

Syllabus

Ordinance No. V-123 (B)

INTEGRATED MASTER OF BUSINESS ADMINISTRATION

Date of Academic Council Meeting: 19/12/2020

Swami Vivekanand Subharti University, Meerut, UP

(Established by Govt. of U.P. vide U.P Act No. 32 of 2016)



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Acharya Vishnu Gupt Subharti College of Management & Commerce
Faculty of Management & Commerce

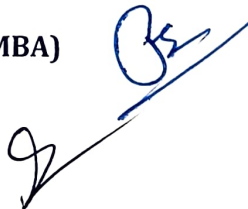

Curriculum

Four Year Degree Programme - FYDP


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INTEGRATED MASTER OF BUSINESS ADMINISTRATION (INTEGRATED MBA)





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Ordinance No. V-123 (B)
INTEGRATED MASTER OF BUSINESS ADMINISTRATION
Four Year Degree Programme - FYDP

I. PROGRAMME OBJECTIVES:

- i. To prepare students for successful careers in industry that meet the needs of Indian and multinational companies.
- ii. To develop the ability among students for analyzing business related problems.
- iii. To extend opportunity for students to work on multidisciplinary projects.
- iv. To explain students with a sound foundation in the management fundamentals leading to application.
- v. To transform student awareness of the life-long learning and to introduce them to professional ethics and codes of professional practice.

II. PROGRAMME OUTCOMES:

After successful completion of the programme, an individual will be able to:

- a) Apply knowledge of management theories and practices to solve business problems.
- b) Demonstrate Analytical and critical thinking abilities for data-based decision making.
- c) Demonstrate discipline specific expertise.
- d) Develop value based leadership ability.
- e) Define, analyze and interpret global, economic, legal, and ethical aspects of business.
- f) Integrate others in the achievement of organizational goals, contributing effectively to a team environment.
- g) Demonstrate confidence and professionalism in work.
- h) Identify business opportunities and threats.
- i) Practice Work ethics for the good of others and translate into a good citizen.


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1. Integrated MBA programme Structure under CBCS from the academic year 2021-22

Integrated MBA

Semester I

Course Code	Course Name	Course Type	Teaching Load Per Week				Credit	EVALUATION				SUBJECT TOTAL
			L	T	P	Total		Internal Continuous Assessment			ESE	
AEC-1	English Communication (Theory)	Ability Enhancement Course	2			2	2	5	5	5	35	50
AEC-1-P	English Communication (Practical)	Ability Enhancement Course	2			2	2	5	5	5	35	50
IM-101	Principles and Practices of Management	Core Course	4	1		5	5	15	5	10	70	100
IM-102	Managerial Economics-Basic	Core Course	3	1		4	4	15	5	10	70	100
IM-103	Information Systems for Managers	Core Course	2	1	2	5	4	15	5	10	70	100
IM-104	Comprehensive Viva Voce	SEC					4	15	5	10	70	100
Total			17				21					500


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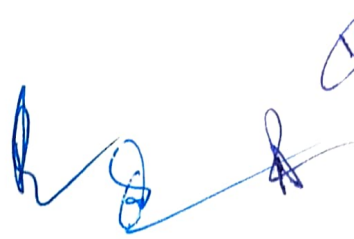

Integrated MBA

Semester II

Course Code	Course Name	Course Type	Teaching Load Per Week				Credit	EVALUATION				SUBJECT TOTAL
								Internal Continuous Assessment			ES E	
			L	T	P	Total		Tests	GA/P /CT	AT T		
AEC-2	Environmental Management System	Ability Enhancement Course	4	-		4	4	15	5	10	70	100
IM-201	Business Statistics	Core Course	4	1		5	5	15	5	10	70	100
IM-202	Financial Accounting	Core Course	4	1		5	5	15	5	10	70	100
IM-203	Organizational Behavior	Core Course	3	1		4	4	15	5	10	70	100
IM-204	Comprehensive Viva Voce	SEC					4	15	5	10	70	100
Total			18				22					500


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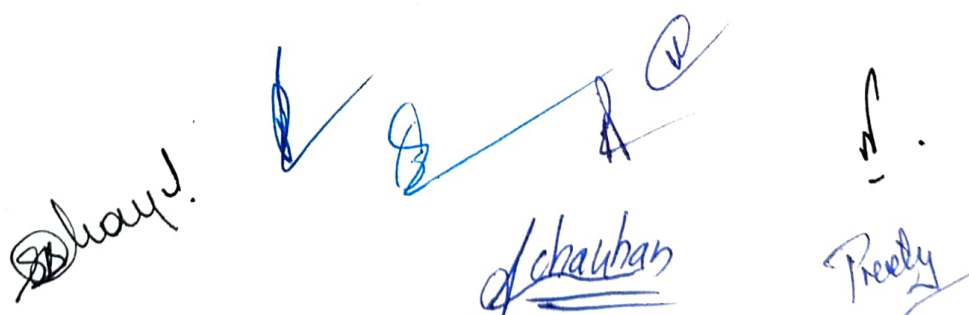

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Semester III

Course Code	Course Name	Course Type	Teaching Load Per Week				Credit	EVALUATION				SUBJECT TOTAL
			L	T	P	Total		Internal Continuous Assessment			ESE	
								Tests	GA/P/C T	ATT		
IM-301	Managerial Economics-Advanced	Core Course	3	1		4	4	15	5	10	70	100
IM-302	Marketing Management - Basic	Core Course	3	1		4	4	15	5	10	70	100
IM-303	Business Communication	Core Course	3	1		4	4	15	5	10	70	100
IM-304	Cost and Management Accounting	Core Course	4	1		5	5	15	5	10	70	100
IM -305	Soft skills and personality Development	SEC	2	1	2	5	4	15	5	10	70	100
IM-306	Comprehensive Viva Voce	SEC					4	15	5	10	70	100
Total			22				25					600


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Semester IV

Course Code	Course Name	Course Type	Teaching Load Per Week				Credit	EVALUATION				SUBJECT TOTAL
			L	T	P	Total		Internal Assessment		ESE		
								Tests	GA/P/CT		ATT	
IM-401	Business Research	Core Course	4	1		5	5	15	5	10	70	100
IM-402	Operations Research	Core Course	3	1		4	4	15	5	10	70	100
IM-403	Human Resource management-Basic	Core Course	3	1		4	4	15	5	10	70	100
IM-404	Business laws	Core Course	3	1		4	4	15	5	10	70	100
IM-405	Personal Selling and Salesmanship	SEC	3	1		4	4	15	5	10	70	100
IM-406	Comprehensive Viva voce	SEC					4	15	5	10	70	100
Total			21				25					600




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Semester V

Course Code	Course Name	Course Type	Teaching Load Per Week				Credit	EVALUATION			ESE	SUBJECT TOTAL
			L	T	P	Total		Internal Assessment				
								Tests	GA/P/CT	ATT		
IM-501	Marketing Management -Advanced	Core Course	3	1		4	4	15	5	10	70	100
IM-502	Production and Operations Management	Core Course	3	1		4	4	15	5	10	70	100
IM-503	Business Environment	Core Course	3	1		4	4	15	5	10	70	100
IM-504	Financial Management	Core Course	4	1		5	5	15	5	10	70	100
IM-505	Comprehensive Viva Voce	SEC					4	15	5	10	70	100
IM-506	Summer Training Report and Comprehensive Viva Voce	Field Work					6				100	100
Total			17				27					600


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Semester VI

Course Code	Course Name	Course Type	Teaching Load Per Week				Credit	EVALUATION				SUBJECT TOTAL
			Internal Assessment			ES E		Test s	GA/P/C T	AT T		
			L	T	P						Tota l	
IM-601	Strategic Management	Core Course	3	1		4	4	15	5	10	70	100
IM-602	Entrepreneurship and Small Business Management	Core Course	4	1		5	5	15	5	10	70	100
IM-603	Project Management	Core Course	3	1		4	4	15	5	10	70	100
IM-604	Talent Management	Core Course	3	1		4	4	15	5	10	70	100
IM-605	Comprehensive Viva Voce	SEC					4	15	5	10	70	100
IM -606	Dissertation						6					100
		Total	17				27					600

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Semester VII

Course Code	Course Name	Course Type	Teaching Load Per Week				Credit	EVALUATION				SUBJECT TOTAL
			L	T	P	Total		Internal Continuous Assessment			ESE	
								Tests	GA/P /CT	ATT		
IM-701	Specialization 1	Elective	3	1		4	4	15	5	10	70	100
IM-702	Specialization 1	Elective	3	1		4	4	15	5	10	70	100
IM-703	Specialization 2	Elective	3	1		4	4	15	5	10	70	100
IM-704	Specialization 2	Elective	3	1		4	4	15	5	10	70	100
IM-705	Comprehensive Viva Voce	SEC					4	15	5	10	70	100
IM-706	Summer Training Report and Comprehensive Viva Voce	Field Work					6				100	100
Total			16				26				600	

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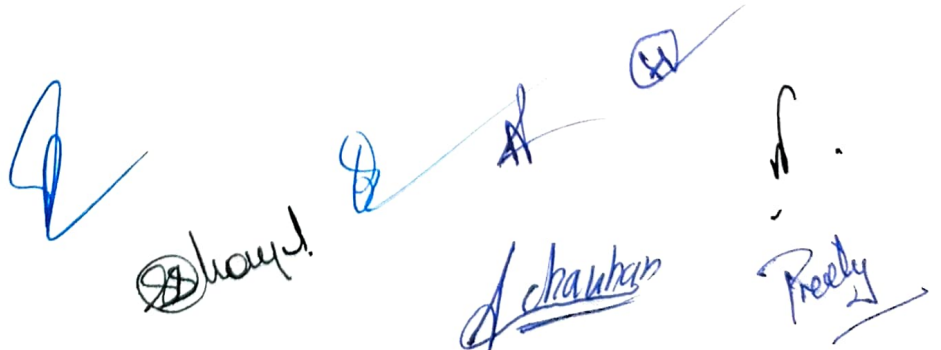
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Semester VIII

Course Code	Course Name	Course Type	Teaching Load Per Week				Credit	EVALUATION				SUBJECT TOTAL
			L	T	P	Total		Internal Continuous Assessment			ESE	
								Tests	GA/P /CT	AT T		
IM-801	Specialization 1	Elective	3	1		4	4	15	5	10	70	100
IM-802	Specialization 1	Elective	3	1		4	4	15	5	10	70	100
IM-803	Specialization 2	Elective	3	1		4	4	15	5	10	70	100
IM-804	Specialization 2	Elective	3	1		4	4	15	5	10	70	100
IM-805	Comprehensive Viva Voce	SEC					4	15	5	10	70	100
IM -806	Dissertation						6					100
		Total	16				26					600


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3.6 List of all Courses under different categories for Integrated INTEGRATED MBA Programme

Course Type			Course Code	Course Name			
Core Course			IM-101	Principles and Practices of Management			
			IM-102	Managerial Economics-Basic			
			IM-103	Information Systems for Managers			
			IM-201	Business Statistics			
			IM-202	Financial Accounting			
			IM-203	Organizational Behavior			
			IM-301	Managerial Economics-Advanced			
			IM-302	Marketing Management- Basic			
			IM-303	Business Communication			
			IM-304	Cost and Management Accounting			
			IM-401	Business Research			
			IM-402	Operations Research			
			IM-403	Human Resource management-Basic			
			IM-404	Business laws			
			IM-501	Marketing Management-Advanced			
			IM-502	Production and Operations Management			
			IM-503	Business Environment			
			IM-504	Financial Management			
			IM-601	Strategic Management			
			IM-602	Entrepreneurship and Small Business Management			
			IM-603	Project Management			
			IM-604	Talent Management			
			DUAL SPECILIZATION	Marketing Management	VII Semester	IM MK1	Consumer Behavior & Marketing Comm.
					VIII Semester	IM MK2	Sales and Distribution Management
IM MK3	Marketing of Services						

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	Financial Management	Semester VII	IM MK4	Digital Marketing
			IM FM1	Management of Working Capital
		Semester VIII	IM FM2	Security Analysis & Portfolio Management
			IM FM3	Management of Financial Institutions & Services
	Human Resource Management	Semester VII	IM FM4	Corporate Financial Restructuring
			IM HR1	Industrial Relations & Labour Enactments
		Semester VIII	IM HR2	Competency Mapping Management
			IM HR3	Global HRM
	International Business Management	Semester VII	IM HR4	Negotiation & Counseling
			IM IB1	International Financial Management
		Semester VIII	IM IB2	International Marketing
			IM IB3	International Business Management
	Retail Management	Semester VII	IM IB4	International Logistics and Documentation
			IM RM1	Retail Management
		Semester VIII	IM RM2	Retail Logistics & Supply Chain Management
			IM RM3	Retail Technology Management
	Family Business Management & Entrepreneurship	Semester VII	IM RM4	Retail Merchandise Management
			IM FBM&E1	Family Business Management
		Semester VIII	IM FBM&E2	Strategic Entrepreneurship
			IM FBM&E3	Social Entrepreneurship
Innovation & Entrepreneurship	Semester VII	IM FBM&E4	International Entrepreneurship	
		IM INE1	Fundamentals of Entrepreneurship	
	Semester VIII	IM INE2	Innovation and Creativity	
		IM INE3	Entrepreneurial Promotions	
Skill Enhancement Course			IM INE4	Venture Development & Management
			IM-104	Comprehensive Viva Voce
			IM-204	Comprehensive Viva Voce

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Integrated MBA 1st Semester

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PRINCIPLES & PRACTICES OF MANAGEMENT

Course Code:	IM- 101	
Course Credit: 05	Lecture: 04	Tutorial: 01
Course Type:	Core Course	
Lectures delivered:	40 L + 10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 hrs

Continuous Comprehensive Assessment (CCA) Pattern

Minor Tests(marks)	Assignment/ Tutorial/ Presentation	Attendance	Total
15	5	10	30

Course Objective:

- This course is designed to provide students understanding basic Principles and concept of Management.
- To provide an overview of the major functions of management.
- Emphasis is on planning, organizing, controlling, directing, and communicating.

UNIT	Content	Hours
I	EVOLUTION OF MANAGEMENT THOUGHT Classical School: F. W. Taylor: Scientific Management Theory, Classical Organisation Theory, Fayol's Principles of Management, And MaxWebers' Bureaucratic Model. Behavioural School: Mary Parker Follet, Chester Bearnard, HawthorneStudies.	10
II	MANAGEMENT FUNCTIONS AND PLANNING Basics management functions, role of manager Overview of Planning: Types of Plans & The planning process; Decision making: Process, Types and Techniques. Control: Function, Process and types of Control;	10
III	ORGANISING & COORDINATING WORK: Principles of organizing: Common organisational structures; Delegation & Decentralization: Factors affecting the extent of decentralization, Process and Principles of delegation.	10
IV	OWNERSHIP Basic forms of Business Ownership; Special forms of ownership: Franchising, Licensing, Leasing; Choosing a form of Business ownership; Corporate Expansion: mergers and acquisitions, diversification, forward and backward integration, joint ventures, Strategic alliance.	10
V	STAFFING	10

Concept of staffing - Recruitment and Selection; Orientation; Training and Development; Career Development; Performance Appraisal.
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Course Outcomes:

1. Evaluate the global context for taking managerial actions of planning, organizing and controlling.
2. Demonstrate critical thinking when presented with managerial problems and express their views and opinions on managerial issues in an articulate way.
3. Understand basic concepts of organisational structure
4. Explain the advantages and disadvantages of centralised and decentralized organisations.
5. Analyse organisations in terms of theories, concepts, and design factors
6. Engage in research and inquiry to design problem solutions supported by analysis of contemporary practice.
7. Work independently and collaboratively to analyse organisational structure, reflect upon, and communicate the outcomes of each project stage.

Text Books:

1. Principal and Practice of Management :L.M. Prasad
2. Business Organisation & Management : Singh & Chhabra

Reference Books:

1. Essentials of Management: Koontz 'O' Donnel
2. Management: Stephen P. Robbins
3. Functions and Process of Management: J. K. Jain

Weblinks

https://www.tutorialspoint.com/management_principles/management_principles_tutorial.pdf
<https://study.com/academy/lesson/organizational-structure-definition-types-examples.html>
<http://www.pearsoncanada.ca/media/highered-showcase/multi-product-showcase/robbins-ch05.pdf>

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Managerial Economics Basic

Course Code:	IM-102	
Course Credit: 04	Lecture: 03	Tutorial: 01
Course Type:	Core Course	
Lectures delivered:	30 L + 10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30

Course Objective:

1. To promote the ability to understand the basic concepts of Economics
2. To apply economic analysis in the formulation of business policies.
3. To use economic reasoning to problems of business.

UNIT	Content	Hours
I	Economics – Nature and Characteristics – Scope – Relationship with other disciplines. Concept of Utility – Law of Diminishing Marginal Utility. Concept of Consumer Surplus	8
II	Demand, Supply and Market equilibrium: individual demand, market demand, Laws of Demand. Determinants of demand, movements vs. shift in demand curve. Elasticity of demand, Price elasticity of demand. Supply: Determinants of Supply. Market equilibrium and price determination.	14
III	Theory of Production: Meaning and Concept of Production, Factors of Production and Production function, Law of Variable Proportions (Short Run Production Analysis), Law of Returns to a scale.	10
IV	Cost Analysis :Accounting Costs and Economic Costs, Short Run Cost Analysis : Fixed, Variable and Total Cost Curves, Average and Marginal Costs, Long Run Cost Analysis : Economies and Diseconomies of Scale and Long Run Average and Marginal Cost Curves	12
V	Market Structures- Types, Factors affecting types of market structures, Perfect and imperfect competition. Monopoly, Monopolistic competition and Oligopoly. Price and Output determination under perfect competition.	6

Information Systems for Managers

Course Code:	IM-103		
Course Credit: 04	Lecture: 02	Tutorial: 01	Practical-02
Course Type:	Core Course		
Lectures delivered:	20 L + 10 T + 20 P		

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

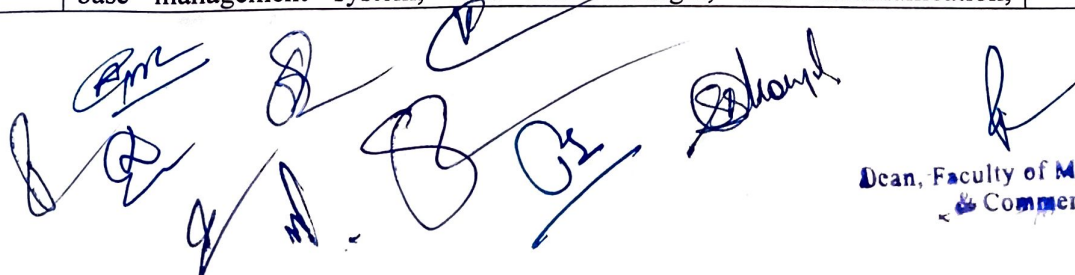
Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30

Course Objective:

The aim of the course is to build knowledge, understanding Computer Applications among the student. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about Computer Applications.

Unit	Topics	Hours
I	Computer: An Introduction, Computers in Business. Elements of Computer system, Indian computing Environment, Management of data processing systems in Business organizations, Programmes development cycle, flow charting, Input Output analysis Programming Concept, Software Development process.	10
II	Components of a computer system, Generation of computer and computer languages, personal computers in Business, PC-software Packages, An Introduction to Disk. Operating system and windows, GUI, Other system software.	10
III	Text Processing, software, Introduction to spreadsheet software, creation of spreadsheet application, Range, formulas, function data base functions in spreadsheet, Graphics on spreadsheet, modes of data processing, Report generation, Presentation graphics, Creating a presentation.	15
IV	Computer software system, software development process, files design & Report design, Data files types, Master & Transaction file. Data Hierarchy & data file structure, Use of files in Programming. Relevance of Data base management system, data base manager, data communication,	15



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	networking, LAN & WAN, Real Time Sharing, On line & off line processing.	
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The outcome of the course will be as follows –

1. To provide knowledge about computer and its application.
2. To provide knowledge about components and working on computer.
3. To give an overview about software system and Data base management.

Suggested Readings:

1. P. K. Sinha & P. Sinha, Computer Fundamentals, BPB Publication
2. V. Rajaraman, Computer Fundamentals, PHI
3. Tannenbaum, Computer Applications and Networks
4. O' Brien, Management Information Systems

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Integrated MBA 2nd Semester

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Business Statistics

Course Code: IM 201		
Course Credit: 05	Lecture: 04	Tutorial: 01
Course Type:	Business Statistics	
Lectures delivered:	40 L + 10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30

COURSE OBJECTIVES:

The course objectives of Business Statistics is to-

- 1 Understand the different basic concepts / fundamentals of business statistics.
2. Understand the practical application of various concepts.
3. Understand the importance of measures of Descriptive statistics which includes measures of central tendency, Measures of Dispersion, Time Series Analysis, Index Number, Correlation and Regression analysis and their implication on Business performance.
4. Understand the concept of Probability and its usage in various business applications.
5. Understand Decision making environment and applying the Concept of Business Analytics.


