under the Act-Conciliation, Adjudication and Arbitration, Provisions relating to Lay off, Retrenchment, Closure, Strikes and Lock outs. | |
| 4 | THE INDUSTRIAL EMPLOYMENT (STANDING ORDERS) ACT, 1946. Important definitions, Scope and Objectives, Matters to be provided in a Standing Order, Draft Standing Order, Procedure for the certification of standing orders, Posting of Standing Orders, Appeal Operation of Standing Orders. | |
| 5 | TRADE UNION ACT,1926 Concepts, Functions, Objectives , Structure, Kinds of Trade Unions, Problems of Trade Unions, Trade union movement in India, Trade Union Act, 1926,Applicability,Registration, Recognition of Trade unions | |
| 6. | COLLECTIVE BARGAINING Concept, Essential Pre requisites for collective bargaining, Levels of Collective Bargaining Plant Level, Industry Level and National Level, The collective Bargaining Process-Advantages and disadvantages of collective bargaining, Collective Bargaining in India. | |

Suggested Reading

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

MBA Sem-III
Managerial Competencies and Career Development

Objectives

- To understand managerial competencies in changing business environment and the resultant challenges
- To establish links between managerial competencies for effective career development

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

Suggested readings:

1. Lisa a Manero, Cheryl Tromley, Developing Managerial Skills in OB
2. T.B. Rao, Assessment Center Vasant Naik, Assessment Center
3. Nitin Sarawadekar, Career Development
4. Spencer and Spencer, Competency at Work, Wiley Publication
5. Radha Sharma, 370 degree Feedback, Competency Mapping and Assessment Center

MBA Semester III
Data Analysis Using Software Tools (MS EXCEL) – Open course

Course Objectives

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

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

Suggested Readings

| | |
|------------------|---|
| Albright : | Data Analysis and Decision Making Using MS Excel |
| Stwphen Nelson : | Data Analysis For DuMmIES |
| Narayan Ash Sah: | Data Analysis Using Microsoft Excel 1/e, Excel Bools |

**MBA Semester III
Supply Chain Management**

Course Objectives:

- An understanding of the individual processes of supply chain management and their interrelationships within individual companies and across the supply chain
- An understanding of the management components of supply chain management
- An understanding of the tools and techniques useful in implementing supply chain management
- Knowledge about the professional opportunities in supply chain management.

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

Reference Books

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

MBA SEM III

Introduction to Business Analytics

Objectives:

To gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making.

To become familiar with the processes needed to develop, report, and analyze business data

Unit

Contents

Sessions

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

Reference Books

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

MBA Sem-IV
Personnel Cost and Compensation Management

Objectives

- To increase student knowledge and comprehension about the compensation function. Student will be able to analyze, integrate, and apply the knowledge to solve compensation related problems in organizations.
- To familiarize the students with the basic concepts, techniques, and tools of job evaluation, To impart skills in formulating a compensation policy and planning a suitable package on principles of equity and efficiency.
- To comprehend and analyze the components of executive compensation and to focus on designing a package that pleases all the stakeholders of the organization.
- To facilitate HRM students to design a tax friendly compensation package after learning the basics of taxes.

Syllabus

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

Suggested Reading

1. Labour Cost Accounting and Compensation Management (2000): A.P. Rao, Everest Publishing House.
2. New Compensation Management in changing environment: By S.K.Bhatia
3. Managing Human Resources: W.F. Cascio

4. Compensation & Reward Management; By B.D.Singh, ISBN, Excel Books (2007) New Delhi.
5. Wage and Salary Administration by Michael Armstrong and Helen Marlis
6. Wage and Salary Management: S C Fonseca
7. Labour: Richard Perlman