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UNIT	Course Content	Hours
I	Descriptive Statistics Meaning, Scope, functions and limitations of statistics, Measures of Central tendency – Mean, Median, Mode, Quartiles, Measures of Dispersion – Range, Inter quartile range, Mean deviation, Standard deviation, Variance, Coefficient of Variation, Skewness and Kurtosis.	12
II	Time series analysis: Concept, Additive and Multiplicative models, Components of time series, Trend analysis: Least Squares method - Linear and Non- Linear equations, Applications in business decision-making.	12
III	Index Numbers:- Meaning , Types of index numbers, uses of index numbers, Construction of Price, Quantity and Volume indices:- Fixed base and Chain base methods.	14
IV	Correlation Analysis: Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation. Regression Analysis: Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation.	12
V	Probability: Theory of Probability, Addition and Multiplication Law, Baye's Theorem Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions.	10

Course Outcomes: After studying this course the student should be able to:

1. Gaining Knowledge of basic concept / fundamentals of business statistics.
2. To develop practical understanding of various statistics concepts.
3. To compute various measures of central tendency, Measures of Dispersion, Time Series Analysis, Index Number, Correlation and Regression analysis and their implication on Business performance.
4. Evaluating basic concepts of probability and perform probability theoretical distributions.
5. Taking managerial decision and applying the Concept of Business Analytics

Text Book

1. G C Beri – Business Statistics, 3rd ed, TATA McGraw Hill.(2017-18)
2. KK Sharma- Krishna Prakashan (P) LTD. (2017-18)
2. Chandrasekaran&Umaparvathi-Statistics for Managers, 1st edition, PHI Learning (2016-17)

Reference Book

1. Davis ,Pecar – Business Statistics using Excel, Oxford (2017-18)
2. Ken Black – Business Statistics, 5th ed., Wiley India (2017-18)
3. Levin and Rubin – statistics for Management, 7th ed., Pearson (2016-17)

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4. Lind, Marchal, Wathen – Statistical techniques in business and economics, 13th ed, McGraw Hill(2016-17)
5. Newbold, Carlson, Thorne – Statistics for Business and Economics, 6th ed., Pearson (2017-18)
6. S. C.Gupta – Fundamentals of Statistics, Himalaya Publishing (2016-17)
7. Walpole – Probability and Statistics for Scientists and Engineers, 8th ed., Pearson1. (2017-18)

Weblinks:

<http://gurukpo.com/business-statistics/>

<https://www.studocu.com> › University of Technology, Sydney › Business Statistic

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Financial Accounting

Course Code: IM 202		
Course Credit: 05	Lecture: 04	Tutorial: 01
Course Type:	Financial Accounting	
Lectures delivered:	40 L + 10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30

Course Outcomes: The objective of this paper is to help students to acquire conceptual knowledge of fundamentals of accounting and to impart skills for recording various kinds of business transactions

Unit	Topics	No. of Lectures
I	Nature and scope of Accounting, Generally Accepted Accounting Principles: Concepts and Conventions, Indian and International Accounting Standards. Accounting Mechanics: Double Entry System, Preparation of Journal, Ledger and Trial Balance, Profit and Loss A/c, Balance Sheet, Concept of Income And its Measurement.	12
II	Royalty Accounts - Accounting Records for Royalty in the books of Landlords and Lessee, Recoupment of Short working, Sub - lease, Short working Reserve Account, Nazarana. Hire Purchase Account - Accounting Records in the Books of Hire Purchaser and Vendor, Different Methods of Calculation of Interest and Cash Price, Maintenance of Suspense Account, Payment of Premium, Default in Payment and Partial Returns of Goods.	15

	Instalment Payment System - Difference between Hire Purchase and Instalment Payment System. Accounting Records in the book of Purchaser & Vendor, Interest suspense account.	
III	Departmental Accounts - Meaning, Objects and Importance, Advantage, Methods of Departmental Accounts, Final Accounts of Non Corporate Departmental Business, Allocation of Indirect Expenses. Branch Accounts- Meaning and Objectives of Branch Account, Importance and Advantages, Classification of Branches, Accounting of Branch Accounts under various Methods.	15
IV	Insolvency Accounts- Meaning, Circumstances of Insolvency, Procedure of Declaring Insolvency, Preparation of Statement of Affairs and Deficiency Account. Voyage Accounts - Meaning & Preparation of Voyage Accounts.	18

Suggested Readings:

1. Jain & Naranag, "Advanced Accounts", Jain Book Agency, 18th Edition, Reprint (2014)
2. Jaisawal, K.S., Financial Accounting, (Both in Hindi & English Version), Vaibhav Laxmi Prakashan. (2010)
3. Gupta, R.L. & Radhaswamy, M., Financial Accounting: Sultan Chand and sons.
4. Shukla, M.C., Grewal T.S. & Gupta, S.C., Advanced Accounts: S. Chand & Co.
5. Maheshwari S.N. & Maheshwari S.K., "A text book of Accounting for Management", Vikas Publication, 10th Edition (2013)
6. Shukla, S..M., Financial Accounting, Edition: 51st, Sahitya Bhawan Publications, 2017
7. Gupta, R. Land Shukla, M.C., "Principles of Accountancy", S. Chand & Company Ltd., (2011)
8. Arulanandam, M.A. & Raman, K.S., "Advanced Accounting", Vikas Publishers, (2010).
9. Shukla, M.C., "Advanced Accounting", Sultan Chand & Sons, (2010)
10. Babu, Deepak, Financial accounting, Navyug Sahitya Sadan, Agra Note- Latest edition of the text books should be used.

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Organizational Behavior

Course Code: IM 203		
Course Credit: 04	Lecture: 03	Tutorial: 01
Course Type:	Financial Accounting	
Lectures delivered:	30 L + 10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

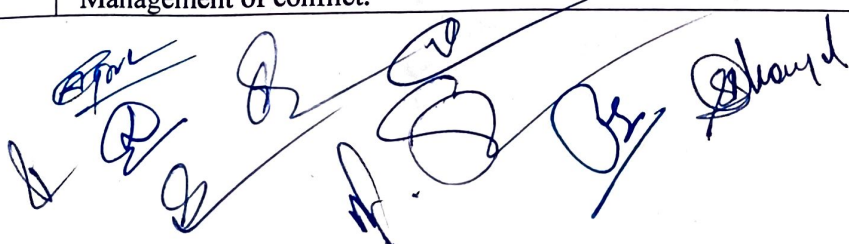
Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30


Course outcomes:

The aim of the course is to build knowledge and understanding of Organisational Behavior among the student. The course seeks to give detailed knowledge about the subject matter by instilling the mba sicde as about Organisational Behavior. The outcome of the course will be as follows–

- To provide knowledge about Organisational Behavior.
- To provide knowledge about individual and group behaviour.
- To give an overview about change in organization and QWL.

Unit	Topics	Hours
I	Introduction: Nature and scope of OB, Challenges and opportunities For OB, Organization Goals, Models of OB, Impact of Global and Cultural diversity on OB.	7
II	Individual Behavior: concept, Personality, Perception and its role in individual decision making, Learning, Motivation, Hierarchy of needs theory, Theory X and Y, Motivation-Hygiene theory, Vroom's expectancy theory.	8
III	Behavior Dynamics: Interpersonal behavior, Communication, Transaction Analysis, The Johari Window, Leadership, Its Theories and prevailing leadership styles in Indian Organisations. Group Behavior: Definition and classification of Groups, Types of Group Structures, Group decision making, Teams Vs Groups, Contemporary issues in managing teams, Inter-group problems in organizational group dynamics, Management of conflict.	8




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Integrated MBA 3rd Semester

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MANAGERIAL ECONOMICS ADVANCED - (IM- 301)

Course Code:	IM- 301	
Course Credit: 04	Lecture: 03	Tutorial: 01
Course Type:	Core Course	
Lectures delivered:	30 L + 10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30

Objective: The objective of this course is to help the student to analyse and understand economic environment in detail.

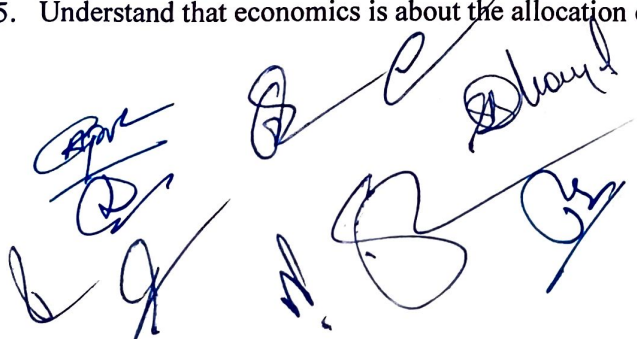
Note: "Focus on applications applied in Managerial Economics" in all units.

UNIT	Content	Hours
I	Scope of Managerial Economics, Fundamental Concepts in Managerial Economics, Role and Responsibilities of Managerial Economist.	8
II	Law & Nature of Demand, Demand Determinants, Demand Forecasting, Demand Function, Elasticity of Demand, Consumer Surplus.	8
III	Law of Return and Production Functions, Cost Concepts, Cost Classifications, Economies and Diseconomies of scale, Cost-Output relationships.	12
IV	Price-output decisions under different market conditions - Perfect and Imperfect Competition, Monopoly, Monopolistic Competition, Oligopoly, Non-Price Competition. Input- Output Analysis, Trade Cycle, Balance of Payments, Concept and Measurement of National Income, Cost Benefit Analysis.	12

Course Outcomes:

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

5. Understand that economics is about the allocation of scarce resources.




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6. List the determinants of the demand and supply for a good in a competitive market and explain how that demand and supply together determine equilibrium price.
7. Understand the costs of production and how profit-maximizing firms determine how much to produce. Be able to distinguish between long-run decisions and short-run decisions.
8. Distinguish between perfect competition and imperfect competition and be able to explain the welfare loss in non-competitive markets.

Reference Books:

1. Adhikary, M. Business Economics., New Delhi, Excel Books.
2. Varshney & Maheshwari, Managerial Economics, Sultan Chand, New Delhi.
3. Chopra, O.P., Managerial Economics, New Delhi, Tata McGraw Hill.
4. Keat Paul G & Philips K.Y. Young, Managerial Economics, Prentice Hall, New Jersey.
5. Koutsoyiannis, A. Modern Micro Economics, New York, Macmillan.
6. Trivedi M L, Managerial Economics, Tata McGraw- Hill, New Delhi.
7. Mehta P.L., Managerial Economics : Analysis, Problems & Cases, Sultan Chand & Sons, New Delhi.
8. Mathur, N.D.(2010), Managerial Economics, Jaipur: Shivam Book House

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Marketing Management Basic- (IM -302)

Course Code:	IM- 302	
Course Credit: 04	Lecture: 03	Tutorial: 01
Course Type:	Core Course	
Lectures delivered:	30 L + 10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30

Objective: The objective of this paper is to develop creative skills in the students to understand the dynamics of the competitive market and positioned distinctively.

UNIT	Content	Hours
I	Marketing Concepts: Customer Value and Satisfaction, Customers Delight. Value chain, scanning the Marketing Environment. Marketing Philosophies. Market demand structure and competition.	8
II	Market Segmentation, targeting, positioning. Levels of market segmentations, patterns, procedures, requirement for effective segmentation, evaluating the market segments, selecting the market segments, tool for competitive differentiation. Positioning. Basics of Marketing Information System and Marketing Research Process.	10
III	Product Decision: Objectives, Product classification, New Product Development Product-Mix, Product life cycle strategies, branding, introduction of packaging, & labeling. Pricing Decisions: Factors affecting price, pricing methods and strategies.	10
IV	Distribution Decisions: Importance and Functions of Distribution Channel, Distribution Channel Decisions, Distribution Channel Members. Promotion Decisions: A view of Communication Process, developing effective communication, Promotion-Mix elements. An introduction to Digital Marketing. Green Marketing: The concept & importance of Green Marketing. Factors related to Green Marketing. Environmental scanning. Acts related to the Environment in India.	12

Note: At least five Cases should be discussed in the class.

Course Outcomes:

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At the end of the course, a student will be able to:

- Critically evaluate the key analytical frameworks and tools used in marketing
- Apply key marketing theories, frameworks and tools to solve Marketing problems
- Utilise information of a firm's external and internal marketing environment to identify and prioritise appropriate marketing strategies
- Exercise critical judgement through engagement and reflection with existing marketing literature and new developments in the marketing environment
- Critically evaluate the marketing function and the role it plays in achieving organisational success both in commercial and non-commercial settings
- Evaluate and act upon the ethical and environmental concerns linked to marketing activities

Reference Books:

1. Principle of Marketing Management – Philip Kotler , Pearson Education, Latest Edition
2. Marketing Management -S.A. Sheralkar , Himalaya Publishing House, Latest Edition
3. Fundamentals of Marketing- William .J.Stanton ,McGrawhill Publication, Latest Edition
4. Marketing Management – South Asian Perspective, Kotlar ,Kelkar, Koshi, and Jha., Pearson Education, Latest Edition
5. Marketing Management – S.H.H. Kazmi, Excel Books India, 2007

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Business Communications- (IM-303)

Course Code:	IM- 303	
Course Credit: 04	Lecture: 03	Tutorial: 01
Course Type:	Core Course	
Lectures delivered:	30 L + 10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30

UNIT	Content	Hours
I	FRAMEWORK TO BUSINESS COMMUNICATION: Defining Communication, Process of communication, Principles of effective communication, importance and objectives of business communication, Physical, Mechanical and Psychological barriers to communication .	10
II	CHANNELS, TYPES AND FORMS OF COMMUNICATION: Channels, Verbal, Non-verbal, Formal, Informal, Internal, External and communication networks, Effective listening – types and Essentials of effective listening, Development of intrapersonal and interpersonal skills for Personal effectiveness.	10
III	ARTICULATION AND DRAFTING: Definition & how to articulate , techniques for better articulation, Speak clearly & distinctly, Basic patterns of Business Letters & its drafting, notices , Resumes, Sales letter writing, letters of bank correspondence, complaint letters & project reports, Dealing with print and electronic media, writing a press release.	10
IV	ENHANCEMENT SKILLS / EMPLOYABILITY SKILLS: Effective presentation skills: body language, eye contact, gesticulation, use of audio visual aids, Handling audience, conduct during presentation Interview skills: types of interview, preparing for an interview, how to handle stress interview, attire for an interview, learn how to say No, positive thinking tips & tricks, have an effective brain storming session.	10

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Practical Exercises

Spoken exercises listen & repeat and tongue twister, Group discussions, Mock meetings & interviews, Presentations on a technical topic, role plays, Confidence building exercises, and submission of reports prepared.

Note: At least five cases should be discussed in the class.

Course Outcomes:

At the end of the course, a student will be able to:

- To be familiar with the complete course outline/Course Objectives/Learning Outcomes/ Evaluation Pattern & Assignments
- To participate in an online learning environment successfully by developing the implication-based understanding of Paraphrasing, deciphering instructions, interpreting guidelines, discussion boards & Referencing Styles.
- To demonstrate his/her ability to write error free while making an optimum use of correct Business Vocabulary & Grammar.
- To distinguish among various levels of organizational communication and communication barriers while developing an understanding of Communication as a process in an organization.
- To draft effective business correspondence with brevity and clarity.
- To stimulate their Critical thinking by designing and developing clean and lucid writing skills.
- To demonstrate his verbal and non-verbal communication ability through presentations.

Reference Books:

1. Business Communication – K.K.Sinha, Galgotia Publishing Company, Latest Edition
2. Business Communication – Chhabra.T.N., Sun India Publication, 2005
3. Business Communication – Parag Diwan, Excel Books, Latest Edition
4. Essentials of Business Communication – Rajendra Pal, Sultanchand Publication, 2000
5. Business Communication-- R.K. Madhurkar, Vikas Publishing House Pvt. Limited, Latest

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Cost and Management Accounting - (IM-304)

Course Code:	IM- 304	
Course Credit: 05	Lecture: 04	Tutorial: 01
Course Type:	Core Course	
Lectures delivered:	40 L + 10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30

Objective: The objective of this paper is to provide knowledge about cost & management accounting, its techniques and cost control.

UNIT	Content	Hours
I	Meaning of Cost accounting, significance & importance, Difference in Cost and Financial Accounting , Preparation of Cost Sheet	10
II	Process Accounts joint and bye product accounting, Normal and Abnormal Losses. Marginal costing and Break even analysis, Cost volume, Profit analysis.	14
III	Alternatives choice decisions. Make or buy sell or process further operate or shutdown, Special orders. Budgetary control:- Concept, Advantages and types, Sales budget, Production Budget, Cash Budget.	12
IV	Standard costing and variances analysis, meaning, concept and advantages labour variances.	14

Note: At least five Cases should be discussed within the class

Course Outcomes:

At the end of the course, a student will be able to:

- Explains the relationship between cost accounting-financial accounting and managerial accounting .
- Explains the concept of management accounting.
- Explains the importance of management accounting for businesses.
- Do Cost-Volume-Profit analysis.

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Reference Books:

1. M.I. Singhai: Cost Accounts– Universal Publication, Agra latest edition
2. Sanjay Mehta & Prof. MukeshBrahmbhatt Cost Accounting: - Devi AhilyaPrakashan.
3. M.C. Shukla, T.S.Grewal and M.P.Gupta: Cost Accounting – Text and Problems, S.Chand publication & Co, New Delhi.
4. Ravi M. Kishore: Cost Accounting and Financial Management, Taxman Allied Services (P) Ltd., New Delhi. 5.JawaharLal and SeemaSrivastava: Cost Accounting – Tata McGraw Hill Publication.

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Integrated MBA 4th Semester

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Business Research- IM-401

Course Code:	IM-401	
Course Credit: 05	Lecture: 04	Tutorial: 01
Course Type:	Core Course	
Lectures delivered:	40 L + 10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3hrs

Continuous Comprehensive Assessment (CCA) Pattern

Minor Tests(marks)	Assignment/ Tutorial/ Presentation	Attendance	Total
15	5	10	30

Course Objective:

- The objective is to create an awareness of the Process of Research, the tools and techniques of research and generation of reports.
- To provide an exposure to the students pertaining to the nature and extent of research orientation, which they are expected to possess when they enter the industry as practitioners.
- To give them an understanding of the basic techniques and tools of business marketing research.

UNIT	Content	Hours
I	Introduction: Meaning of Research, Objectives of Research, Types of Research, Research Process, Research Problem formulation; Research Design: Features of a good research design; Different Research Designs; Measurement in Research; Data types; Sources of Error	14
II	Sampling Design: Census & Sample Surveys; Steps in Sampling Design; Types of Sample designs-Probability & Non Probability sampling.	12
III	Processing & Analysis of Data: Processing operations; problems in processing; types of analysis, Hypothesis Testing: Chi-square test, Z-test, t-test, F-test.	12
IV	Presentation: Diagrams; graphs; chars. Report writing; Layout of Research report; Types of Reports; Mechanism of writing a Research report; Precautions for writing report.	12

Course Outcomes: The objective of this paper is to give the basic knowledge about the Research Methodology

Text Books:

1. C.R. Kothari, Research Methodology
2. Banerjee S. and Roy Ramendu, Fundamentals of Research Methodology

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Operation Research- IM-402

Course Code:	IM-402	
Course Credit: 04	Lecture: 03	Tutorial: 01
Course Type:	Core Course	
Lectures delivered:	30 L + 10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3hrs

Continuous Comprehensive Assessment (CCA) Pattern

Minor Tests(marks)	Assignment/ Tutorial/ Presentation	Attendance	Total
15	5	10	30

Course Objective: The purpose of this course is to provide the participants with a sound conceptual understanding and application of various scientific methods and techniques for business decision making in an efficient and effective way.

UNIT	Course Content	Hours
I	Operations Research:- Uses, Scope and Applications of Operation Research in managerial decision-making. Decision-making environments:-Decision-making under certainty, uncertainty and risk situations; Decision tree approach and its applications.	6
II	Linear programming: Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems; sensitivity analysis; duality. Transportation problem: Various methods of finding Initial basic feasible solution and optimal solution. Assignment Problem.	8
III	Game Theory: Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method, Mixed Strategy Game.	8
IV	Queuing Theory: Characteristics of M/M/I Queue model; Application of Poisson and Exponential distribution in estimating arrival rate and service rate; Models of Inventory.	10
V	Project Management: Rules for drawing the network diagram, Applications of CPM and PERT techniques in Project planning and control; Crashing of operations.	8




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Course Outcomes

At the end of the course, a student will be able to:

- 1) Identify and develop operational research models from the verbal description of the real system.
- 2) Understand the mathematical tools that are needed to solve optimization problems.
- 3) Use mathematical software to solve the proposed models
- 4) Develop a report that describes the model and the solving technique, analyze the results and propose recommendations in language understandable to the decision-making

Text and Reference Books

1. Operations Research : Theory, Methods & Applications, SD Sharma
2. Operations Research: An Introduction, Hamdy A. Taha (Prentice Hall of India Private Ltd., New Delhi, 1998)

Weblinks

<https://www.edx.org/course/operations-management-iimbx-om101>

<http://nptel.ac.in/courses/112106134/1>

https://onlinecourses.nptel.ac.in/noc18_mg41/preview

<http://nptel.ac.in/courses/110106062/>

<http://nptel.ac.in/courses/112106131/1>

<https://www.edx.org/learn/operations-management>

<https://ocw.mit.edu/courses/sloan-school-of-management/15-761-introduction-to-operations-management-spring-2013/>

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Human Resource Management Basic- IM-403

Course Code:	IM-403	
Course Credit: 04	Lecture: 03	Tutorial: 01
Course Type:	Core Course	
Lectures delivered:	30 L + 10 T	

End Semester Examination System

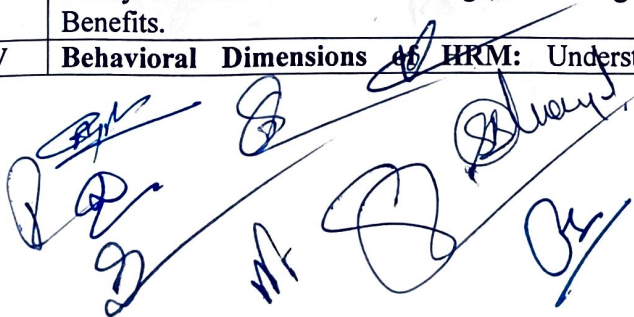
Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3hrs


Continuous Comprehensive Assessment (CCA) Pattern

Minor Tests(marks)	Assignment/ Tutorial/ Presentation	Attendance	Total
15	5	10	30

Course Objective: This Course will cover the concepts, methods and techniques and issues involved in managing human resource so as to facilitate employing, maintaining and promoting a motivated force in an organization.

UNIT	Course Content	Hours
I	Introduction: Evolution & Growth - Personnel Management, Human Resource Management, Concepts & Significance of HRM, Principles and Objectives, Policies and Practices. , Role of HR managers; Evolution of HRM environment – external and internal. Strategies and Strategic Management, Strategic Management Process – Environmental Scanning, Strategy Formulation, Implementation and evaluation.	8
II	Designing and Developing HR System: Human Resources planning: Definition, purposes, processes and limiting factors; Job Analysis – Job Description, Job Specification, job enrichment, job enlargement; Recruitment: recruitment policy, recruitment procedures, recruitment methods and evaluation; Selection: the selection procedure, the design of application form, selection methods, the offer of employment, and evaluation of process.	8
III	Human Resource Development: Concepts, Different Techniques, Development function; Training and Development: Purpose, Methods and issues of training and management development programmes; Performance Appraisal: Definition, Purpose of appraisal, Procedures and Techniques including 360 degree Performance Appraisal.	8
IV	Compensation Management: Compensation Administration: Nature and Objectives of compensation, components of pay structure in India, Different forms of employee compensation for Executives & Non- Executives. Wage Policy in India – Minimum Wage, Fair Wage and Living Wages, Fringe Benefits.	8
V	Behavioral Dimensions of HRM: Understanding Human Behavior,	8




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	Grievance Procedures: Definition, Disciplinary Procedure, Grievance Handling Procedure. Industrial Relations: Nature, importance and approaches of Industrial Relations. Promotion, Transfer and Separation: Promotion – purpose, principles and types Separation – lay-off, resignation, dismissal, retrenchment, Voluntary Retirement Scheme.	
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Course Outcomes:

At the end of the course, a student will be able to:

- 1) Understand the use of knowledge and skills needed to effectively manage human resources
- 2) Demonstrate knowledge of human behavior in organizations and the role of management strategies, including motivational theory to influence behaviour
- 3) Integrate teamwork, leadership and motivational skills to organizational scenarios and evaluate outcomes

Text and Reference Books

1. Bhattacharyya – Human Resource Management, Text and Cases (Excel Books, .),
2. Aswathappa K - Human Resource and Personnel Management (Tata McGraw Hill, 5th Ed.).
3. Decenzo- Human Resource Management (Wiley Dreamtech)
4. Dessler – Human Resource Management (Pearson Education, 13th Ed.)
5. Ivancevich – Human Resource Management (Tata McGraw Hill, 10th Ed.)
6. Mondy – Human Resource Management (Prentice hall, 10th Ed.)
7. Bernardi – Human Resource Management (Tata McGraw Hill, 4th Ed.)
8. Singh. Nisha - Human Resource Management (Himalaya Publication)

Weblinks

<https://www.edx.org/course/people-management-iimbx-hr101x>
<https://www.edx.org/people-management-for-entrepreneurs>
<https://www.coursera.org/specializations/human-resource-management>
<https://www.coursera.org/courses?query=hr>
https://www.hrapa.ca/professionaldevelopment_/Pages/Edx-Online-Courses.aspx
<http://nptel.ac.in/courses/122105020/>
<http://nptel.ac.in/courses/110105069/>
https://onlinecourses.nptel.ac.in/noc16_mg03/preview

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Business Laws- IM-404

Course Code:	IM-404	
Course Credit: 04	Lecture: 03	Tutorial: 01
Course Type:	Core Course	
Lectures delivered:	30 L + 10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3hrs

Continuous Comprehensive Assessment (CCA) Pattern

Minor Tests(marks)	Assignment/ Tutorial/ Presentation	Attendance	Total
15	5	10	30

Course Objective: This course aims to acquaint students with general business laws issues to help them become more informed, sensitive and effective business leaders.

UNIT	Course Content	Hours
I	The Indian Contract Act, 1872: Contract - meaning, characteristics and kinds, Essentials of valid contract - Offer and acceptance, consideration, contractual capacity, free consent, legality of objects, Void agreements, Discharge of contract- modes of discharge including breach and its remedies, Contingent contracts, Quasi- contracts.	8
II	Contract of Indemnity and Guarantee, Contract of Bailment, Contract of Agency.	8
III	The Sale of Goods Act, 1930: Contract of sale, meaning and difference between sale and agreement to sell, Conditions and warranties, Transfer of ownership in goods including sale by non-owners, Performance of contract of sale, Unpaid seller - meaning and rights of an unpaid seller against the goods and the buyer.	8
IV	The Limited Liability Partnership Act, 2008: Salient Features of LLP, Difference between LLP and Partnership, LLP and Company, LLP Agreement, Nature of LLP, Partners and Designated Partners, Incorporation Document, Incorporation by Registration, Registered Office of LLP and Change Therein, Change of Name, Partners and their Relations, Extent and Limitation of Liability of LLP and Partners, Whistle Blowing, Contributions, Financial Disclosures, Annual Return, Taxation of LLP, Conversion to LLP, Winding Up and Dissolution.	8
V	The Information Technology Act, 2000: Definitions, Digital signature, Electronic governance, Regulation of certifying authorities, Digital signatures certificates, Penalties and Offences.	8

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Course Outcomes: After studying this course the student should be able to:

1. Understand the elements of a valid contract and the importance of contracts.
2. Understand the special mercantile laws like “sales of goods act and IT act.”
3. Describe the difference among LLP, Partnership and Company and also various procedures related to LLP.

Reference Books:

1. Gulshan J.J.(2017).*Business Law Including Company Law*. New Age International Publisher, New Delhi.
2. Kuchhal M.C.(2017).*Business Law*. Vikas Publication, New Delhi.
3. Avtar Singh.(2016).*Principles of Mercantile Law*. Eastern Book Company, Lucknow.

Weblinks

http://www.dphu.org/uploads/attachements/books/books_3498_0.pdf

<http://mydunotes.blogspot.com/p/business-law.html>

www.simplynotes.in/e-notes/mbabba/business-law

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Integrated MBA 5th Semester

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Advance Marketing Management

Course Code: IM-501		
Course Credit: 04	Lecture: 03	Tutorial: 01
Course Type:	Core Course	
Lectures delivered:	30 L + 10 T	

End Semester Examination System

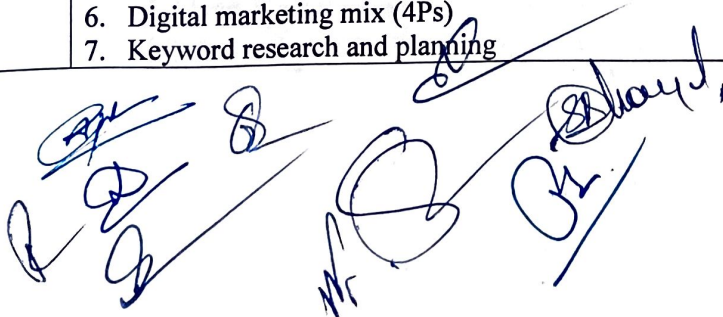
Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30

Course Objective: The objective of this course is to expose the students to methods and techniques for managing operations more effectively and efficiently.

UNIT	Course Content	Hours
I	Green Marketing : 1. Definition and scope of green marketing 2. Environmental concerns and sustainability 3. History and evolution of green marketing 4. Green consumerism 5. Consumer attitudes and behaviour towards eco-friendly products 6. Market research and segmentation 7. Eco-friendly product design and development 8. Sustainable packaging and labelling 9. Service innovation for environmental sustainability 10. Sustainable sourcing and procurement 11. Logistics and transportation management 12. Reverse logistics and waste management 13. Environmental messaging and labelling 14. Social media and digital marketing for green causes	8
II	Digital Marketing: 1. Digital marketing overview 2. Key concepts: target audience, customer journey, conversion 3. Setting goals and objectives 4. Understanding target audience and customer personas 5. Competitor analysis 6. Digital marketing mix (4Ps) 7. Keyword research and planning	8




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	8. On-page optimization (title tags, meta descriptions, header tags) 9. Link building and off-page optimization 10. Technical SEO (site speed, mobile-friendliness) 11. Platforms overview (Face book, Twitter, Instagram, LinkedIn) 12. Content creation and calendar planning 13. Paid social media advertising 14. Engagement and community management	
III	Brand Management: 1. Definition and scope of brand management 2. Key brand management concepts (brand equity, brand identity, brand positioning) 3. Brand audit and analysis 4. Brand positioning statement development 5. Market research and customer insights 6. Brand name and logo development 7. Brand visual identity (color, typography, imagery) 8. Brand tone and language 9. Brand essence and promise 10. Brand portfolio management 11. Brand extension and licensing 12. Brand revitalization and repositioning 13. Brand metrics and performance evaluation 14. Advertising and media planning 15. Digital marketing and social media 16. Content marketing and storytelling 17. Event and experiential marketing	8
IV	Customer Relationship Management: 1. Definition and scope of CRM 2. Key CRM concepts (customer lifetime value, customer retention) 3. Customer profiling and segmentation 4. Customer behavior analysis 5. Customer needs and expectations 6. Customer journey mapping 7. CRM vision and mission statements 8. CRM goals and objectives 9. Customer interaction management 10. Personalization and customization 11. Customer retention strategies 12. Loyalty programs and rewards 13. Customer advocacy and referral marketing 14. Customer win-back strategies	8
V	Marketing Innovation and Trends: 1. AI-powered marketing automation 2. Chatbots and conversational marketing 3. AI-driven content generation and optimization 4. AI-based customer segmentation and targeting	8

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	<ul style="list-style-type: none">5. Marketing automation platforms (MAPs)6. Customer relationship management (CRM) systems7. Marketing technology stacks and integration8. Marketing data security and compliance9. Rural Marketing	
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PRODUCTION & OPERATIONS MANAGEMENT

Course Code: IM-502		
Course Credit: 04	Lecture: 03	Tutorial: 01
Course Type:	Core Course	
Lectures delivered:	30 L + 10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30

Course Objective: The objective of this course is to expose the students to methods and techniques for managing operations more effectively and efficiently.

UNIT	Course Content	Hours
I	Operations Management – An overview, Definition of production and operations management, Production Cycle, Classification of operations, Responsibilities of Operations Manager, New Product Development, Product Design, Plant Location, Layout Planning. Role of SCM in Production.	8
II	Forecasting as a planning tool, Forecasting types and methods, Exponential smoothing, Measurement of errors, Monitoring and Controlling forecasting models, Box- Jenkins Method. Productivity and Work study, Method study, Work Measurement.	8
III	Production Planning techniques, Routing Decisions, Line of Balance, Scheduling types & principles, master production schedule, Inventory Management – Objectives, Factors, Process, Inventory control techniques-ABC, VED, EOQ, SED,FSN analysis. Purchasing & Vendor Management: Centralized and Decentralized Purchasing, Functions of Purchase Department, Single Vendor Concept, Management of Stores.	8
IV	Basic concepts of quality, dimensions of quality, Juran's quality trilogy, Deming's 14 principles, PDCA cycle, Quality circles, Quality improvement and cost reduction- 7QC tools and 7 new QC tools, ISO 9000-2000 clauses, coverage QS 9000 clauses, coverage. Six Sigma, Total Productive Maintenance (TPM).	8
V	Supply Chain Management(SCM): Concept, Features, Various Flows(cash, value & information), Benefits of SCM, Recent issues in SCM (Outsourcing, Value Addition, Lean Manufacturing), Logistics as a part of SCM, Logistics costs and Subsystems, Inbound & Outbound logistics, Bullwhip effect, Distribution and Warehousing. Role of Information Technology in SCM.	8

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Course Outcomes:

At the end of the course, a student will be able to:

1. Understand and Appreciate of the principles and applications relevant to the planning, design, and operations of manufacturing/service firms.
2. Develop skills necessary to effectively analyze and synthesize the many inter-relationships inherent in complex socio-economic productive systems.
3. Use analytical skills already learned, and build on these skills to further increase your "portfolio" of useful analytical tools for operations tasks.
4. Use and recognize situations in a production system environment that suggests the use of certain quantitative methods to assist in decision making on operations management and strategy.

Text and Reference Books

1. Production & Operations Management- S.N. Chary, Tata Mcgraw Hill
2. Production & Operations Management- Dr. B S Goel, Pragati Prakashan
3. Production & Operations Management- Kanishka Bedi, Oxford University Press
4. Operations and supply management, 12th ed./ By Chase, Richard B .- New Delhi; TMH, 2010.
5. Logistics management, 2nd ed. /by Sople. - New Delhi: Pearson, 2010.
6. Supply Chain Management, 5/E Sunil Chopra & Peter Meindl, Pearson
7. Supply Chain : Modeling and solutions/ By Sahay, B.S .- Delhi; Macmillan, 2007.
8. Supply chain management. By Dubey, Jayshree .- Delhi: New century publications, 2007.
9. Supply chain collaboration: How to implement CPFR and other best collaborative practices / By Ireland, Ronald K.- USA: J.Ross Publication, 2005.

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BUSINESS ENVIRONMENT

Course Code: IM-503		
Course Credit: 4	Lecture: 3	Tutorial: 1
Course Type:	Core Course	
Lectures delivered:	30 L + 10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3:00 HOURS

Continuous Comprehensive Assessment (CCA) Pattern

Minor Tests(marks)	Assignment/ Tutorial/ Presentation	Attendance	Total
15	5	10	30

Course Objective:

1. Analyze macro and microeconomic factors.
2. Understand government policies and regulatory frameworks.
3. Explore globalization and international trade.
4. Examine political, legal, and social influences on business.
5. Assess the impact of technological advancements.
6. Consider environmental sustainability and ethical practices.
7. Develop strategic responses to environmental changes.
8. Enhance critical thinking and decision-making skills.
9. Apply knowledge through real-world case studies.

UNIT	Content	Hours
I	Meaning of Business Environment, Factors affecting environment to the business, Internal and external environment, micro environment, macro environment. Types of environment.	8
II	Economic Environment: Nature of economy, structure of the economy, economic policies, economic conditions.	8
III	Political Environment: Economic roles of the government, government and legal environment, economic roles of government of India	8
IV	Technological Environment: Concept and significance of technological environment, regulation of foreign investment and collaboration.	8
V	Social Environment: Business and society, business and culture, language, culture and organizational behaviour, other social/cultural factors, social responsibility of business.	8




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Course Outcomes:

CO 1: Understand relationship between environment and business, applying the environmental analysis techniques in practice

CO 2: Understand economic social cultural and technological environment

CO 3: Know state policies economic legislations and economic reforms laid by the government

Reference / Text Books:

1. "Business Environment: Text and Cases" by Francis Cherunilam
2. "Business Environment" by Justin Paul
3. "Essentials of Business Environment" by K. Aswathappa
4. "Business Environment" by Shaikh Saleem

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FINANCIAL MANAGEMENT

Course Code: IM-504		
Course Credit: 05	Lecture: 04	Tutorial: 01
Course Type:	Core Course	
Lectures delivered:	40 L + 10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30

Course Objective: The basic objective of the present course is to familiarize the student with the skills related to basic principles, tools and techniques of Financial Management.

UNIT	Course Content	Hours
I	Financial management – Meaning, Approach, Scope, Objectives (Profit Maximization vs. Wealth Maximization), Functions of Finance Manager in Modern Age, Time Value of Money, Concept of Risk & Return.	10
II	Investment Decision: Appraisal of Project; Concept, Process & Techniques of Capital Budgeting and its Applications; Leverage Analysis – Financial, Operating and Combined leverage along with Implications; EBIT-EPS Analysis & Indifference Point.	8
III	Financing Decision: Long-term Sources of Finance, Potentiality of Equity Shares, Preference Shares, Debentures and Bonds as Sources of Long-Term Finance, Concept and Approaches of Capital Structure Decision,	8
IV	Cost of Capital: Cost of Equity Shares, Preference Shares, Debentures and Retained Earnings, Weighted Average Cost of Capital and Implications; Dividend Decision: Meaning and Importance, Factors affecting Dividend Decisions, Theories of Dividend Decision : Walter's Model and Modigliani Miller Model;	12
V	Working Capital – Meaning, Components, Types, Importance, Factors Affecting Working Capital Requirement, Methods of Determining Working Capital, Working Capital Management: Management of Cash, Inventory and Receivables; Introduction to Working Capital Financing.	12



Course Outcomes:

At the end of the course, a student will be able to:

1. Analyze financial statements using standard financial ratios of liquidity, activity, debt, profitability, and market value.
2. Apply techniques to project financial statements for forecasting long-term financial needs.
3. Explain the role of short-term financial management, and the key strategies and techniques used to manage cash, marketable securities, accounts receivable and inventory.
4. Identify the major sources of short-term financing available to the firm.
5. Apply future value and present value concepts to single sums, mixed streams, and annuities.
6. Apply time value, risk, and return concepts.
7. Apply time value, risk, and return concepts to constant and variable growth models.
8. Identify relevant cash flows for capital budgeting projects and apply various methods to analyze projects.
9. Identify the various long-term sources of funds for a firm.

Text and Reference Books

1. M Y Khan & P K Jain-Financial Management: Text, Problems and Cases, Tata McGraw-Hill Publishing Company Ltd., New Delhi
2. I M Pandey-Financial Management, Vikas Publishing House Pvt. Ltd., New Delhi
3. R.P. Rastogi-Financial Management, Galgotia Publications.
4. Van Horne-Financial Management & Policy, Prentice Hall Publication
5. Sheeba Kapil-Fundamental of Financial Management, Pearson Publication
6. S.N. Maheshwari-Financial Management (Principles & Practices), Sultan Chand & Sons Publication.

Weblinks

<http://nptel.ac.in/courses/105103023/39>

<http://nptel.ac.in/courses/110106043/3>

<https://ocw.mit.edu/courses/sloan-school-of-management/15-414-financial-management-summer-2003/lecture-notes/>

<https://www.edx.org/micromasters/usmx-umuc-accounting-and-financial-management>

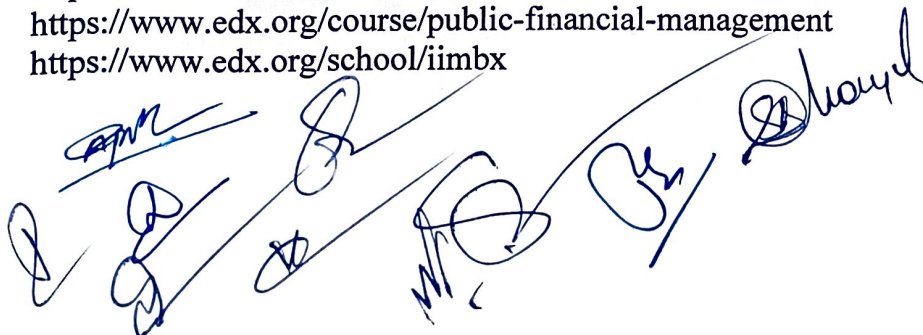
<https://www.edx.org/course/financial-management-organizations-usmx-umuc-af6030-1>

<https://www.edx.org/course/long-term-financial-management-usmx-umuc-af6040>

<https://www.edx.org/learn/finance>

<https://www.edx.org/course/public-financial-management>

<https://www.edx.org/school/iimbx>



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Integrated MBA 6th Semester

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STRATEGIC MANAGEMENT

Course Code: IM 601		
Course Credit: 04	Lecture: 03	Tutorial: 01
Course Type:	Core Course	
Lectures delivered:	30 L + 10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30


Course Objective: This course aims to provide an organization perspective and integrates functional areas. This helps in understanding how organizational strategies are formulated and implemented in a changing global environment.