MBA Sem-IV
Performance Management System

Objectives

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

| Unit | Content | Session |
|------|---|---------|
| 1 | Introduction to Performance Management: Definition of Performance Evaluation, Evolution of Performance Management, Definitions and Differentiation of Terms Related to Performance Management. What a Performance Management System Should Do? Importance of Performance Management, Linkage of Performance Management to Other HR Processes; Aims of Performance Management, Purpose of Performance Management, Principles of Performance Management, Dimensions of Performance Management | |
| 2 | Process of Performance Management: Overview of Performance Management Process, Performance Management Process, Performance Management Planning Process, Mid-cycle Review Process, End-cycle Review Process, Performance Management Cycle at a Glance | |
| 3 | Performance Management Planning and Development: Introduction, Performance Management Planning, the Planning Process, Performance Agreement, Drawing up the Plan, Evaluating the Performance Planning Process; Mechanics of Performance Management Planning and Documentation: The Need for Structure and Documentation, Manager's Responsibility in Performance Planning Mechanics and Documentation, Employee's Responsibility in Performance Planning Mechanics and Documentation, Mechanics of Performance Management Planning and Creation of PM Document | |
| 4 | Performance Appraisal Methods: Performance Appraisal Methods, Traditional Methods, Modern Methods, and Performance Appraisal of Bureaucrats – A New Approach | |
| 5 | Issues in Performance Management – I: Team Performance, Performance of Learning Organisations and Virtual Teams: Team Performance Management, Performance Management and Learning Organisations, Performance Management and Virtual Teams Issues in Performance Management – II: Role of Line Managers, Performance Management and Reward: Role of Line Managers in Performance Management, Performance Management and Reward, Concepts related to Performance and Reward, Linking Performance to Pay – A Simple System Using Pay Band, Linking Performance to Total Reward, Challenges of Linking Performance and Reward | |
| 6. | Ethics in Performance Appraisal: Ethics – An Overview, Ethics in Organisations, Ethics in Performance Management, Realities of Ethics in Performance Management, Ensuring Ethics in PM | |

Suggested Reading

1. Demartini C. 2014. Performance Management Systems. Springer, Berlin Heidelberg
2. Armstrong Michael and Barren Angola, Performance management
3. Lowe P, Performance management , Kogan Page India Pvt Ltd, Vol 1
4. Fister M, Performance Appraisal, Kogan Page India
5. Rao T.V. , Performance management and Appraisal systems, Sage Publications, 2007

MBA Sem IV
Labour Laws

Objectives

- To understand the laws and rules pertaining to labour
- To understand significance of industrial relations

| Unit | Content | Session |
|------|--|---------|
| 1 | Industrial Jurisprudence : Jurisprudence concept in brief, an overview of industrial jurisprudence, principles as social justice, natural justice, equity and economy, unique characteristics of Indian labour | |
| 2 | Laws relating to working condition - Factories Act 1948 : Definition, provisions relating to health, safety and welfare, provisions relating working hours for adults, hazardous process, restriction on employment of women and children, enforcement of the act | |
| 3 | Laws relating to wages: Payment of Wages Act 1936 ; definition, provisions for payment of wages, authorized deduction, enforcement of the act, Minimum Wages Act, the Equal Remuneration Act, 1976 - definitions, payment of equal remuneration, advisory committee, enforcement of the act | |
| 4 | Laws relating to Industrial Relations: The Industrial Disputes Act 1947 – Definitions, the authorities under the Act, Powers and duties of authorities, provisions related to voluntary arbitration, awards and settlement, provision relating to strikes, lockout, closures, lay-off, retrenchments, offenses and penalties, Industrial Employment (standing orders) Act 1946 - Definitions, procedure for certifications of standing orders, provisions for model standing orders, nature of misconducts, domestic enquiry | |
| 5 | The Trade Union Act 1926: Definitions, Registration of Trade union, rights of registered trade union, privileges of office bearers of trade unions, outside leadership of trade unions, dissolution, merger & amalgamation of trade unions, enforcement of the act | |
| 6. | The Maternity Benefit Act : Definition, right to payment of maturity benefit, provision pertaining to leave, forfeiture of the benefit, Minimum Wages Act - Definition, provisions - meaning of the term "Wage" - Wage Vs. Salary, "Workmen Compensation Act" | |

Suggested Reading

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

MBA Sem IV
Capstone Project

Objective:

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

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

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

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

In case of an operational assignment

- 1 Students are expected to do a project work in an organization wherein they are doing Summer Internship.
- 1 The students should identify specific problems faced by the organization in a functional area in which the assignment is given. e.g.