UNIT	Course Content	Hours
I	Introduction, Strategic Management, Business Policy, Corporate Strategy, Basic Concept of Strategic Management, Mission, Vision, Objectives, Impact of globalization, Basic Model of Strategic Management, Strategic Decision Making, Impact of Internet and E-Commerce, Role of Strategic Management in Marketing, Finance, HR and Global Competitiveness.	8
II	Environmental Scanning, Industry Analysis, Competitive Intelligence ETOP Study, OCP, SAP Scanning, Corporate Analysis, Resource based approach, Value-Chain Approach, Scanning Functional Resources, Strategic Budget and Audit.	8
III	SWOT Analysis, SWOC Analysis, TOWS Matrix, Various Corporate Strategies: Growth/ Expansion, Diversification, Stability, Retrenchment & Combination Strategy.	6
IV	Process of Strategic Planning, Stages of corporate development, Corporate Restructuring, Mergers & Acquisitions, Strategic Alliances, Portfolio Analysis, Corporate Parenting, Functional Strategy, BCG Model, GE 9 Cell, Porters Model: 5 Force and Porters Diamond Model, Strategic Choice.	10
V	Strategy Implementation through structure, through Human Resource Management: through values and ethics. Mc Kinsey's 7S Model, Organization Life Cycle, Management and Control, Activity based Costing, Strategic Information System.	8



Text and Reference Books

1. Essentials of Management: An International Perspective by Koontz & Weihrich, Tata McGraw Hill Education Private Limited, New Delhi.
2. Management (Text and Cases) by V.S.P. Rao and V Hari Krishna, Excel Books, New Delhi.
3. Principles and Practice of Management, L. M. Prasad, Sultan Chand & Sons, New Delhi.
4. Contemporary Management, Gareth R. Jones and Jennifer M. George, fifth Edition, Tata McGraw-Hill Education Private Limited, New Delhi.
5. Management by Stephen P. Robbins, Mary Coulter and Neharika Vohra, Pearson Publication, New Delhi.
6. Management: Principles, Processes and Practices, Anil Bhat & Arya Kumar, Oxford University Press.
7. Management and Organizational Behaviour, Mullins, 7th edition, Pearson Publication, New Delhi.
8. Organizational Theory: Structure, Design and Applications, Robbins, 13th edition, Pearson Publication, New Delhi




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ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT

Course Code: IM 602		
Course Credit: 05	Lecture: 04	Tutorial: 01
Course Type:	Core Course	
Lectures delivered:	40 L + 10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

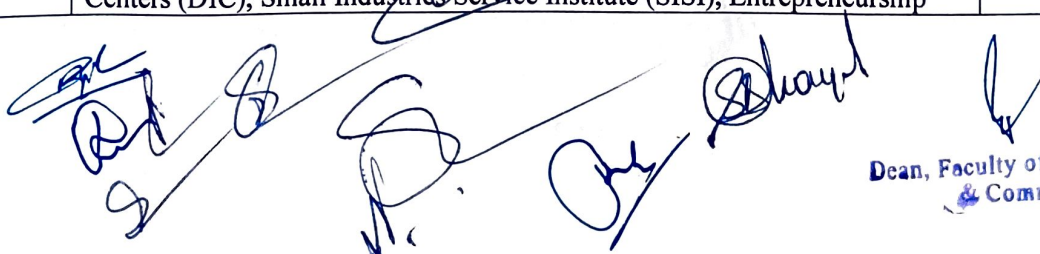
Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30

Course Objective:

The purpose of the course is that the students acquire necessary knowledge and skills required for organizing and carrying out entrepreneurial activities, to develop the ability of analysing and understanding business situations in which entrepreneurs act and to master the knowledge necessary to plan entrepreneurial activities. The objective of the course is, further on, that the students develop the ability of analysing various aspects of entrepreneurship – especially of taking over the risk, and the specificities as well as the pattern of entrepreneurship development and, finally, to contribute to their entrepreneurial and managerial potentials.

UNIT	Course Content	Hours
I	Meaning, Definition and concept of Enterprise, Entrepreneurship and Entrepreneurship Development, Evolution of Entrepreneurship, Theories of Entrepreneurship. Characteristics and Skills of Entrepreneurship, Concepts of Intrapreneurship, Entrepreneur v/s Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager, Role of Entrepreneurship in Economic Development, Factors affecting Entrepreneurship, Problems of Entrepreneurship	10
II	Meaning and concept of Entrepreneurial Competency, Developing Entrepreneurial Competencies, Entrepreneurial Culture, Entrepreneurial Mobility, Factors affecting Entrepreneurial mobility, Types of Entrepreneurial mobility. Entrepreneurial Motivation: Meaning and concept of Motivation, Motivation theories, Entrepreneurship Development Program: Needs and Objectives of EDPs, Phases of EDPs, Evaluation of EDPs	8
III	Role of Government in promoting Entrepreneurship, MSME policy in India, Agencies for Policy Formulation and Implementation: District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship	8



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	Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB), Financial Support System: Forms of Financial support, Long term and Short term financial support, Sources of Financial support, Development Financial Institutions, Investment Institutions	
IV	Women Entrepreneurship: Meaning, Characteristic features, Problems of Women Entrepreneurship in India, Developing Women Entrepreneurship in India, Concept of Social Enterprise and Social Entrepreneurship, Social Entrepreneurs, Sustainability Issues in Social Entrepreneurship, Rural Entrepreneurship, Family Business Entrepreneurship, Concepts of Entrepreneurship Failure, Issues of Entrepreneurial failure, Fading of Entrepreneurial success among once leading corporate groups, Entrepreneurial resurgence, Reasons of Entrepreneurial Failure, Essentials to Avoid Unsuccessful Entrepreneurship.	8
V	Forms of Business Ownership, Issues in selecting forms of ownership, Environmental Analysis, Identifying problems and opportunities, Defining Business Idea, Planning Business Process, Project Management: Concept, Features, Classification of projects, Issues in Project Management, Project Identification, Project Formulation, Project Design and Network Analysis, Project Evaluation, Project Appraisal, Project Report Preparation, Specimen of a Project Report	8
VI	Small Business Plan – Concept, need, use. Business planning overview - Business planning as a change agent - Idea brainstorming session - Understanding your motivations for preparing a plan Writing a Business plan, Risk Assessment, Focus on small business: Sources of financing for small businesses, Financing with equity, Determining personal net worth, Getting equity investment for your business,	8

Text and Reference Books

1. Lall&Sahai:Entrepreneurship(Excel Books 2 edition)
2. Couger, C- Creativity and Innovation (IPP, 1999)
3. Kakkar D N - EntrepreneurshipDevelopment(Wiley Dreamtech)
4. A.K.Rai – Entrepreneurship Development, (Vikas Publishing)
5. R.V. Badi & N.V. Badi - Entrepreneurship (Vrinda Publications, 2nd Edition)
6. Holt - Entrepreneurship : New Venture Creation (Prentice-Hall) 1998. 8. Barringer M J - Entrepreneurship (Prentice-Hall, 1999)
7. Nina Jacob, - Creativity in Organisations (Wheeler, 1998)
8. Entrepreneurial Small Business, Katz J A , Green II R P, McGraw Hill/Irwin, New York, NY, 2008. 3rd Ed.

9. Getting to Plan B, Mullins J and Komisar R, Harvard Business Press, Boston, Massachusetts, 2009.
10. Business Planning: A guide to Business Start-up. By – David Butler. Thompson. Butterworth-Heinemann, MA. 2008. ISBN: 978-81-312-1432-9
11. The Successful business Plan Secret Strategies by Rhonda Abrams PH The business plan in a day by Rhonda Abrams , PH. Business plan preparation - Entrepreneurship Development Institute of India

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Integrated MBA 6th Semester 3rd year

PROJECT MANAGEMENT

Course Code: IM 603		
Course Credit: 04	Lecture: 03	Tutorial: 01
Course Type:	Core Course	
Lectures delivered:	40 L + 10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

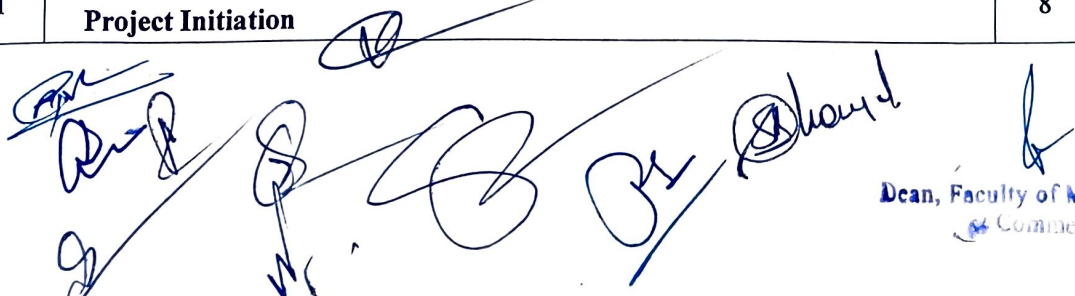
Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30

Course Objective:

- To familiarize to the concepts of project management
- To facilitate with the project initiation techniques
- To provide insights on the steps for implementing a project
- To develop skills for monitoring rural based project
- To familiarize with steps in project closure

UNIT	Course Content	Hours
I	Projects in Contemporary Organizations: Introduction to Project Management, Meaning of a project, Project vs. operations, Roles and Responsibilities of Project Manager, Benefits of project management, Project life cycle. Transaction Methodology: Guest Lecture/ Classroom teaching and discussion	8
II	Project Initiation	8



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	<p>(Screening and Selection Techniques): Beginning a community project, community project Selection- Defining criteria- Project selection methods- Project Charter development- Work break down structures, Project resources and scheduling, building a project schedule. Project Planning Tools (Bar charts, Logical Framework approach, CPM, and PERT)</p> <p>Transaction Methodology: Case Analysis and Discussion</p>	
III	<p>Implementing a Project: Project Execution, Monitoring through Information Systems, Project control, scope creep, Capital Cost Estimating, Monitoring Techniques and time control System, Project Cost Control and Time cost Trade-off, Project Procurement and Materials Management, Pre-Feasibility Study, Feasibility Studies, Project Break-even point.</p> <p>Transaction Methodology: Case Analysis and Discussion</p>	8
IV	<p>Unit 4: Monitoring a Rural-based Project: Conflict Resolution, Team Management and Diversity Management, Change management, Quality, Quality Concepts, Risk Management- Risk identification, Qualitative risk analysis, Quantitative risk analysis, Risk planning, Risk control, Use of MS-Project Software for Project Planning and Monitoring.</p> <p>Transaction Methodology: Group Project, Presentations and Discussion</p>	8
V	<p>Unit 5: Closing a Project: Project Close-out, Steps for Closing the Project- Project Termination- Project Follow-up- Project auditing- Case Studies</p> <p>Transaction Methodology: Group Project, Presentations and Discussion</p>	8

Text and Reference Books

1. Ahuja, GK & Gupta, R (1997). *Systematic Approach to Income Tax*. Allahabad: Bharat Law House.
2. Bhalla, V K (1997). *Modern Working Capital Management*. New Delhi: Anmol.
3. Bhalla, V.K (1998). *Financial Management and Policy*. (2nd ed). New Delhi: Anmol.
4. Chandra, P. (2014). *Projects: Planning, Analysis, Selection, Implementation and review*. 8th edition, New Delhi: McGraw Hill
5. Dhankar, R.S (1995). *Financial Management of Public Sector Undertakings*, New Delhi: Westvile.
6. Glen B Alleman, performance based Project Management

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Integrated MBA 6th Semester 3rd year

TALENT MANAGEMENT

Course Code: IM 604		
Course Credit: 04	Lecture: 03	Tutorial: 01
Course Type:	Core Course	
Lectures delivered:	30 L+10 P	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30

Course Objective:

- Aimed at helping students gain an insight into the basic concepts and application of Talent Management in business and industry.
- To emphasize on Talent Management & Talent Engineering.

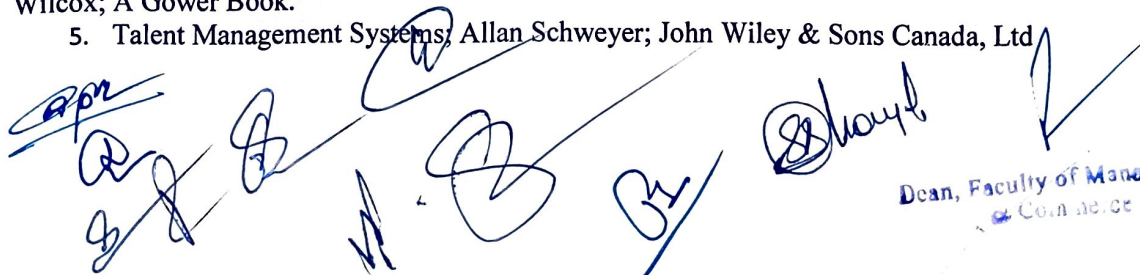
UNIT	Course Content	Hours
I	Introduction to Talent Management: Introduction, Talent Management – Overview, Talent Management – History, the Scope of Talent Management, Need of Talent Management, Key Processes of Talent Management, Talent vs knowledge people, Source of Talent Management, Consequences of Failure in Managing Talent, Tools for Managing Talent.	8
II	Building Blocks for Talent Management: Introduction, Effective Talent Management System, Building Blocks of Effective Talent Management System. Talent Management System: Introduction, Talent Management System, Critical Success Factor to Create Talent Management System, Some other critical success factor	8

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	ors of best practice Talent Management System, Factors of unique talent management approach, Key Elements of Talent Management System.	
III	<p>Life Cycle of Talent Management: Introduction, Linkage between Talent Management Process and Workforce, Importance of Talent Management Process, Important Steps to Assess Talent Management Process, Stages of Talent Management, Essentials of Talent Management Process.</p> <p>Approaches to Talent Management: Talent Management Approaches, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies, Post Recession Challenges of Talent Management.</p>	8
IV	<p>Talent Management and Organizational Environment: Introduction, Talent Management and Organisational Environment- An Overview, Shaping Talent Planning and Developing Values, Promoting Ethical Behaviour.</p> <p>Talent Planning: Talent Planning, Objectives of Talent Planning, Steps in Strategic Talent Planning, Succession Planning Program, Innovative talent planning, Current Industry Practices for Strategic Talent Planning, Ensuring Leadership.</p>	8
V	<p>Talent Engagement and Retention: Introduction, Concept of Talent Engagement, Retention, Employee Engagement and Retention, the Race for Talent: Retaining and Engaging Workers, Best Practices for Talent Engagement, Improving Employee Retention:</p> <p>Role of HR in Talent Management: Introduction, Overview of Human Resource Management, and Role of HR in Talent Management, Role of the HR Manager.</p>	8

Text and Reference Books

1. Strategic Talent Management: Contemporary Issues in International Context; Edited by Paul Sparrow, Hugh Scullion and Ibraiz Tarique; Cambridge University Press.
2. A Conceptual Approach to Strategic Talent Management; Tapomoy Deb; Indus Publishing Company.
3. Strategic – Driven Talent Management: A Leadership Imperative; Editors Rob Silzer & Ben E. Dowell; Jossey-Bass A Wiley Imprint.
4. Effective Talent Management – Aligning Strategy, People and Performance; Mark Wilcox; A Gower Book.
5. Talent Management Systems; Allan Schweyer; John Wiley & Sons Canada, Ltd



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SPECIALIZATION:
MARKETING MANAGEMENT








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Integrated MBA 7th Semester 4th year

CONSUMER BEHAVIOR & MARKETING COMMUNICATION

Course Code: IM MK1		
Course Credit: 03	Lecture: 03	Tutorial: 01
Course Type:	Discipline Elective	
Lectures delivered:	30 L +10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30

Course Objective: To introduce the students to the field of consumer behaviour and its relevant association with marketing and allied subjects. In marketing communication section the objective of the course is to enhance the competency of students to become effective Managers perfectly fit in the dynamic and competitive field of advertising, public relations and media organizations.

UNIT	Course Content	Hours
I	Introduction: Defining Consumer Behaviour, Nature, Scope & Importance of Consumer Behaviour, Understanding Consumer and Market Segments, Consumer Research: Quantitative & Qualitative.	8
II	Individual determinants of Consumer Behaviour, Motivation, Personality and Self Concept, Consumer Perception, Consumer Learning, Consumer Attitude Formation and Change.	8
III	Consumer Decision Process: Problem Recognition, Search and Evaluation, Purchasing Processes, Post-Purchase Behaviour, Consumer Behaviour Models, Consumerism, Organization Buying Behaviour. Environmental Influences on Consumer Behaviour: Culture, Subcultures, Social Class, Reference Group and Family Influences, Personal Influences and Diffusions of Innovations.	8
IV	Marketing Communication, Objectives of Marketing Communication, Integrated Marketing Communication (IMC), Factors contributing to IMC, Participants in IMC, IMC Promotion Mix, IMC Management & Planning Model, Challenges in IMC, Promotion Mix, Sponsorship, POP: Supportive Communication, Role of E-Commerce in Marketing Communication.	8

V	Advertising Management, Overview: Meaning, Nature and Scope of Advertising, Advertising and Other Promotional Tools, Role of Advertising in Promotion Mix, Process of Advertising, Customer and Competitor Analysis, STP Strategies for Advertising. Media Planning, Testing of Advertising Effectiveness, Preparation and Choice of Methods of Advertising Budget, Ethical and Social Issues in Advertising, Management of Advertising Agencies.	8
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Text and Reference Books

1. Consumer Behaviour/ Leon Schiffman & Leslie Kanuk, PHI, 10 th edition
2. Consumer Behaviour Building Marketing Strategy/by Hawkins, Coney Best Mookerjee, TMH,11th Edition 2007
3. Consumer behaviour / by David Loudon &Albert J Della Bitta, TMH publications,4 th edition,2002
4. Consumer Behaviour in Indian Perspective/ Suja Nair/
5. Consumer behaviour /by Henry Assael, Biztantra,2005
6. Shopper, Buyer and Consumer Behaviour/by Jay D Lindquist, M Joseph Sirgy, Biztantra,2nd edition
7. Consumer Behaviour and Branding : Concepts Readings, and Cases/Kumar, Pearsons Publications
8. Advertising and Promotion: An Integrated Marketing Communications Perspective, 10th Ed. by George E. Belch, Michael A. Belch, TMH
9. Advertising Management Concepts & Cases/by Manendra Mohan, TMH
10. Advertising Management /by Batra, 5ed, Pearson



Integrated MBA 7th Semester 4th year

SALES AND DISTRIBUTION MANAGEMENT

Course Code: IM MK2		
Course Credit: 03	Lecture: 03	Tutorial: 01
Course Type:	Discipline Elective	
Lectures delivered:	30 L +10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30

Course Objective: To develop understanding and appreciation of the Sales & Distribution processes in organizations. The course includes the familiarization of concepts, approaches and the practical aspects of the key decision making variables in sales force and distribution channel management.

UNIT	Course Content	Hours
I	Introduction: Selling as a Part of Marketing, Sales Management Process, Role of Sales Manager, Concept of Personal Selling, Sales Management and Salesmanship, The Ones of Personal Selling, Process of Personal Selling, Qualities of a Successful Salesman. Goals in Sales Management: Goal Setting Process in Sales Management, Analyzing Market Demand and Sales Potential, Techniques of Sales Forecasting, Preparation of Sales Budget, Formulating Selling Strategies, Designing Sales Territories and Sales Quota.	8
II	Sales Force Management: Organising the Sales Force, Designing the Structure and Size of Sales Force, Recruitment and Selection of Sales Force, Leading and Motivating the Sales Force, Training and Compensating the Sales Force, Sales Contests, Evaluation and Analysis.	8
III	Introduction to Distribution Management: Concept of Distribution Channel, Importance of a Channel, Reverse Distribution, Types of Channels, Primary Distributors, Specialized Distributors and Participants, Distributors: Policies and Strategies.	8
IV	Channel Management: Forces of Distributing Systems, Distributors Selection and Appointment, Channel Conflicts and their Resolutions,	8


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	Training the Distributors Sales Team.	
V	Emerging of marketing channels-An overview in context of 21st Century: Distribution Services for online marketing, Logistics and Supply Chain Management for Online Retailing. Distribution in Freight, Courier and Postal services: Spoke and Hub Distribution paradigm, Distribution in FMCG sector, Distribution in Apparel Industry, Confectionary Distribution. Global Distribution and channel management.	8

Text and Reference Books

1. Marketing Channels by Louis W. Stern, Adel I. El-Ansary & Anne T. Coughlan (to be given as text book).
2. Marketing Channel Management by Pingali & Venugopal.
3. Sales Management by Richard R. Still, Edward W. Cundiff & Norman A.P. Govoni.
4. Sales and Distribution Management: An Indian Perspective, Pingali & Venugopal, SAGE Publications, 2008
5. Field Sales Management –Principles & Practices by S.Ramachandran, Allied Publications
6. Marketing & Sales Management by Acharya & Govekar – HPH (1985 Edition)
7. Sales Management Decisions, Strategies and Cases, 5th edition by Still, Richard R et al. Prentice-Hall, India
8. Sales and Distribution Management–Text & Cases by Havaldar and Cavale Tata McGraw-Hill, 2007.
9. Confectionery sales and distribution, United States. Business and Defense Services Administration. Food Industries Division.

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Integrated MBA 8th Semester 4th year

MARKETING OF SERVICES

Course Code: IM MK3		
Course Credit: 03	Lecture: 03	Tutorial: 01
Course Type:	Discipline Elective	
Lectures delivered:	30 L +10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30

Course Objective: The course focuses on the unique challenges of managing services and delivering quality service to customers. The course is applicable to organizations whose core product is service (e.g., banks, transportation companies, hotels, hospitals, etc.)

UNIT	Course Content	Hours
I	Introduction: Definition, Differences between Services and Goods, Tangibility Spectrum, Distinctive Characteristics of Services, Categories of Service Providers, STP for services. Services Marketing Mix – People, Physical Evidence & Process.	8
II	The Gap Model of Service Quality: The Customer Gap, The Provider Gap, The Customer Expectations of Service, The Zone of Tolerance, Customers Perception of Quality and Customer Satisfaction, SERVQUAL . Consumer Behaviour in Service Context. Understanding Customer Requirements, Listening to Customers through Research, Building Customer Relationship, Service Recovery, Factors Necessary for Appropriate Service Standards, Types of Customer -Defined Service Standards	8
III	Developing Service Products: Core and Supplementary, Services Pricing Strategies, Logistics & Distribution of Services, Physical and Electronic Channels, Role of retailing in service distribution. Promoting Services and Educating Customers, People and Internal Communication, Managing Marketing Communications.	8
IV	Physical Evidence and Servicescape: Meaning, Types of Servicescapes, Strategic Roles of Servicescape, Guidelines for Physical Evidence Strategy, Strategic Roles of Servicescape, Role of Technology in Services Marketing.	8

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	People in Services: Role, Importance and Training. Designing and Managing Service Processes: Forecasting, Managing Demand and Capacity Capacity Constraints, Demand Patterns, Strategies for matching Capacity and Demand., Process of Operations and Delivery of Services,	
V	Marketing in various services: Fast food chains, Hospitality Services, Travel and Tourism services, Financial Services, Banking Services, Insurance Services, Telecom Services, Retailing Services (Brick & mortar, Online), Transportation & Logistics Services, Consultancy Services, Educational Services, Payment Bank Services, Entertainment & Public Utility information services . International marketing of services: challenges, recent trends, Principal Driving Force for globalization of services.	8

Text and Reference Books

1. Services Marketing, Ziethmal & Bitner, McGraw Hill
2. Services Marketing, Lovelock, Pearson
3. Services Marketing, Jauhari & Dutta, Oxford
4. Services, Govind Apte, Oxford
5. Chiristopher H. Lovelock and Jochen Wirtz, Services Marketing, Pearson Education, New Delhi, 7th edition, 2011.
6. Hoffman, Marketing of Services, Cengage Learning, 1st Edition, 2008.
7. Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2nd Edition, New Delhi, 2004.
8. Halen Woodroffe, Services Marketing, McMillan, 2003.

Integrated MBA 8th Semester 4th year

MBA 3rd Semester 2nd year

DIGITAL MARKETING

Course Code: MBA MK4		
Course Credit: 03	Lecture: 03	Tutorial: 01
Course Type:	Discipline Elective	
Lectures delivered:	30 L +10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30

Course Objective:

1. To confront students with discussions about the implications of an increasingly technological society.
2. To provide insights on how to implement marketing in a digital world.
3. To make students understand the traditional and new communication/marketing approaches to create competitive advantage in the Digital world.
4. To understand how the emergence of the technology will affect marketing, value creation, and consumer perceptions.

UNIT	Course Content	Hours
I	The Technological Society: Introduction to internet and WWW technology including security. Introduction to digital marketing and e-commerce: Business models, Business Models on the Web. Public policy: social, legal, ethical, political issues for e-commerce. Mobile e-commerce, Killer apps for strategic goals. Retailing (e-tailing) , Disintermediation , Channel conflict. Pricing Strategies in 'fluid e-retail markets.' Services online : Online content & digital media , B2B e-commerce , Global opportunities and issues.	8
II	Marketing in the Age of Fragmentation: Mapping Digital Marketing Media, The Long Tail , The Economics of the Attention Economy , Goldhaber's Attention Economy. Know your customer - Buyer behavior, segmentation, targeting. The customer experience - Web design, customer service, Quality of the online experience. Characteristics of E Marketing: Addressability,	8

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	Interactivity, Accessibility, Connectivity, Control.	
III	Digital Marketing Tools: Overview, the website, branding, banner ads, affiliate marketing. Paid search, search engine optimization (SEO), comparison shopping engines. Email, RSS, podcasting, Blogs, Viral, Wikis, CRM. Auctions, Portals. Online Branding: When they talk back... Communication and Branding in the Networked Economy. Search Engine Marketing. Online Communities and Innovation Communities, Mass Collaboration and Crowd-sourcing: How does the Internet help Innovate? Social networks, Value Creation through Social Networking.	8
IV	Web analytics & marketing metrics: Marketing research. The New Rules of Customer Intelligence: Laboratory Marketing and Customer Branding. Understanding Digital Analytics, Acquisition, Engagement and Conversion, Measuring Social Impact, Multi-Touch Analytics, Mobile Analytics, The Future of Digital Analytics: Big Data.	8
V	<p>Project on web marketing: Each student shall undertake a project on web marketing and submit it as a document (Word or PDF) or PowerPoint or other interactive presentation.</p> <p>Student shall apply basic principles learned in this course. Student is expected to develop a web marketing plan for any organization – real or imaginary (proposed).</p> <p>The project shall include the following:</p> <ol style="list-style-type: none"> 1. Company Overview 2. Product and/or Service Description 3. Web Sales and Marketing Goals (traffic, sales, leads, brand awareness, etc.) 4. Website Purpose 5. Target Customer 6. Market Description/Competitive Analysis 7. SWOT Analysis 8. Unique Selling Proposition or Value Proposition 9. Revenue Generation 10. Web Marketing Medium Suggestion(s) (How will you get there?) 11. New Website/Web Redesign 12. Search Engine Marketing 13. E-mail 14. Online Advertising 15. Social Media 16. Affiliate Marketing 17. Website optimization/analytics 18. Viral Marketing 19. Traditional Media 20. Online Networking 21. Marketing Execution Plan 22. Budget 23. Tracking and Analysis (how can you tell when you're there, or what's working?) 	8



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Text and Reference Books

1. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation by Damian Ryan, Calvin Jone. Kogan Page.
2. Marketing 2012 by William M. Pride, O. C. Ferrell, Cengage Learning.
3. Integrated Marketing Communications: Asia Pacific Edition by William Chitty, Nigel Barker, Michael Valos, Terence A. Shim, Cengage Learning.
4. DigiMarketing: The Essential Guide to New Media and Digital Marketing by Kent Wertime, Ian Fenwick
5. Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity by Avinash Kaushik
6. Wiki Brands – Reinventing Your Company In A Customer Driven Market Place, Sean Moffitt and Mike Dover, TMGH.
7. Advanced Web Metrics with Google Analytics by Brian Clifton.
8. Data-Driven Marketing: The 15 Metrics Everyone in Marketing Should Know Mark Jeffery



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SPECIALIZATION:
FINANCIAL MANAGEMENT

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Integrated MBA 7th Semester 4th year

MANAGEMENT OF WORKING CAPITAL

Course Code: IM FM1		
Course Credit: 03	Lecture: 03	Tutorial: 01
Course Type:	Discipline Elective	
Lectures delivered:	30 L +10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30

Course Objective: Working capital is a daily necessity for businesses who require a regular amount of cash to make routine payments, cover unexpected costs and purchase basic materials used in production of goods. The subject aims to help students understand strategic management of finances in business.

UNIT	Course Content	Hours
I	Introduction to Working Capital: Nature, Scope and Definition of Working capital, Working Capital Cycle, Assessment and Computation of Working Capital Requirement, Profitability –Liquidity trade off, Working Capital Policy – Aggressive & Defensive. Overview of Working Capital Management.	8
II	Management of Cash and Marketable Securities: Meaning of Cash, Motives for holding cash, Objectives of Cash Management, factors determining cash needs, Cash Management Models, Cash Budget, Cash Management : basic strategies, techniques and processes, compensating balances; Marketable Securities Concept, types, reasons for holding marketable securities, alternative strategies, choice of securities , cash Management Practices in India.	8
III	Management of Receivables ; Nature & Cost of maintaining receivables , objectives of receivables management, factors affecting size of receivables , policies for managing accounts receivables, determination of potential credit policy including credit analysis, credit standards, credit period terms etc;	8

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	collection Policies; Credit Management in India.	
IV	Management of Inventory: Need for monitoring and control of inventories, objectives of inventory management, Benefits of holding inventory, risks and costs associated with inventories, Inventory Management : Minimizing cost of inventory, Techniques of Inventory Management – Classification , order quantity , order point etc.	8
V	Working Capital Financing: Need and Objectives of financing of working capital, short term credit, mechanism of cost- benefit analysis of alternative strategies for financing working capital: accrued wages and taxes, accounts payable , trade credit, bank loans , overdrafts , bill discounting, commercial papers, certificates of deposit, factoring , secured terms loans, etc; Pattern and sources of Working Capital Financing in India, with reference to Government Policies.	8

Text and Reference Books

1. Rangrajan and Mishra - Working Capital Management (Excel)
2. Periasamy, P - Working Capital Management –*Theory & Practice* (Himalaya)
3. Pandey, I.M. - Financial Management (Vikas,)
4. V.K. Bhalla - Working Capital Management (Anmol)
5. Dheeraj Sharma - Working Capital Management (Himalaya)
6. Ravi M. Kishore - Financial Management (Taxmann)
7. Khan & Jain - Financial Management (TMH)



Integrated MBA 7th Semester 4th year

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Code: IM FM2		
Course Credit: 03	Lecture: 03	Tutorial: 01
Course Type:	Discipline Elective	
Lectures delivered:	30 L +10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30

Course Objective: This course aims at providing the students a comprehensive introduction to the areas of security analysis and portfolio management and equipping them with advanced tools and techniques for making profitable investment decisions.

UNIT	Course Content	Hours
I	INTRODUCTION TO INVESTMENT AND SECURITY ANALYSIS Meaning of investment, speculation and Gambling. Investment avenues: Types of investors, Investment objectives, The investment process, Security Analysis: Meaning of security, Types of securities, Meaning of security analysis. Risk and Return: Computation of return, Meaning and definition of risk, Types: (Systematic risk- Market risk, Purchasing power risk, Interest rate risk, Unsystematic risk- Business risk (Internal, External), Financial risk), Minimizing risk exposure. Risk measurement, Standard deviation, Meaning of Beta, Computation and interpretation, Use of beta in estimating returns.	8
II	FUNDAMENTAL ANALYSIS & TECHNICAL ANALYSIS Economic analysis: Factors in Domestic and International economy, Economic forecasting and stock-investment decisions. Industry analysis: Industry classification schemes, Key characteristics in industry analysis, Industry life cycle. Company analysis: Sources of information for company analysis (Internal, External), Factors in company analysis. Technical	8

	Analysis: Meaning and Assumptions of technical analysis, Trend lines and their significance, Market indicators, The Dow theory, Market indices, Confidence level, Price indicators, Support and Resistance levels, Gap analysis, New high-low, The most active list, Moving averages of stock prices, Volume indicators: Price-volume relationship, Short selling, Breadth of market (Advance/Decline), Odd lot trading, Oscillators, Relative Strength Index (RSI), Rate of Change (ROC)	
III	<p>SECURITIES RETURN AND VALUATION ANALYSIS</p> <p>Fixed-Income Securities: Overview of fixed-income securities. Bond analysis: Types of bonds Bond returns, Holding period return, Concept of yield, Current yield, Yield-to-Maturity, Price-yield relationship, Convexity, Term structure of interest rates and yield curve, Duration, Valuation of preference shares.</p> <p>Stock Return and Valuation, Anticipated returns, Present value of returns, Constant Growth model, Two-Stage Growth model, The Three-Phase Model, Valuation through P/E ratio.</p>	8
IV	<p>PORTFOLIO MANAGEMENT</p> <p>Efficient Market Hypothesis (EMH), Random Walk theory, Forms of EMH, EMH and empirical findings, Market inefficiencies.</p> <p>Portfolio Analysis, Selection and Evaluation, Meaning of portfolio, Reasons to hold portfolio, Diversification analysis, Markowitz's Model, Assumptions, Specific model, Risk and return optimization, Efficient frontier, Efficient portfolios, Leveraged portfolios, Corner portfolios, Sharpe's Single Index model, Portfolio evaluation measures, Sharpe's Performance Index, Treynor's Performance Index, Jensen's Performance Index.</p>	8
V	<p>CAPITAL MARKET THEORY, AND DERIVATIVES MARKET</p> <p>Capital Market Theory, CAPM theory: Assumptions, CAPM Model, Capital Market Line (CML), Security Market Line (SML), Evaluation of securities, Present validity of CAPM, Arbitrage Pricing Theory (APT), Assumptions, APT model, AP equation, Factors affecting return, APT and CAPM.</p> <p>Derivatives: Financial Derivatives, Meaning, Definition, Futures and Options, Pay-off in future and options, Stock and Index futures and options, Trading strategies, Commodity Derivatives, Structure of commodity exchanges, Commodity futures and options, Hedging using commodity futures.</p>	8

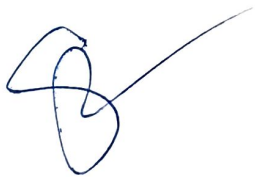
Text and Reference Books

1. Fischer & Jordan, Security Analysis and Portfolio Management, Prentice Hall India.
2. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd.
3. I. M. Pandey, Financial Management, Vikas Publishing House Pvt. Ltd.
4. V. A. Avadhani, Investment and Securities Market in India, Himalaya Publishing House.
5. D. C. Patwari, Options and Futures: Indian Perspective, Jaico Publishing House.



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6. Hull, Introduction to Futures and Options, Prentice Hall.
7. Preeti Singh, Investment Management, Himalaya Publishing.
8. Devin S., Portfolio Management, Prentice Hal
9. V. K. Bhalla, Portfolio Analysis and Management, Sultan Chand & Sons
10. Agarwal, A Guide to Indian Capital Markets, New Delhi.



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Integrated MBA 8th Semester 4th year

MANAGEMENT OF FINANCIAL INSTITUTIONS AND SERVICES

Course Code: IM FM3		
Course Credit: 03	Lecture: 03	Tutorial: 01
Course Type:	Discipline Elective	
Lectures delivered:	30 L +10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30

Course Objective: The aim of the course is to help students understand and learn about different types of Financial institutions and financial services in the India and abroad and to help form a base for career in financial sector.

UNIT	Course Content	Hours
I	Introduction : Financial System and Markets: Constituents and functioning; RBI – Role and functions. Regulation of money and credit, Monetary and fiscal policies, Techniques of regulation and rates; Overview of Foreign Exchange Market, Financial Sector Reforms in India, Overview of Financial Services: nature, scope and importance etc.	8
II	Management of Commercial Banks : Banking Industry in India, constituents, banking sector reforms, determination of commercial interest rates: fixed and floating, Management of capital funds- capital adequacy norms, Liquidity Management, Asset Liability Management - Gap analysis, Management of Non- performing assets, Strategies for making commercial banks viable.	8
III	Management of Non-Banking Financial Institutions : Securitisation : concept, nature, scope and their implications. Securitization of Auto loans and housing loans, Securitisation in India.	8
IV	DFIs in India - IDBI, ICICI, IFCI, NABARD, RRBs, State Level Institutions ; NBFCs - Their status, types, working and strategies for commercial viability ; Insurance & Mutual Fund organisations - Their status, types, working and strategies for commercial viability.	8
V	Management of Financial Services : Leasing and Hire Purchase: Industry. Size and scope. Parties involved, Evaluation of Lease transaction, Types of lease and their implications, Hire purchase and lease - differences and	8

	implications for the business. Other financial services: Factoring, Forfeiting, Discounting and Re Discounting of Bills, Consumer Credit and Plastic Money – concept, working and uses of each.	
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Text and Reference Books

- 1) Fabozzi - Foundations of Financial Markets and Institutions (Prentice hall)
- 2) Parameswaran- Fundamentals of Financial Instruments (Wiley India)
- 3) Khan M Y - Financial Services (Tata Mc Graw Hill)
- 4) Machiraju H R - Indian Financial System (Vikas)
- 5) Bhole L M - Financial Institutions and Markets (Tata McGraw-Hill)
- 6) Srivastava ,R.M & Nigam Divya - Management of Financial Institutions (Himalaya)
- 7) Gurusamy R - Financial Services & Markets (Thomson)




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Integrated MBA 8th Semester 4th year

CORPORATE FINANCIAL RESTRUCTURING

Course Code: IM FM4		
Course Credit: 03	Lecture: 03	Tutorial: 01
Course Type:	Discipline Elective	
Lectures delivered:	30 L +10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30

Course Objective:

1. To know the concept of Financial Restructuring in Companies
2. To get acquainted with the factors leading to financial distress of the organization.
3. To understand alternative sources of capital and planning of the same.
4. To know the significance of the Corporate Governance in the overall functionality of the organization.

UNIT	Course Content	Hours
I	Basics: Concept of Internal & External Restructuring, Financial perspective in restructuring, Reorganization strategies in corporate organizations, Financial Distress & Bankruptcy, Liquidation, Net Operating Losses, Sources of Funding & Problem of changing Capital Structure, Strategic and Financial Sponsors, Pros and Cons of different Sponsors, Capital Cash Flows Vs. Equity Cash Flows.	8
II	Mergers & Acquisitions: Difference and commonalities of the concepts, differentiation with regard to Take Over, Strategic & Financial Aspects, Hostile vs. Friendly Takeovers, Defense Tactics, Structural Defenses Vs. Non Structural Defenses, Contribution Analysis, Duties of Board of Directors, Market for Corporate Control.	8
III	Risk Management in Mergers & Acquisitions: Collars, Role of Arbitrators in Mergers & Acquisitions, Interpretation of Arbitrage Spreads, Earn Out and CVRs, Pre Closing & Post Closing M&A Risks, Management of M&A Risk with the help of Collars, Fixed Collar Offers Vs. Floating Collar Offers.	8
IV	Methods of Enterprise Valuation: Weighted Average Cost of Capital,	8

	Discounted Cash Flows Model, Equity/Residual Cash Flows, Adjusted Present Value, Capital / Leveraged Cash Flows, Relative Valuation Analysis, Sensitivity Analysis, Tables, Developing Break Up Analysis.	
V	Corporate Governance: Significance in the Indian context, Reference of CG in Indian Companies Act (Amended) 2013, Role of Board of Directors, Disclosures and Clarifications on the part of Board of Directors and Inclusion in the Auditors' Report.	8

Text and Reference Books

1. Business Environment, Justin Paul, Tata McGraw Hill,
2. Business Environment, A.C. Fernando, Pearson Education
3. Corporate Restructuring: Lessons from experience, Michael. Pomerleano, William Shaw
4. Creating Value Through Corporate Restructuring: Case Studies in Bankruptcies, Buyouts, and Breakups (Wiley Finance) - Stuart C. Gilson, Edward I. Altman
5. Valuation: Mergers, Buyouts and Restructuring (Wiley Finance) - Enrique R. Arzac

SPECIALIZATION:
HUMAN RESOURCE MANAGEMENT

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Integrated MBA 7th Semester 4th year

INDUSTRIAL RELATIONS AND LABOUR ENACTMENTS

Course Code: IM HR1		
Course Credit: 03	Lecture: 03	Tutorial: 01
Course Type:	Discipline Elective	
Lectures delivered:	30 L +10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30

Course Objective: This course is an attempt to understand the conceptual and practical aspects of employee relations at the macro and micro levels. Its intends to educate and create awareness among the participants about various aspects of Industrial Relations and thus equip them to handle this delicate subject with maturity, objectivity and understandings. To gain knowledge of concepts, issues and legal framework of Industrial Relations.

UNIT	Course Content	Hours
I	Overview of Industrial Relations : Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Evolution of IR in India ; Role of State; Trade Union; Employers' Organisation; ILO in IR	8
II	Trade Unionism : Trade Union : origin and growth, unions after independence, unions in the era of liberalization; concept, objectives, functions and role of Trade Unions in collective bargaining; problems of Trade Unions.	8
III	Labour problems : Discipline and misconduct; Grievance Handling Procedure; Labour turnover; Absenteeism; Workers' participation in management, Industrial Dispute Act	8
IV	Technological Change in IR-Employment issues, Management Strategy, Trade Union Response, Human Resource Management and IR- Management Approaches, Integrative Approaches to HRM; International Dimensions of IR.	8
V	Labour Legislations: Factories Act, Payment of Wages Act, Workmen's	8

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Compensation Act. Important Provisions of Employees' State Insurance Act, Payment of Gratuity Act, Employees Provident Fund Act.
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Text and Reference Books

1. Beaumont, P. B. (1995). The Future of Employment Relations. London: Sage.
2. Bareja, J.K. (2000). Industrial Law. Galgotia Publishing House.
3. Monappa, Arun (2002). Industrial Relations. Tata McGraw Hill.
4. Singh B.D. - Industrial Relations & Labour Laws (Excel, 1st Ed.)
5. Kogent - Industrial Relations & Labour Laws (Wiley Dreamtech)
6. Srivastava SC - Industrial Relations and Labour Laws (Vikas, 2000, 4th Ed)
7. Blyton, P. & Turnbull, P. (2004). The Dynamics of Employee Relations. Palgrave Mcmillan.
8. Ackers, P. & Wilkinson, A. (2003). Understanding Work & Employment: Industrial Relations in Transition. Oxford: Oxford University Press.
9. Mamoria CB, Mamoria, Gankar - Dynamics of Industrial Relations (Himalayan Publications, 15th Ed.)



Integrated MBA 7th Semester 4th year

COMPETENCY MAPPING MANAGEMENT

Course Code: IM HR2		
Course Credit: 03	Lecture: 03	Tutorial: 01
Course Type:	Discipline Elective	
Lectures delivered:	30 L +10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

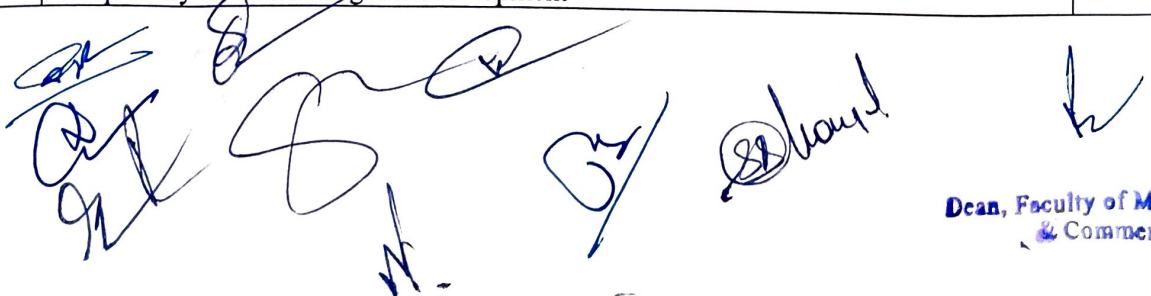
Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30

Course Objective:

- 1) Make the students understand concept and importance of competency mapping
- 2) Give insight into the process and models of competency mapping

UNIT	Course Content	Hours
I	Understanding Competency Mapping : Introduction---history and origin of competency mapping----Reasons for popularity of competency mapping---Definitions and components of competency---Skill, knowledge and motive---traits of self-concept	10
II	Competency Mapping - procedures and steps: Determining objectives and scope---clarifying implementation goals and standards----create an action plan----define performance effectiveness----tools for data collection--data analysis---validating competency model----mapping future jobs and single incumbent jobs----using competency profiles In HR decision	10
III	Competency Categories: Thresh hold, differentiating, generic vs. key, functional or technical, leadership , managerial Leading and managing competency mapping : Acceptance of competency mapping----causes for resistance---recommended action to address resistance---- Delphi technic,360 degree feedback, HR generic competency mapping----supervisory generic competency mapping	10
IV	Competency assessment and uses : Strategies to address the gaps----competency recruitment and selection----competency based appraisal----competency based succession and career planning---competency based compensation and benefits-----competency based training and development	10



Text and Reference Books

1. The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations by Seema Sanghi Sage Publications Pvt. Ltd;
2. Competency Mapping by R K Sahu, Publisher : Excel
3. ASTD Competency Study: Mapping the Future by Paul R. Bernthal, Publisher: ASTD Press (June 6, 2004)
4. Competency Mapping For Superior Results by Mukherjee, Sraban TMGH, 2011 -12 Edition
5. ASTD, Talent management: Strategies for success from six leading companies, Cengage Learning
6. Rao, T.V., Humanomics for talent management: Making the HRD missionary business-driven, Pearson Education. 8. Berger, L. A. and Berger, D. R., The talent management handbook, McGraw-Hill Education India
7. . Silzer, R. and Dowell, B.E. (eds.), Strategy drive talent management: A leadership imperative, Publication of the Society for Industrial and Organizational Psychology.
8. Hasan, M., Singh, A. K., Dhamija, S. (eds.), Talent management in India: Challenges and opportunities, Atlantic Publishers & Distributors.