Sales - sales targets are not achieved for a particular product or service in a given period of time.

Finance – mobilization & allocation of financial resources.

HR – Increase in employee turnover ratio.

- 3 In this study students should focus on

Identifying the reasons / factors responsible for the problems faced by the organization

Collection of data(Primary & Secondary) related to reasons /factors responsible for these problems

Data Analysis tools & interpretation

Findings & observations.

Suggestions (based on findings & observations) for improving the functioning of the organization.

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

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

Course Objectives

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

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

Teaching Methodology

Case based Lectures, Assignments, Projects, Exercises, Class Discussions and Videos. Suggested Readings
Darren George, Paul Mallery:

Gupta S. L. :

Alan Bryman, Duncan Cramer :

SPSS for Windows – Step by Step : Pearson Education, (LPE).
SPSS 17.0 for Researchers, International Book House Pvt. Ltd.
Quantitative Data Analysis With SPSS : A Guide for Social Scientists , Routledge

MBA Semester IV

E-Commerce Applications

Course Objectives

To enable knowledge about E-commerce, security issues of e-commerce, payment systems of e-commerce and various e-commerce applications.

Unit

Content

17. Introduction to E-Commerce
Brief history of e-commerce, definitions of e-commerce, technical components and their functions, e-commerce versus traditional business, requirements of e-commerce. Advantages and disadvantages of e-commerce, Value chain in e-commerce, current status of e-commerce in India.
5. Business Models for e-commerce
Types of business models (B2B, B2C, C2B, C2C) with examples. EDI – Requirement of EDI, types of EDI, advantages and disadvantages of EDI. ISP, Types of ISP, Choosing an ISP, domain name, domain name types, how to register domain name.
13. E-commerce Security
Security issues, privacy issues, basic computer security, secure transaction, security threats, risk, security tools. Hacking, viruses, denial of service attacks, malicious code, Intruders, attacking methods. Cryptography, types of cryptography, symmetric and asymmetric cryptography. Firewall, types of firewall, components of firewall. Digital signature, digital certificate, secure electronic transactions, secure socket layer.
2. E-commerce Payment System
Overview of Electronic payment technology, limitations of the traditional payment system, requirements of e-payment system. B2B Electronic Payments, Third-Party Payment Processing, Electronic Payment Gateway Electronic or digital cash, properties of digital cash, how it works. Online credit card payment system, smart card.
4. E-Commerce Applications
E-Commerce and banking, e-commerce and retailing, e-commerce and online publishing, online marketing, e-advertising, e-branding.
5. Mobile Commerce
Overview of M-Commerce - Wireless Application Protocol (WAP), Generations of Mobile Wireless Technology, Components of Mobile Commerce, Networking Standards for Mobiles Examples of M-Commerce, Current Status of M-Commerce in India, , M-commerce applications, Mobile information Services, Mobile banking and trading.

References

E-Commerce, C.S.V. Murthy,
E-Commerce A Managerial Perspective
Frontiers of Electronic Commerce

Himalaya Publishing House
P.T. Joseph, Prentice Hall of India
Kalakota and Whinston, Pearson Education

MBA Semester IV
Six Sigma

Course Objectives:

- 6 Understand Six Sigma Methodology and how it applies to their day-to-day work
- 6 Demonstrate tools and techniques required to assist Black Belts in their company's Six Sigma projects
- 6 Identify and implement small-scale improvement projects

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

Reference Books

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

Marketing Management-SWAYAM

COURSE LAYOUT

Week 1:

Design, Launch, & Management of Market Offerings

Week 2:

Design, Launch, & Management of Market Offerings

Week 3:

Services Marketing

Week 4:

Brand Management

Week 5:

Brand Management

Week 6:

Design and Implementation of Pricing Strategies

Week 7:

Marketing Channels and Distribution System

Week 8:

Integrated Marketing Communication