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Integrated MBA 8th Semester 4th year
GLOBAL HRM

Course Code: IM HR3		
Course Credit: 03	Lecture: 03	Tutorial: 01
Course Type:	Discipline Elective	
Lectures delivered:	30 L +10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

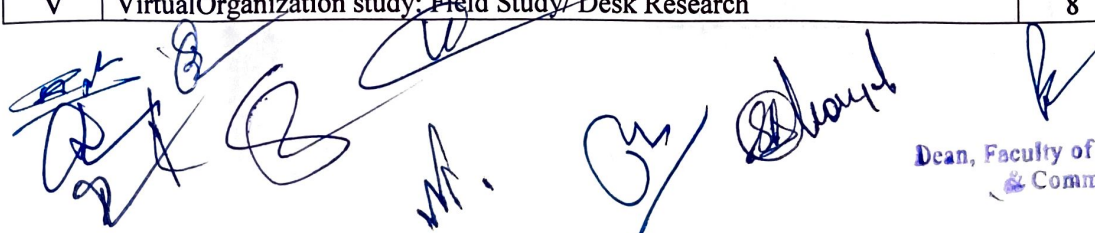
Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30

Course Objective:

- 1) To give exposure to the students to international HR
- 2) To make students understand various initiatives in global HR
- 3) To make students understand various issues in global HR

UNIT	Course Content	Hours
I	Introduction: Defining international HR, difference between domestic and international HR, Variables determining difference between domestic and international HR, The path to global status, Talent management, International business ethics and HRM	8
II	Managing and supporting international assignments: Linking international assignments with organizational strategy, Staffing for international assignments, Issues in staff selection, selection criterion, The role of expatriate, the role of non-expatriate, dual career couples, are female expatriate different? role of the corporate HR function.	8
III	International HR: Importance of pre departure training, programs, the effectiveness of pre departure training, developing staff through international assignments. Objectives of international compensation, key components of international compensation program, approaches to international compensation. Performance management in multinational, PM of international employees, Appraisal of international employees.	8
IV	Key issues in international HR : Trade unions and international HR , the response of trade unions to multi nationals, the issue of social dumping, the impact of digital economy	8
V	Virtual Organization study: Field Study/ Desk Research	8



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	Students to be divided in a group of 5 each. Each group to identify two organizations having presence in other country/countries and study their HR practices in the light of the above topics. This may be desk research or field visit. The groups will give hard copy of the work and also presentation.	
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Text and Reference Books

1. International Human Resource Management by Peter j Dowling, Devis E Welch, 4th Edition.
2. International Human Resource Management by Hilary Harris, Chris Brewster and Paul Sparrow, VMP Publishers and Distributors
3. International Human Resource Management by K Aswathappa and Sadhna Dash , TMGH

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Integrated MBA 8th Semester 4th year

NEGOTIATION & COUNSELLING

Course Code: IM HR4		
Course Credit: 03	Lecture: 03	Tutorial: 01
Course Type:	Discipline Elective	
Lectures delivered:	30 L +10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30

Course Objective: The objective of this course is to provide knowledge of concepts and issues of negotiation and counselling such that to equip the students with valuable skills, techniques and strategies in counselling.

UNIT	Course Content	Hours
I	Negotiation: Nature, Characteristics, Strategy and Tactics of Distributive Bargaining, Strategy and Tactics of Integrative Negotiation; Strategy and Planning for Negotiation.	8
II	Negotiation Sub processes: Perception, Cognition and Emotion Communication: What is communicated during negotiation and how people communicate in Negotiation.	8
III	Best Practices in Negotiation – Fundamental Structure of negotiation and BATNA. Case I - Role Negotiation at Bokaro Steel Plant (Understanding Organizational Behaviour. By Udai Pareek, Oxford, Second Edition Page 410-415) case study (practical aspects)	8
IV	International and Cross Cultural Negotiation: Context and Concept, Influence of Culture on Negotiation: Case II - The Dabhol Debacle (Negotiation Made Simple, SL Rao, Excel Books pp.30-35 and pp. 196-197).	8
V	Emergence & Growth of Counselling: Factors contributing to the emergence, Approaches to Counselling: Behaviouristic, Humanistic Approaches and Rogers Self Theory Counselling Process : Steps in Counselling Process. Modern Trends in Counselling – Trends, Role of a Counsellor and Model of Conselling.	8


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Text and Reference Books

1. Lewicki, Saunders & Barry - Negotiation (Tata Mc Graw Hill, 5th Ed.)
2. B.D.Singh - Negotiation Made Simple (Excel Books, 1st Ed.)
3. Rao S N - Counseling and Guidance (Tata Mc Graw Hill, 2nd Ed.)
4. Singh Kavita - Counselling Skills for Managers (PHI, 1st Ed.)
5. Welfel, Patterson - The Counselling Process, A Multi theoretical Integrative Approach. (Thomson India, 6th Ed.)
6. Pareek Udai - Understanding Organisational Behaviour (Oxford)




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SPECIALIZATION:
INTERNATIONAL BUSINESS MANAGEMENT

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Integrated MBA 7th Semester 4th year

INTERNATIONAL FINANCIAL MANAGEMENT

Course Code: IM IB1		
Course Credit: 03	Lecture: 03	Tutorial: 01
Course Type:	Discipline Elective	
Lectures delivered:	30 L +10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30

Course Objective: The main objective of this course is to familiarize the students with the international financial environment and the special decision variables underlying the discharge of finance function in a multinational corporation

UNIT	Course Content	Hours
I	Global Financial Environment: Objective of financial management in a multinational corporation, functions of international financial management. Special decision variables in international financial management. International monetary system, Fischer Effect, International fisher effect.	8
II	Management of exposure & risk: Concept of exposure and risk. Types of exposure – transaction, transnational and economic exposure. Measurement of transaction exposure. Managing transaction exposure. Hedging Strategies. International Portfolio Investment: Economic determinants. The national FDI policy framework. Benefits of inter-national equity and bond investing. International capital asset pricing model (ICAPM)	8
III	International Capital Budgeting: The basic framework for analysis. Issues and strategic considerations in international capital budgeting. The adjusted present value approach (APV). Financial risk and cost of capital. Exchange risk and cost of capital. Political risk and cost of capital. Impact of hedging on cost of capital. Tax consideration – Branch vs. subsidiary, withholding tax. Foreign sales corporations, 80-20 subsidiaries and tax havens.	8
IV	International working capital management: i) International cash management: The cash positioning decision. Advantages and disadvantages of centralized cash management. Multilateral	8

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	<p>netting. Intra corporate transfer of funds. Transfer pricing, problems of international cash management.</p> <p>ii) International Receivables management: Domestic v/s International receivables management. Letter of credit. International factoring & Accounts receivables.</p> <p>iii) International inventory management: Advance inventory purchases. Stockpiling.</p>	
V	<p>International Financing Decisions:</p> <p>i) Euro-money and Eurobond Markets. Size of the Euro currency market. Growth of Euro Dollar market. Instruments and rate of Euro Currency Markets. Creation of Euro deposits. Syndicated Eurocurrency loan Market. International Bond Markets, Multi-currency bonds and their types. Rationale for multi currency bonds.</p> <p>ii) International Equity markets: Foreign equity market and their comparative performance. Recent developments and innovations in international capital markets. Recent developments in the Euro bond market.</p>	8

Text and Reference Books

1. Folks William R. Jr. & Raj Agrawal : International Dimensions of Financial Management
2. P.G. Apte :Global financial Management
3. Dennis J.D. Connor & Albert T Bussco : International Dimensions of Financial Management
4. Zenoff David B. & Zwick Dack : International Financial Management
5. Advani V.A. :International Finance: Theory and Practice
6. Seth Jagdish & Eshghi A: Global Financial Perspectives

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Integrated MBA 7th Semester 4th year

INTERNATIONAL MARKETING

Course Code: IM IB2		
Course Credit: 03	Lecture: 03	Tutorial: 01
Course Type:	Discipline Elective	
Lectures delivered:	30 L +10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30

Course Objective:

- 1 To make the students understand the concept and techniques of international marketing.
- 2 To train the students to develop plans and marketing strategies for entering into international markets and managing overseas operations.

UNIT	Course Content	Hours
I	International Marketing: Meaning, Nature and Importance; International Marketing Orientation: E.P.R.G. – Approach: An overview of the International Marketing Management Process; International Marketing Environment. Global markets, International market groups-EU, ASEAN, SAFTA, NAFTA, Emerging economies. International marketing research and information system; foreign market entry modes; global marketing operations and strategies; International Market Segmentation and Positioning; Screening and Selection of Markets; International Market Entry Strategies: Exporting, licensing, Contract Manufacturing, Joint Venture M&A, Setting-up of Wholly Owned Subsidiaries Aboard, Strategic Alliances.	8
II	International Product Strategies: Product Designing: Product Standardization Vs. Adaptation; Managing Product Line, International Trade Product Life Cycle, New Product Development; counterfeiting and IPR issues.	8
III	Pricing for International Markets: Factors Affecting International Price Determination; Price Quotations and Terms of Sale, pricing strategies; international dumping; financing marketing transactions.	8

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IV	Managing International Distribution: The structure of international Distribution systems; International Distribution Channels, their Roles and Functions; Selection and Management of Overseas Agents; channel selection decisions; aspects of international supply chain management; international direct marketing; leveraging international distribution for competitive advantage.	8
V	Managing International Promotion Mix: Planning for Trade Fairs and Exhibitions; Advertising and other Modes of Communication, International promotion mix; push and pull strategies; aspects of international sales management; challenges of international advertising; global media strategy.	8

Text and Reference Books

1. International Marketing by Cateora, Graham & Salwan, McGraw Hill, 13th Edition, 2008.
2. International Marketing by Rakesh Mohan Joshi, Oxford University Press, 2005.
3. International Marketing by Czinkota & Ronkainen, Cengage Learning, 8th Edition (India).
4. International Marketing Management by Subhash Jain, CBS Publishers & Distributors, 3rd Edition
5. International Marketing, 4th Ed., PK Vasudeva, Excel Books International Marketing by Rajgopal, Vikas Publication, New Delhi




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Integrated MBA 8th Semester 4th year

INTERNATIONAL BUSINESS MANAGEMENT

Course Code: IM IB3		
Course Credit: 03	Lecture: 03	Tutorial: 01
Course Type:	Discipline Elective	
Lectures delivered:	30 L +10 T	

End Semester Examination System

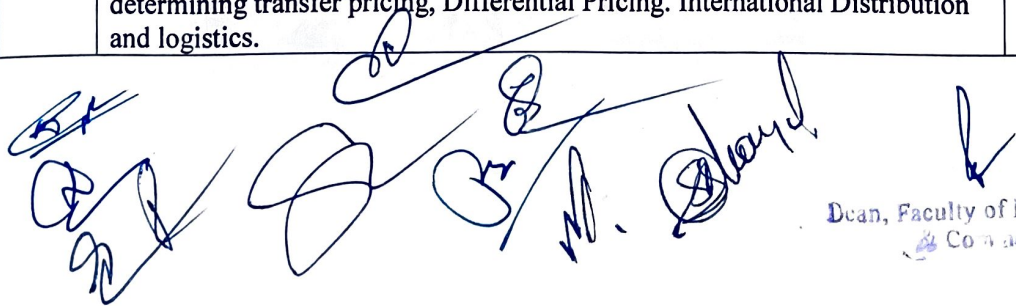
Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30

Course Objective: This paper deals with a broad conceptual focus on the marketing management problems, techniques and strategies necessary to incorporate the marketing concept into the framework of the world market place. The purpose of the course is to familiarize students with various environmental factors and forces that affect a firm's overseas operations and learn to manage international business

UNIT	Course Content	Hours
I	Introduction, Importance and Challenges – Nature, Importance and scope of International Marketing, Domestic marketing vs. International marketing. International market entry– Export, Licensing , Franchise, Joint Venture.	8
II	International market segmentation, international marketing research, screening and selection of markets.	8
III	International Product Policies – Major product decisions – product features and quality, product design, labeling, packaging, branding and product support services; strategies in multinational product planning, international product life cycle, New product development, International Trade	8
IV	International Pricing Decisions – international Price determination international pricing process and policies, delivery terms and currency for export price quotations, international transfer pricing, methods of determining transfer pricing, Differential Pricing. International Distribution and logistics.	8



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V	Global Trading Environment and International Economic Institutions: Liberalization of World Trade. FDI and their Impact on the Economy. IMF, World Bank, UNCTAD and WTO, NAFTA, ASEAN, SAFTA	8
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Text and Reference Books

1. Nargundkar- International Marketing (Excel Books)
2. Czinkota - International Marketing (Thompson, 8th Ed.)
3. Cateora Graham - International Marketing (TMH, 10th Ed.)
4. Siddiqui- International Marketing (Wiley Dreamtech)
5. Cherunilam F - International Trade and Export Management (Himalaya, 2007)
6. Varshney R.L, Bhattacharya B - International Marketing Management (Sultan Chand & Sons, 9th Ed.)
7. Jain S. – International Marketing (Thomson)

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Integrated MBA 8th Semester 4th year

INTERNATIONAL LOGISTICS AND DOCUMENTATION

Course Code: IM IB4		
Course Credit: 03	Lecture: 03	Tutorial: 01
Course Type:	Discipline Elective	
Lectures delivered:	30 L +10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30

Course Objective: This paper deals with a broad conceptual focus on the problems – related documentation in export and import and scenario of logistics in world place.

UNIT	Course Content	Hours
I	International Distribution system and Logistics – importance and scope of logistics, 3PL and 4 PL, international physical distribution, nature of physical distribution.	8
II	Transportation – Importance of effective transportation system, service choices and their characteristics, cost characteristics and role fixation, In-company management vs. outsourcing, shipping structure – Sea borne trade, important international sea routes, liner & tramp operations, liner freighting, ICD.	8
III	Indian shipping – growth, policy and problems, major Indian ports, International Air Transport, freight rates, India's exports and imports by air – problems and prospects, Air cargo, I.A.T.A.	8
IV	Documentation - Naming the enterprise, forms of ownership, opening a bank account, Need for documentation, Process of obtaining Export and Import License:- general registrations, registrations with RBI, registration with Licensing authorities, registration with appropriate EPC/Commodity Board's. Main Commercial documents: statutory documents for exporting country, statutory documents for importing country, and documents for claiming export benefits.	8
V	International Trade Terms – International Trade Terms – trade contract and	8

	trade terms, credit risk management and payment terms,, LC & parties involved, types of LC, consignment sale, transit risk management – contract of cargo insurance parties, Insurance policy and certificate, cargo loss clauses – procedure and documentation.	
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Text and Reference Books

1. Johnson J, Wood D- Contemporary Logistics.
2. Reji Ismail- Logistic Management (ExcelBooks)
3. Dornier- Global Operation & Logistic Management (John Wiley)
4. Khanna K K - Physical Distribution Management : Logistical Approach (Himalaya, 2007)

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SPECIALIZATION:
RETAIL MANAGEMENT

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Integrated MBA 7th Semester 4th year

RETAIL MANAGEMENT

Course Code: IM RM1		
Course Credit: 03	Lecture: 03	Tutorial: 01
Course Type:	Discipline Elective	
Lectures delivered:	30 L +10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30

Course Objective: This course is aimed at providing students with a comprehensive understanding of the theoretical and applied aspects of retail management.

UNIT	Course Content	Hours
I	An Overview of Strategic Retail Management: Definition, Importance, Scope and Functions of Retailing; Evolution of Retail Competition,- The Wheel of Retailing, the Accordion, the Retail Life Cycle; Service characteristics of retailing; Emerging Trends in Retailing; Building and Sustaining Relationships in Retailing, Strategic Planning in Retailing.	8
II	Situation Analysis: Retail Institutions by Ownership, Retail Institutions by Store-Based Strategy, Web, Nonstore-Based, and Other Forms of Nontraditional Retailing. The Retail Scenario in India, Retail Formats in India. Targeting Customers and Gathering Information: Identifying and Understanding Consumers, Information Gathering and Processing in Retailing.	8
III	Choosing a Store Location: Trading-Area Analysis, Site Selection, Store Design and Layout, The Store and its Image, The External Store, Internal Store, Display, Visual Merchandising and Atmospheric. Managing a Retail Business: Retail Organization and Human Resource Management, Operations Management-Financial & Operational Dimensions, Logistics and Supply Chain Management in Traditional Retailing and Online Retailing.	8
IV	Merchandise Management and Pricing: Developing Merchandise Plans,	8

	<p>Implementing Merchandise, Financial Merchandise Management, Pricing in Retailing.</p> <p>Communicating with the Customer: Establishing and Maintaining a Retail Image, Promotional Strategy, Customer Service, The GAPs Model, Customer Relationship Management, Know Your Customer(KYC).</p>	
V	<p>Integrating and Controlling the Retail Strategy. Governments policy for single and multi-brand retailing. Retail Management Information Systems; Retail Audits; Online Retailing; Global Retailing; Legal and Ethical Issues in Retailing.</p>	8

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Integrated MBA 7th Semester 4th year

RETAIL LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Course Code: IM RM2		
Course Credit: 03	Lecture: 03	Tutorial: 01
Course Type:	Discipline Elective	
Lectures delivered:	30 L +10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30

Course Objective: Logistics and supply chain is the backbone of a successful retail chain. This course is aimed at providing students with a comprehensive understanding of the theoretical and applied aspects of retail management.

UNIT	Course Content	Hours
I	Concept and Scope: Concepts of Logistics and supply chain- Importance of Logistics in these days global Sourcing, Production and consumption-Dimension of Logistics: Macro and Micro aspects- Supply chain contours: Backward and forward linkages- Supply chain efficiency- Logistics as a competitive edge driver- Peculiarities and diversity of needs of Logistics for Retailing.	8
II	Logistics and Procurement: Logistics as a Support function of Procurement and Vendor Facilitation - Logistics as interface function of Demand Forecasting, Global procurement, Tracking inward shipments and Storage Planning- Logistics as an enabler of Just-in-Time (JIT), Kanban (A scheduling system for lean inventory), Vendor Managed Inventory (VMI) for Vendors and the firm.	8
III	Logistics and Marketing: Logistics as a Support function of Order Fulfillment, Assembling & Labeling from Multi-storage points and Delivery- Logistics as an interface of Market forecasting, Stock level management, invoice or sales documentation, picking products, consolidation, transport-packaging, packing, marking, preparing outbound documentation and shipping out by loading into containers- customer facilitation tracking outbound shipments.	8

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IV	EXIM Logistics: Importance of Global Logistics- Export Logistics: Special Aspects of EX-IM logistics- Picking, Packing, Vessel Booking [Less-than Container Load(LCL) / Full Container Load (FCL)], Customs, Documentation, Shipment, Delivery to distribution centers, distributors and lastly the retail outlets- Import Logistics: Documents Collection- Valuing- Bonded Warehousing- Customs Formalities- Clearing- Distribution to Units- Security & Insurance- Multimodal Transport- UN International convention on MT of Goods- Terminal Networks: Types and Roles.	8
V	Logistics Service Providers: 3PL/4PL Services- Differences between 3PL & 4PL- Common Services for 3PL/4PL: Invoice management, call centers, warehouse/distribution facilities - Carrier management- 4PL Specialties: Implementation Center: Business process analysis/scoping, Development of all activities into an open systems framework- Product/Skill Centers: Supply chain engineering –4PL Value Added services: Knowledge Transfer, Business Development and Functional Support. Special Logistics: Inter-modal and Multimodal Logistics- Logistics for Trade Fairs and Events - Consolidation and Groupage- Logistics of Time Perishable and Logistics of Quality Perishables- GS1 System of world-wide supply-chain standards system- E-Logistics –Warehouse Logistics- Reverse Logistics.	8

Text and Reference Books

1. Sahay B.S, *Supply Chain Management for Global Competitiveness*, Macmillan India Ltd., New Delhi.
2. Reguram G, Rangaraj N, *Logistics and Supply Chain Management Cases and Concepts*, Macmillan India Ltd., New Delhi.
3. Coyle, Bradi & Longby, *The Management of Business Logistics*, West Publishing Co. Martin Christopher, *Logistics and Supply Chain Management*
4. Dawson, Larke and Mukoyama, *Strategic Issues in International Retailing*, Routledge, 2007
5. Paul R. Murphy Jr. and Donald Wood, *Contemporary Logistics*
6. Harvard Business Review, *Managing Supply Chains*
7. Alan E. Branch, *Global Supply Chain Management and International Logistics*
8. Simchi-Levi, Kaminsky & Simchi-Levi, *Managing the Supply Chain: The Definitive Guide*.
9. Ray, *Supply Chain Management For Retailing*, TMH, 2010.
10. James B. Ayers, *Retail Supply Chain Management*, Auerbach Publications, 2007

Integrated MBA 8th Semester 4th year

RETAIL TECHNOLOGY MANAGEMENT

Course Code: IM RM3		
Course Credit: 03	Lecture: 03	Tutorial: 01
Course Type:	Discipline Elective	
Lectures delivered:	30 L +10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30

Course Objective: This course is aimed at providing students with a comprehensive understanding of the theoretical and applied aspects of retail technology.

UNIT	Course Content	Hours
I	Retail Store Front: POS and Peripheral Applications - Payment Applications- Store Management Solutions- Integrated Point of Sale Technology- Mobile Store Market- Changing Gaming of Retailing into e-tailing-Social Web and Retailing- Internet Marketing Tips for Retailers.	8
II	Inventory Related Technology: Personnel Management solutions: Time and Attendance, Computer- Based Training - Store Inventory Management: Stock locator, Direct Store Delivery, Auto Replenishment Store Warehouse Management: Store Receiving, Real Time Inventory Adjustment, RFID based Inventory Management - Store Operations Management: Store Reports, Shrink Management	8
III	Enterprise Systems: Enterprise Systems Integration across Supply Chain, CRM, Financials and Enterprise Data Management technologies-Freezer Door LCD- Mobile Barcode Scanning in Store- Mobile Payment, and Kiosks- Mobile Wallet- Settlement, Reconciliation and Reporting - Web Reporting.	8
IV	E-Commerce and Hardware: MOTO (Mail order / Telephone Order) business - Virtual Terminal solutions - Computerized POS systems- POS Printers (for receipts, check printing, and document franking)- Magnetic stripe readers (MSRs)- Magnetic ink character recognition readers (MICRs)- Barcode scanners/readers- Cash drawers- Coin dispensers- Pole displays-	8

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	PIN pads- Electronic scales- EFTPOS (Electronic Funds Transfer at Point of Sale) – B2B and B2C E-Commerce. Software Support: Information Management and Web-sphere Software-Software support for Integrated Merchandise Planning, Demand Forecasting for Retail, Mobile & Remote Retailing, Intelligent Clustering for Retail, Order Processing, Retail Space Management, Revenue Optimization Suite and Size Optimization- End-to-end Solutions- Using technology to exploit customer behaviour and drive sales cross channel.	
V	Organizational and Operational Technology: Automatic identification and data capture- database management systems- automatic data mining- network and telecommunication- mobile computing, m-commerce- global positioning systems- vendors mediated inventory system- Just in Time inventory- Lean Organization.	8

Text and Reference Books

1. Khurana, *Information Technology For Retailing*, TMH, 2010.
2. Girdhar Joshi, *Information Technology for Retail*, Oxford University Press, 2008
3. Philip Bryan, *Communications and Retail Technology*, Pearson, 2007
4. Harry E Burke, *Automating Management Information Systems: Barcode Engineering and Implementation*, Van Nostrand Reinhold, 1990.




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Integrated MBA 8th Semester 4th year

RETAIL MERCHANDISE MANAGEMENT

Course Code: IM RM4		
Course Credit: 03	Lecture: 03	Tutorial: 01
Course Type:	Discipline Elective	
Lectures delivered:	30 L +10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30

Course Objective: Students in merchandising management learn the skills necessary to work mainly in fashion retail as store buyers, market analysts or fashion event planners. These courses are typically part of a degree program in retail merchandising, fashion merchandising or marketing.

UNIT	Course Content	Hours
I	Planning Merchandise Assortment – Organizing the buying process by categories – category management	8
II	Setting objectives for merchandise plan – margin, sales turnover, GMROI, measuring inventory turnover, advantages and disadvantages of high inventory turnover. Sales forecast – store level forecasting. The assortment planning process – variety, assortment, product availability, assortment planning	8
III	Buying Systems – Merchandise budget plan, allocating merchandise to store, analyzing merchandise performance,	8
IV	Buying Merchandise – Branding strategy, International sourcing decisions, connecting with vendor, negotiating with vendor, establish and maintaining strategic relationship with vendor.	8
V	Pricing – pricing strategies, approaches for setting prices, price adjustment, using price to stimulate retail sales.	8

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Text and Reference Books

- 1. Retail management by Levy and Weitz, Tata McGraw Hill Publisher
- 2. David Gilbert- Retail Marketing
- 3. George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing
- 4. A.J. Lamba- The Art of Retailing 5. Barry Berman, Joel R Evans- Retail Management; A Strategic Approach

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SPECIALIZATION:
FAMILY BUSINESS MANAGEMENT & ENTREPRENEURSHIP

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Integrated MBA 7th Semester 4th year

Family Business Management

Course Code: IM FBM&E1		
Course Credit: 03	Lecture: 03	Tutorial: 01
Course Type:	Discipline Elective	
Lectures delivered:	30 L +10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30

Course Objectives:

This course is designed to impart knowledge about concept of Family Business, to familiarize with different theories & models of Family Business, to understand about the Family Business dynamics, to know the overview about Family Business & Governance, to discuss on leadership & imperatives for Family Business

UNIT	Course Content	Hours
I	Concept of Family Business: Importance and Characteristics of Family Business, Uniqueness of Family Business- what makes the family enterprise so successful? Difference between family-owned firm and family controlled firm, Family Business v/s Non family Business, Advantages of Family Business	8
II	Family Business Dimensions: Ownership, business and family dimension, Systems theory perspective, 3 Circle Model of Family Business, Life cycle of Family Business, key challenges facing the family businesses in India.	8
III	Understanding Family Business dynamics : The Family Systems theory, Role of Genograms in family system- Family and ownership of business dichotomy- Responsibilities and rights of a shareholder of a family business, effective governance, Family Constitution, Planning for Succession in law, Conflicts in the family, Resolving the conflicts, Stages of Conflict.	8
IV	Family Businesses and Governance: Meaning and challenges to family governance, Advisory board and board of directors- Responsibilities,	8

	Family meetings and Family Councils– Role and benefits, Family offices, Board and Family Council- how they work together, professional management, effective outside boards.	
V	Leadership and the imperatives for family business: Succession and Continuity, Succession- importance, Family leaders- roles and responsibilities. Succession- importance, succession planning and continuity planning mindset, CEO exit styles, next generation leader characteristics, steps in succession planning and transfer of power.	8

References:

1. Ernesto J. Poza and Mary S. Duagherty, Family Business, Cengage Learning. New Delhi, 2015
2. Gersick, K.E., Davis, J.A., Hampton, M.M., & Lansberg, I., Generation to Generation: Life Cycles of the Family Business. Harvard Business School Press, 1997

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Integrated MBA 7th Semester 4th year

Strategic Entrepreneurship

Course Code: IM FBM&E2		
Course Credit: 03	Lecture: 03	Tutorial: 01
Course Type:	Discipline Elective	
Lectures delivered:	30 L +10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30

Course Objectives:

This course provides a strategy framework for growth entrepreneurship. It is particularly focused on helping students create a substantial competitive advantage and understand how to do so in the early uncertain stages of a startup. The aim is to develop capabilities and skills to act upon business and strategic opportunities, needs and challenges, in order to develop successful businesses and innovations in a global and changing business environment. The course provides deepened theoretical and practical knowledge about strategy, innovation, entrepreneurship, networking and business growth and at the same time , systematically incorporates sustainability and internationalization aspects.

UNIT	Course Content	Hours
I	Exploring business opportunity Natural born entrepreneur, the reluctant entrepreneur, the hidden traits, discovers your own strength. Sources of business ideas, how to find & assess ideas? Where to find data for ideation? What is a good problem? Opportunity recognition, Design thinking for finding solutions, prototyping, idea evaluation, entrepreneurial Outlook, value proposition design, customer insight, ideas development , capstone project presentation. Product/Service Feasibility Analysis, Industry & competition analysis, environment analysis, financial feasibility analysis.	8
II	Fundamentals of business model Finding your team, art of team formation, teamwork planning, chief mentor/ founder & Co founders, team formation, and delegation of work., Meaning and significance of a business plan, components of a business plan, and feasibility study, Iterating the MVP, Digital Presence for	8

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	Ventures, Clarifying the value proposition, Guidelines for writing BP, pre-requisites from the perspective of investor. The importance and diversity of business model.	
III	Developing business model How business model emerge, potential fatal flaws of business models, components of an effective business model, core strategy, strategic resources, partnership network, customer interface. Understanding basics of unit economics, cost and profitability, Refining the product/service, Establish the success and operational matrix, Starting Operations. Evaluate the efficiency with which customers can be captured and kept early insights on cost of customer acquisition, Other Stakeholder Validation, Customer Development and Experience	8
IV	Translating business model into startup Identifying the vertical to be operated in and the business opportunity, understand your customers and accurately assess market opportunity, minimum viable product and the lean method. Value Proposition, Customer Segments, Channels and Partners, Revenue Model and Streams, Key Resources, Activities, and Costs Customer Relationships and Customer. Translating Business Model into a Business Plan, Visioning for venture, Take product or service to market, Deliver an investor pitch to a panel of investors, Identify possible sources of funding for your venture – customers, friends and family, Angels, VCs, Bank Loans and key elements of raising money for a new venture.	8
V	Business plan & startup Business Plan & Startup-I : Get to market Plan, Effective ways of marketing for start-ups – Digital and Viral Marketing; Hire and Manage a Team, Managing start-up finance: The Concept of Costs, Profits, and Losses, Managing Cash Flow, Analysing Financial Performance, Budgeting. Business Plan & Startup-II: Establishing a ethical culture for a firm, Legal and regulatory aspects for starting up specific to venture, Enhancing the growth process and creating scalability (customers, market share, and/or sales), Thorough understanding of market size, costs, margins, delivery channels, customer acquisition costs, Identify areas to build efficiency (product making, service delivery, and channels - key areas of the Brand Management) Finalizing business model and plan, Roadmap and trajectory. Obtaining Business Licenses and permits: Business Licenses, business permits, choosing a form of business organization, sole proprietorship, partnership, corporations, Limited & Liability company	8

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References:

1. Ramachandran , Entrepreneurship Development, Mc Graw Hill
2. Katz , Entrepreneurship Small Business, Mc Graw Hill
3. Byrd Megginson,,Small Business Management An Entrepreneur's Guidebook 7th ed, McGraw-Hill
4. Fayolle A (2007) Entrepreneurship and new value creation. Cambridge, Cambridge University Press
5. Hougard S. (2005) The business idea. Berlin, Springer
6. Lowe R & S Mariott (2006) Enterprise: Entrepreneurship & Innovation. Burlington, Butterworth Heinemann
7. Léo-Paul Dana ,World Encyclopedia of Entrepreneurship, , Edward Elgar

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Integrated MBA 8th Semester 4th year

Social Entrepreneurship

Course Code: IM FBM&E3		
Course Credit: 03	Lecture: 03	Tutorial: 01
Course Type:	Discipline Elective	
Lectures delivered:	30 L +10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30

Course Objectives:

This course provides a strategy framework for growth entrepreneurship. It is particularly focused on helping students create a substantial competitive advantage and understand how to do so in the early uncertain stages of a startup. The aim is to develop capabilities and skills to act upon business and strategic opportunities, needs and challenges, in order to develop successful businesses and innovations in a global and changing business environment. The course provides deepened theoretical and practical knowledge about strategy, innovation, entrepreneurship, networking and business growth and at the same time, systematically incorporates sustainability and internationalization aspects.

I	Introduction to Social Entrepreneurship Meaning, definition, Social entrepreneur, Characteristics of Social Entrepreneurship, Characteristics of Social Entrepreneur, Differences between Business and Social entrepreneur, Entrepreneurship and Social Entrepreneurship, Social Entrepreneurship in developing countries and in India, The Timmons Model of the Entrepreneurship Process, The PCDO (The People, Context, Deal, and opportunity) frame work, The Case Model, The Social Entrepreneurship Frame work. Sources of Social Entrepreneurship -Public Sector, Private Sector, Voluntary Sector	8
II	Social Innovation & Entrepreneurship Concept of Social Innovation, Strategic Approaches to Social Innovation, different Ways of Supporting Social Innovation: In the Public Sector –In the Third Sector –In the Market Economy –In the Household Economy,	8

	different ways to get funding :Business plan competitions, challenges and winning awards- Seed stage and angel funding-Grants and donations-Crowd funding-Social enterprise incubators-Social Venture Capital firms-Debt Financing –Loan Guarantees – Pooling –Social Impact Bonds – Micro Finance – Others, Social Innovative projects in Foreign Countries.- Social Innovative projects in India-Humanitarian Innovation.	
III	Ethical Entrepreneurship and Challenges In Social Entrepreneurship Ethical entrepreneurship: Meaning. Empirical ethics, eternal ethics, Entrepreneur and customer, Entrepreneur and employee, Entrepreneur and Government, Challenges in Social Entrepreneurship	8
IV	Unit- 4: Legal Framework of Social Enterprises Brief study of Acts :- Indian Trust Act (1882), Societies Act (1860), Companies Act (1956), Foreign Contribution and Regulation Act (2010), Income Tax Act (1961), Employee State Insurance Act 1948 & Right to information Act (2005)	8
V	Unit- 5: Social Entrepreneurship in Practice Bangladesh Rural Advancement Committee (BRAC), The Grameen Bank (GB), The Self Employment Women’s Association (SEWA), Aravind Eye Hospital, Barefoot College, Bhartia Samruddhi Investment& Consulting Services (BASIX), Narayana Hrudayalaya Institute of Medical Sciences, Technology Informatics Design Endeavour (TIDE).Boundaries of Social Entrepreneurship – Social service provision & Social activism.	8

References:

1. Brendan Galbraith, Francesco Molinari, Social Innovation and Entrepreneurship Case Studies, Practices and Perspectives Paperback – September 8, 2014,
2. Stephen Goldsmith, The Power of Social Innovation: How Civic Entrepreneurs Ignite Community Networks for Good, 1st Edition, 2010,
3. Robert A. Philips Margret Bonefiel Ritesh Sharma, Social entrepreneurship, the next big business opportunity Global Vision Publishing House, New Delhi, 2011,
4. S. S. Khanka, Entrepreneurship in India, perspective and practice, Akansha publishing house, New Delhi, 2009,
5. Jill Kickul and Thomas S.Lyons, Routledge, Understanding social entrepreneurship, the relentless pursuit of mission in an ever changing world, New York, 2012
6. Vasanth Desai, Entrepreneurial development, Himalaya Publishing House, 2008, web resources
7. Kapoor N.D. Hand book of Industrial Law,Sultan Chand & Sons,New Delhi, 2011.
8. Justice Subhro Kamal Mukherjee, , S.P.Sen Gupta Indian Trust Act 1882,Kamala Law book house 5th Edition, 2015.
9. Lal &Rajesh Gupta Commentary on Socieites Registration Act with State Amendment Rules, Kamala Law Book house, 2016

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Integrated MBA 8th Semester 4th year

International Entrepreneurship

Course Code: IM FBM&E4		
Course Credit: 03	Lecture: 03	Tutorial: 01
Course Type:	Discipline Elective	
Lectures delivered:	30 L +10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30

Course Objectives:

This course is designed to understand the concept of International Business Environment & to intricacy of International Competitiveness, to familiarize with International Business Ethics, to understand about the major aspects of International marketing, to know about major aspects of products, services & instruments, to discuss on different models of international human resource management and to study different vital human resources instruments for international assignees, third and host country employees and emerging issues in compensation management.

I	International Business Environment & International Competitiveness Types of international Business; the External Environment, The Economic and Political Environment, The Human Cultural Environment, Role of International monetary Fund (IMF), World Bank (IBRD), Foreign Institutional Investors (FII), Foreign Direct Investment (FDI), Introduction to Competitive Issues, Going Globally and Competitive Advantages, Global Challenges and Trade Interdependence, the State of World Management: Inside Japanes, U.S., and European management Policies, The new strategic forms, Global Logic of strategic Alliances	8
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II	<p>Unit – 2: International Business Ethics</p> <p>Ethics in international business, Ethics principles and behavior in business, Codes created by international organizations, Global Sullivan Principles, Business ethic rules for Rotary International, Global Reporting Initiative, Ethics within the global community, Behavior codes in global business, Corporate Codes of Conducts for Multinationals</p>	8
III	<p>Unit – 3: International Marketing</p> <p>Nature and Scope of International Marketing, Significance of International Marketing, Foreign Trade Concepts and Theories, Analysis of International Marketing Environment, India's Current Export Import Policy, Recent Trends in India's Foreign Trade, Institutional set-up for Export Promotion, Export Houses, Export Documentation and Procedure, International Marketing Research, Organizational Structures in Foreign Market, Managing International Marketing Communication and its Sales Force, Overseas Market- Product Strategy, International Product Life Cycle, Pricing Decisions, Distribution Channel Decisions and Promoting Products for Exports including Fairs and Exhibitions, Letter of Credit, Credit Risk Insurance with Reference to ECGC- Functioning & Evaluation, Functioning of WTO, UNCTAD.</p>	8
IV	<p>Unit- 4: International Financial Management</p> <p>Financial System and Markets; Concept, Nature and Scope of Financial Services; Regulatory Framework for Financial Services; Management of Risk in Financial Services; New Financial Products and Services; Innovative financial Instruments, Mutual Funds; Types/Classification of Funds, Reasons for Slow Growth. Merchant Banking; Meaning, Scope and Services of Merchant Banks, Managing of Issue Shares and Bonds; Debt Securitization; Credit Rating; Credit Cards, Venture Capital; Concept, Meaning, Features, Scope of Venture Capital and Method of Venture Financing, Factoring, Forfeiting and Bill Credit Discounting. International Financial Management: Nature, Scope and Objectives, International Financial System and institutions; IMF, World Bank. Foreign Exchange Market and its Functions, an Overview of Financial Derivatives – Future; Forward Agreement Future Agreement. Options; Put option, Call Option, Hedging and Currency Swaps, International Cash Management.</p>	8
V	<p>Unit- 5: International Human Resource Management</p> <p>Models of IHRM-Matching model, Harvard Model, Contextual Model, International Recruitment function; head-hunters, cross-national advertising, e-recruitment; International staffing choice, different approaches to multinational staffing decisions, Current scenario in international training and development, sensitivity training, Career Development, repatriate training, Performance Management of International Assignees, third and host country employees, issues and</p>	8

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challenges in international performance management, Forms of International compensation, Approaches to international compensation, compensation practices across the countries, emerging issues in compensation management.	
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References:

1. Alowrth, Julian S. The Finance, Investment and Taxation Decisions of Multinational London, basil Blackwell 1988.
2. Bhalla, V. K. and S. Shivaramu, International Business Environmental and Business New Delhi, Anmil 1995.
3. Bhalla, V.K. International Economy, Liberalization Process, New Delhi, Anmol, 1993.
4. Daniel, John D and Radebangh, Lee H International Business 5th ed., New York, Addison Wesley, 1989.

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SPECIALIZATION:
INNOVATION & ENTREPRENEURSHIP

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Integrated MBA 7th Semester 4th year

FUNDAMENTALS OF ENTREPRENEURSHIP

Course Code: IM INE1		
Course Credit: 03	Lecture: 03	Tutorial: 01
Course Type:	Discipline Elective	
Lectures delivered:	30 L +10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30

OBJECTIVES

1. Impart knowledge about concepts of entrepreneurship and its function
2. Familiarize with the theories of entrepreneurship
3. Discuss the Business planning process
4. Equip to face the barriers to entrepreneurship
5. Analysis the role played by NGOs and SHGs in rural entrepreneurship

UNIT	Course Content	Hours
I	Introduction – Concepts of entrepreneurship – entrepreneur Vs. Intrapreneur – entrepreneur Vs. entrepreneurship – Entrepreneurial characteristics and functions – entrepreneurship culture – Weberian proposition – Culture in non western countries – Culture in less developed countries.	8
II	Theories & Models of entrepreneurship- Entrepreneurial traits – types – behavioral patterns – major competencies – developing competencies. Entrepreneurship mobility – factors influencing mobility: occupational, locational.	8
III	Creating entrepreneurial venture – Business planning process – Environmental analysis – search and scanning – Identifying problems and opportunities -Sources of business ideas – defining business idea – - Basic	8

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	Governmental procedures to be complied with –Preliminary evaluation of business idea – Technical, financial, economic, marketing, personnel-Management feasibility.	
IV	Managerial Economics and Environment in India for Entrepreneurs, Environmental issues in entrepreneurship – prospective entrepreneurs in the IT sector and their perceived problems, Barriers to entrepreneurship – Economical, Non economical, personal barriers	8
V	Corporate and Social Entrepreneurship, Women entrepreneurship – concept, functions, growth, problems, functions, development, Rural entrepreneurship – meaning – need – problems – how to develop rural entrepreneurs – Role of NGOs and SHGs in rural entrepreneurship	8

References:

1. S.S.Khanka , 'Entrepreneurial development' , S.Chand, Latest Edition.
2. Brigitte Burger , ' The culture of entrepreneurship', Tata Mc-Graw Hill, Latest Edition.
3. Dr, Aruna Kaulgad , ' Entrepreneurship Management', Thomson Learning, 2003
4. B.S.Rathore & S.K.Dhaneja , ' Entrepreneurship in the 21st Century', Rawat Publications, 1999
5. David H.Holt , ' Entrepreneurship new venture creation', Prentice Hall India, Latest Edition.
6. Hisrich Peters , 'Entrepreneurship', Tata Mc -Graw Hill, 1998
7. Lalitha Nagarajan, 'Self help group in rural development', Dominant Publishers, 2002

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Integrated MBA 7th Semester 4th year

INNOVATION AND CREATIVITY

Course Code: IM INE2		
Course Credit: 03	Lecture: 03	Tutorial: 01
Course Type:	Discipline Elective	
Lectures delivered:	30 L +10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30

OBJECTIVE

1. Know what creativity and innovation is, dimensions of innovation and the innovation arena
2. Learn about the searching and selecting of business idea
3. Study the various creativity enhancing methods
4. Analyze the NPD and NBD processes, innovation networks and supply chain

UNIT	Course Content	Hours
I	Principles of Technology-Innovation – Management, Creativity and innovation – meaning – Process – Components: Intrinsic motivation, Task skills, creative thinking. Creative Enterprises – Innovation and entrepreneurship linkage – Dimensions of innovation and the innovation arena.	8
II	Research Methods- Data, Models & Decisions, Enterprise Development, management, negotiation, marketing & Research. Lean Start –up Models etc. as guided by Faculty Coordinator, Searching and selecting business ideas – methods of generating new ideas – dynamics of project identification – matching products and entrepreneurs.	8
III	Opportunities Mapping – Sector & Competitive Analysis of Start-up Ecosystem of Region & Nation. (Focus on Sector), Start up Law, Company Act and Sector Regulatory Environment (Focus on Sector), Creativity enhancement methods– Brainstorming, Lateral thinking, mind	8

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	mapping, random stimulation. New product development and new business development – Co – evolution of technology – products, markets and organizations.	
IV	Learn Start-up, Venture Planning & Management, Operation Management, Performance Management etc., The innovation arena and technical business systems – Analysis of external position and internal analysis of resources and assets. Internal and external stakeholders – predicting stakeholders' behavior and its effects on NPD and NBD processes.	8
V	Start-up Ecosystem Management II: Concept and Best Practices of Incubation & Acceleration Services management for Start-ups, Building and implementing competitive capabilities and developing high performance organizations, Analysis of NPD and NBD – non-linear mechanisms – computer modeling – validation and calibration of the model – sensitivity analysis. Benchmarking – Improving internal processes and extra-company processes. Innovation strategies – Innovation networks and supply chains.	8

References:

1. Felix Janson , Age of Innovation , Prentice Hall India, 2000
2. Jacob Goldenberg, Creativity in product Innovation , Cambridge University Press,2002
3. Tom Burns & G.M.Stalker, The management of Innovation – Oxford,Dec 2000
4. Satish Taneja, S.L.Gupta, Entrepreneurship Development – New venture creation, Galgotia Publishing company,1999
5. Nino S.Levy, Managing High technology and Innovation, Prentice Hall,1998
6. V.K.Narayanan, “Managing Technology and innovation for competitive advantage”, Prentice Hall India,2001
7. Shirur.S.Sherwani, “ Creativity in management”, Deep & Deep Publications, 2004
8. Drucker, “Innovation and Entrepreneurship”, Harper and Row Publishers, 1997.
9. Jane Henry, “Creativity and Perception in Management”,Sage Publications,2001.

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Integrated MBA 8th Semester 4th year

ENTREPRENEURIAL PROMOTIONS

Course Code: IM INE3		
Course Credit: 03	Lecture: 03	Tutorial: 01
Course Type:	Discipline Elective	
Lectures delivered:	30 L +10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30

Course Objectives:

1. Define the importance of small business organization
2. Know the market survey and opportunity for small business
3. Identify a feasible location
4. Learn the intellectual property and the entrepreneurship patents
5. Study the small entrepreneurship in international business

I	Definition- Importance- Opportunities for an Entrepreneurial Career- Forms of Small Business Organizations-SSI Registration benefits – Subsidies and Incentives – Export possibilities	8
II	Market survey and Opportunity-Business planning- start up strategies for Small Business. Preparation of the parts of the Business plan: Choosing a product or service-Criteria- Evaluating an existing business-Buyout Vs. New Venture Decisions-Understanding the legalities of Buyouts-Government Regulation and necessary paper work for Business start –ups & Digital Marketing	8
III	Identification of a feasible location-Importance of location for small business-marketing research for site selection-Locating a manufacturing plant-Site criteria used by the high- Technology companies-the influence	8

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	role off Industrial parks.	
IV	Intellectual property and the Entrepreneur- Patents- Patent process- Copyrights- Trademarks. Support systems-District Industry centers, SFC's, SISI, NABARD, National Small Industries Corporation and other relevant institutions/organizations at the state level.	8
V	Small Enterprise in International Business- Export potentials of small units- Major constraints - Strategies for growth in Small Business- Managing growth and Transition.	8

References:

1. Colin Barrow, "The Essence of Small Business", Prentice Hall, 1993
2. Joseph R. Manauso, "How to start, finance and manage your small business", Prentice Hall
3. C.B.Gupta & N.P.Srinivasan, "Entrepreneurship Development" Sultan Chand & Sons, 1992
4. David H. Holt, "Entrepreneuership – New Venture Creation", Prentice Hall, 1992
5. K.C.Nanda, "Credit and Banking", Response Books, 1999
6. S.S.Khanka, "Entrepreneurial Development", Sultan Chand & Sons, 1999
7. Nicholas Siropolis, "Entrepreneurship and Small Business Management", Houghton Mifflin Co., 1998
8. Justin G. Longecker et al, "Small Business Management", South Western College Publication, 1999

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Integrated MBA 8th Semester 4th year

VENTURE DEVELOPMENT & MANAGEMENT

Course Code: IM INE4		
Course Credit: 03	Lecture: 03	Tutorial: 01
Course Type:	Discipline Elective	
Lectures delivered:	30 L +10 T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30

Course Objectives:

1. To Understand the Venture Planning
2. To know decision making, its techniques and process
3. To study Tax Planning in Venture Establishment
4. To study the partnership & Stakeholder Management

I	Basics of Venture Planning: Venture Growth Strategies, Learn Start-up, Venture Planning & Management, Operation management, Performance management etc.	8
II	Decision Making: Conceptual perspectives-Nature-Rational Decision making process- The role and importance of Intuition in Decision making process-Decision Making Models: Behavioral Decision making-Strengths and Weaknesses- Decision making Techniques.	8
III	Taxation Planning – 1: Customs Duty, Appellate machinery – Infringement of Law – Offences & Penalties – settlement of disputes, Project imports – deferment of Levy – warehousing – export rebates and duty drawback – duty free zones – inputs & Central excise duty – basis of levy – excise administration	8

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IV	Taxation Planning – 2: Central Sales Tax – Concept of sale and purchase – interstate import & export trade or commerce – Registration of dealers – rates of tax – determination of turnover – Levy & Collection of tax – Penalties & cognizance of offences – Goods of special importance – Liabilities in special cases, sale – taxable turnover, filing of periodical returns – payment of tax at regular intervals and Assessment procedure – appeals – revisions & references – keeping of accounts for purposes of sales tax	8
V	Partnerships and Stakeholder Management: Building and Implementing Competitive Capabilities and developing high performance organizations, Partnerships and Stakeholder Management, Value chain partnerships and development of supply and forward chains, Credit and operations scale up.	8

References:

1. Maheshwari B.L., "Decision Styles and Organisational Effectiveness", Vikas Publishing House, 1981
2. Peter Drucker, "Decision Theory, Effective executives"
3. V.S. Datey, Indirect taxes, Taxmann, New Delhi
4. V. Balachandran, indirect taxes – New Delhi, Sultan Chand
5. N.S. Govindan, Indirect taxes, Sitaraman & Co, Chennai 2003.
6. David H.Holt , ' Entrepreneurship new venture creation', Prentice Hall India, Latest Edition.

SKILL ENHANCEMENT COURSES

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COMPREHENSIVE VIVA VOCE (IM-104, IM-204, IM-306, IM-406, IM-505, IM-605, IM-705 & IM-805)

A comprehensive viva voce shall be conducted at the end the fourth Semester in order to judge the extent to which the student has understood various topics and is judged for application of knowledge gained. This is also to see the student's level of articulation of what is learnt by him. The idea is to ensure that the students assimilate what is being taught and see their relevance in the practical field and also the inter relationships of various parameters.

The Comprehensive Viva Voce will be of 100 marks and of 4 credits.

Course Outcomes:

At the end of the course, a student will be able to:

CO1	identify skills and capabilities that intersect effectively with the needs of industry.
CO2	Apply and practice good communication skills in the workplace setting.
CO3	Reflect and evaluate on experiences that might lead to future employment.

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Soft Skills and Personality Development - (IM-305)

Course Code: IM- 305			
Course Credit: 04	Lecture: 02	Tutorial: 01	Practical : 02
Course Type: Integrated MBA	Skills Enhancement Course		
Lectures delivered:	20 L + 10 T+20 P		

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30

Objective:

1. To develop the skills of the professional undergraduate students for proper self expression, social communication, spoken English, correct pronunciation, voice modulation and business etiquettes.
2. The students should improve their personality, communication skills and enhance their self-confidence.

UNIT	Content	Hours
I	Fundamental of Grammar and their Usage: How To Improve Command Over Spoken and Written English with Stress on Noun, Verb, Tense and Adjective. Sentence Errors, Punctuation, Vocabulary Building to Encourage the Individual to Communicate Effectively, Common Errors in Business Writing.	10
II	Introduction to Business Communication: Basic Forms of Communication, Process of Communication, Principles of Effective Business Communication, 7Cs; Media of Communication: Types of Communication: Barriers of Communication (Practical exercise in communication)	10
III	Business letter writing: Need, Functions and Kinds, Layout of Letter Writing, Types of Letter Writing: Persuasive Letters, Request Letters, Sales Letters, Complaints and Adjustments; Departmental Communication: Meaning, Need and Types: Interview Letters, Promotion. Letters, Resignation Letters, News Letters, Circulars, Agenda, Notice, Office Memorandums, Office Orders, Press Release.	20
IV	Business Etiquettes and Public Speaking: Business Manners. Body Language Gestures, Email and Net Etiquettes, Etiquette of the Written Word, Etiquettes on the Telephone, Handling Business Meetings; Introducing Characteristic, Model Speeches, Role Play on Selected Topics with Case Analysis and Real Life Experiences.	10

Note: At least five Cases should be discussed within the class:

Course Outcomes: At the end of the course the students would be able to:

1. Discuss features and process of communication
2. Classify various types of communication
3. Solve barriers to effective communication
4. Assess their written communication skills
5. Evaluate their oral communication

Reference Books:

- ITL, ESL, (2005), Introduction to Infotech, 1st edition, Pearson Education. Krizan, A. C. Buddy, and Merrier, Patricia (2008) Effective Business Communication, 7th Edition, Cengage Learning.
- Lesikar, (2009), Business Communication: Making Connections in a Digital World, McGraw Hill Education.
- McGraw, S. J., (2008) Basic Managerial Skills for All, 8th edition, Prentice Hall of India.
- Wren & Martin, (2008), English Grammar and Composition, Sultan chand & Sons.




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Personal Selling and Salesmanship- IM-405

Course Code: IM-405		
Course Credit: 04	Lecture: 03	Tutorial: 01
Course Type: Skills Enhancement Course		
Lectures delivered: 30 L + 10 T		

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3hrs

Continuous Comprehensive Assessment (CCA) Pattern

Minor Tests(marks)	Assignment/ Tutorial/ Presentation	Attendance	Total
15	5	10	30

Course Objective:

1. The purpose of this course is to familiarize the students with the fundamentals of personal selling and the selling process.
2. Student will be able to understand selling as a career and what it takes to be a successful salesman.

UNIT	Course Content	Hours
I	Introduction to Personal Selling: Nature and importance of personal selling, myths of selling, Difference between Personal Selling, Salesmanship and Sales Management, Characteristics of a good salesman, types of selling situations, types of salespersons, Career opportunities in selling, Measures for making selling an attractive career	8
II	Theories of Selling Traditional and Modern: AIDAS Model of Selling, Problem Solving Approach, Right Set of Circumstances Theory and Modern Sales Approaches.	8
II	Buying Motives: Concept of motivation, Maslow's theory of need hierarchy; Dynamic nature of motivation; Buying motives and their uses in personal selling	8

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III	Selling Process: Prospecting and qualifying; Pre-approach; Approach; Presentation and demonstration; handling of objections; Closing the sale; Post sales activities.	8
IV	Sales Reports: Sales Forecasting, Sales Budget, Sales Territories, Sales quota, reports and documents; sales manual, Order Book, Cash Memo; Tour Diary, Daily and Periodical Reports; Ethical aspects of Selling	8

Course Outcome: After studying this course the student should be able to

Suggested Readings:

1. Spiro, Stanton, and Rich, *Management of the Sales force*, McGraw Hill 2007.
 2. Rusell, F. A. Beach and Richard H. Buskirk, *Selling: Principles and Practices*, McGraw Hill 12TH Edition 2008
 4. Still, Richard R., Edward W. Cundiff and Norman A. P. Govoni, *Sales Management: Decision Strategies and Cases*, Prentice Hall of India Ltd. 5th edition, Deep&Deep publication 2002 New Delhi,
 5. Johnson, Kurtz and Schueing, *Sales Management*, McGraw Hill 2nd revised edition
 6. Pedesson, Charles A. Wright, Milburn d. And Weitz, Barton A., *Selling: Principles and Methods*, Richard, Irvin 4th edition New Delhi 2000
1. Kapoor Neeru, *Advertising and personal Selling*, Pinnacle, 2014 New Delhi.

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**RESEARCH COURSES
(Description in ordinance)**

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SUMMER TRAINING REPORT AND COMPREHENSIVE VIVA VOCE (IM-506 & IM-706)

Course Outcomes:

At the end of the course, a student will be able to:

CO1	Identify skills and capabilities that intersect effectively with the needs of industry.
CO2	Apply and practice good communication skills in the workplace setting.
CO3	Reflect and evaluate on experiences that might lead to future employment.
CO4	Report research findings in written and verbal forms.
CO5	Demonstrate and apply research skills to complete a project.

DISSERTATION (IM-606 & IM-806)

Course Outcomes:

At the end of the course, a student will be able to:

CO1	Demonstrate advanced understanding of principles of academic research.
CO2	Locate, evaluate and critique existing studies.
CO3	Identify the gap within the existing body of knowledge and research questions.
CO4	Demonstrate advanced understanding of common research methods and tools for construction and civil projects related studies.
CO5	Develop a research proposal.

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ABILITY ENHANCEMENT COURSES

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English Communication

Course Code:	AEC-1	
Course Credit: 2	Lecture: 2	Tutorial:0
Course Type:	Ability Enhancement Course	
Lectures delivered:	20	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
35	14	3 Hrs

Continuous Comprehensive Assessment (CCA) Pattern

Minor Tests(marks)	Assignment/ Tutorial/ Presentation	Attendance	Total
5	5	5	15

OBJECTIVES:

The purpose of commencing English communication skills course is to develop in students fundamental communication skills being integral to personal, social and professional interactions. One of the significant associations among human beings is the ability to share thoughts, emotions and ideas through various means of communication: both verbal and non-verbal. The present course hopes to address most of these aspects through an interactive approach of teaching learning process; focusing on various dimensions of communication skills. The course also focuses on enhancing the ability to handle casual and formed satiations in terms of personal and intellectual grooming.

Modules	Content	Hours
I	Self Introduction <ul style="list-style-type: none">• Introducing self• Speaking about achievements• Voicing future aspects	3
II	Non verbal Communication <ul style="list-style-type: none">• Body Language• Paralanguage skills	6
III	Manners and Etiquettes <ul style="list-style-type: none">• Personal grooming• Dress code• Telephone etiquettes• Intellectual grooming	6
IV	Conversation in Real life situations	6

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	<ul style="list-style-type: none"> • Meeting people, • Travelling • Visiting Places • Shopping 	
V	Public Speaking skills <ul style="list-style-type: none"> • Extempore • Role Play • Group Discussion 	6
VI	Practical Assessment <ul style="list-style-type: none"> • Presentations 	3


Learning Outcomes:

1. Projecting the first impression
2. Use simple forms of polite expressions to establish basic social contact and to perform everyday functions including making requests and offers, conducting simple phone conversations, asking and telling time, giving simple directions, asking about price, ordering a meal, etc.
3. Students learn to use general, social and professional language.
4. Polishing manners to behave appropriately in social and professional circles.
5. Handling difficulty situations with grace style and professionalism.

Books Recommended:

1. An introduction to Professional English and Soft Skills by B. K. Das et al., Cambridge University Press
2. Technical Communication: Principles and Practice, Second Edition by Meenakshi Raman and Sangeeta Sharma, Oxford Publications.
3. Effective Technical Communication by M Ashraf Rizvi, The McGraw-Hill companies.
4. Understanding Body Language by Alan Pease.
5. Communicative Grammar of English by Geoffrey Leech and Ian Svartik.
6. Better English Pronunciation by J.D.O'Connor.
7. English Grammar by Wren and Martin.
8. Strengthen Your English, M. Bhaskaran and D. Horsburgh, Oxford University Press, Delhi 1973




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Environmental Management System

Course Code: AEC-2		
Course Credit: 04	Lecture: 04	
Course Type:	Financial Accounting	
Lectures delivered:	30	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test	Attendance	Total
15	5	10	30

Course Objective:

- (a) To gain the knowledge of current status of environment and develop an attitude of concern for the environment.
- (b) Motivating students to participate in environment protection and environment improvement.

UNIT	Content	Hours
I	Definition, Components of Environment, scope and importance	5
II	Renewable and non-renewable resources: Natural resources and associated problems. a) Forest resources: Use and over-exploitation, deforestation, case studies. Timber extraction, mining, dams and their effects on forest and tribal people. b) Water resources: Use and over-utilization of surface and ground water, floods, drought, dams-benefits and problems. c) Mineral resources: Use and exploitation, environmental effects of	10


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	<p>extracting and using mineral resources.</p> <p>d) Food resources: World food problems, effects of modern agriculture, fertilizer-pesticide problems, water logging, salinity, case studies.</p> <p>Energy resources: Growing energy needs, renewable and non renewable energy sources, use of alternate energy sources. Case studies.</p> <p>f) Land resources : Land as a resource, land degradation, man induced landslides, soil erosion and desertification.</p> <p>• Role of an individual in conservation of natural resources.</p>	
III	<p>Ecosystems • Concept of an ecosystem.</p> <p>• Structure and function of an ecosystem. • Producers, consumers and decomposers. • Energy flow in the ecosystem. • Ecological succession. • Food chains, food webs and ecological pyramids. • Introduction, types, characteristic features, structure and function of the following ecosystem :- a. Forest ecosystem b. Grassland ecosystem c. Desert ecosystem</p> <p>Biodiversity and its conservation • Introduction – Definition : genetic, species and ecosystem diversity.</p> <p>• Biogeographical classification of India • Value of biodiversity consumptive use, productive use, social, ethical, aesthetic and option values • Biodiversity at global, National and local levels. • Inidaas a mega-diversity nation Hot-spots of biodiversity. • Threats to biodiversity : habitat loss, poaching of wildlife, man-wildlife conflicts. • Conservation of biodiversity : In-situ and Ex-situ conservation of biodiversity.</p>	10
IV	<p>Environmental Pollution Definition • Source, effects and control measures of :- a. Air pollution b. Water pollution c. Soil pollution d. Noise pollution e. Thermal pollution f. Nuclear hazards • Solid waste Management : Causes, effects and control measures • Role of an individual in prevention of pollution. • Pollution case studies. • Diaster management</p>	7
V	<p>Social Issues and the Environment • From Unsustainable to Sustainable development • Urban problems related to energy • Water conservation, rain water harvesting, • Environmental ethics : Issues and possible solutions. • Climate change, global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust. Case Studies. • Environment Protection Act. • Air (Prevention and Control of Pollution) Act. • Water (Prevention and control of Pollution) Act • Wildlife Protection Act • Forest Conservation Act •</p>	8

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Public awareness.	
Human Population and the Environment • Population growth • Population explosion –Environment and human health. • Value Education. • Role of Information Technology in Environment and human health.	

Course Outcomes: After studying this course the student should be able to:

CO 1. Recognize the physical, chemical, and biological components of the earth's systems and how they function.

CO 2. Understand delicate system of different environmental component.

CO 3. Gain the knowledge of current pollution level and how rapidly we are degrading our natural component also how we can minimize it.

CO 4. Evaluate all sides of environmental issues and apply understanding from science, law, history, and policy to create informed opinions about how to interact with the environment both personally and societal.

Reference and Text Books

- Jadhav, H. &Bhosale, V.M. 1995.Environmental Protection and Laws. Himalaya Pub. House, Delhi 284p.
- Mckinney, M.L. &Schoch, R.M. 1996. Environmental Science System & Solutions, Web enhanced edition. 639p.
- Miller T.G. Jr., Environmental Science, Wadsworth Publishing Co. (TB).
- Trivedi R.K., Handbook of Envirpnmental Laws, Rules, Guidelines, Compliances and Standards, Vol I and II, Enviro Media (R).
- Trivedi R.K. and P.K. Goel, Introduction to air pollution, Techno -Science Publications (TB)

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