Syllabus

Ordinance No. V (1B)

MASTER OF BUSINESS ADMINISTRATION

Date of Academic Council Meeting: 11/03/2026

Swami Vivekanand Subharti University, Meerut, UP

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

SWAMI VIVEKANAND SUBHARTI UNIVERSITY

Approved by UGC

Where Education is a Passion...

ACCREDITED WITH GRADE A NAAC

Acharya Vishnu Gupt Subharti College of Management & Commerce

Faculty of Management & Commerce

Dean, Faculty of Management & Commerce

Curriculum

Two Year Degree Programme

MASTER OF BUSINESS ADMINISTRATION (MBA)

Swami Vivekanand Subharti University, Meerut, UP
(Established by Govt. of U.P. vide U.P Act No. 32 of 2016)

Ordinance No. V (1B)

MASTER OF BUSINESS ADMINISTRATION

Two Year Degree Programme

PROGRAMME OBJECTIVES:

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

Specifically the objectives of the MBA Program are:

1. To impart students discipline based knowledge.
2. To transform the students with requisite knowledge, skills &right attitude necessary to provide effective leadership in a global environment.
3. To develop competent management professionals with strong ethical values.
4. To develop proactive thinking so as to perform effectively in the dynamic socio-economic and business ecosystem.
5. To integrate entrepreneurial approach and skill sets for venturing into entrepreneurship.

PROGRAMME OUTCOME:

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

1. Apply knowledge of management theories and practices to solve business problems.
2. Demonstrate Analytical and critical thinking abilities for data-based decision making.
3. Demonstrate discipline specific expertise.
4. Develop value based leadership ability.
5. Define, analyze and interpret global, economic, legal, and ethical aspects of business.
6. Integrate others in the achievement of organizational goals, contributing effectively to a team environment.
7. Demonstrate confidence and professionalism in work.
8. Identify business opportunities and threats.
9. Practice Work ethics for the good of others and translate into a good citizen.

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MBA
SEMESTER I

Course Code	Course	Course Type	Teaching Load per week				Credit	Marks				Total Marks
			L	T	P	Total		Continuous Comprehensive Assessment (CCA)			End-Semester Examination (ESE)	
								Tests	GD/P/CT	ATT		
MBA-101	Principles and Practices of Management	Core Course	3	1	-	4	4	15	5	10	70	100
MBA-102	Managerial Economics	Core Course	3	1	-	4	4	15	5	10	70	100
MBA-103	Accounting for Managers	Core Course	3	1	-	4	4	15	5	10	70	100
MBA-104	Organizational Behavior	Core Course	3	1	-	4	4	15	5	10	70	100
MBA-105	Business Statistics	Core Course	3	1	-	4	4	15	5	10	70	100
MBA-106	Information Systems for Management	Core Course	3	-	2	4	4	15	5	10	70	100
MBA-107	Communication for Management	Core Course	3	1	-	4	4	15	5	10	70	100
	Total					**28**	**28**	**210**			**490**	**700**

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MBA
SEMESTER II

SEMESTER II												
Course Code	Course	Course Type	Teaching Load per week				Credit	Marks				Total Marks
			L	T	P	Total		Continuous Comprehensive Assessment (CCA)			End-Semester Examination (ESE)	
								Tests	GD /P/ CT	ATT		
MBA-201	Business Laws	Core Course	3	1	-	4	4	15	5	10	70	100
MBA-202	Research Methodology	Core Course	3	1	-	4	4	15	5	10	70	100
MBA-203	Financial Management	Core Course	3	1	-	4	4	15	5	10	70	100
MBA-204	Human Resources Management	Core Course	3	1	-	4	4	15	5	10	70	100
MBA-205	Marketing Management	Core Course	3	1	-	4	4	15	5	10	70	100
MBA-206	Operations Research	Core Course	3	1	-	4	4	15	5	10	70	100
MBA-207	Production & Operations Management	Core Course	3	1	-	4	4	15	5	10	70	100
	Total					**28**	**28**	**210**			**490**	**700**

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3.5.2a: **Table of MBA II year programme Structure under CBCS from the academic year 2020-21 for all disciplines.**

MBA SEMESTER III												
Course Code	Course	Course Type	Teaching Load per week				Credit	Marks				Total Marks
			L	T	P	Total		Continuous Comprehensive Assessment (CCA)			End-Semester Examination (ESE)	
								Tests	GD /P/ CT	ATT		
MBA-301	Strategic Management	Core 15	3	1	-	4	4	15	5	10	70	100
MBA-302	Retail Management	Core 16	3	1	-	4	4	15	5	10	70	100
MBA-303	Summer Training Project Report	Field Project	-	-	-	-	6	-	-	-	100	100
DSE-1	First Specialization Elective 1	Discipline Elective	3	-	-	3	3	15	5	10	70	100
DSE-2	First Specialization Elective 2	Discipline Elective	3	-	-	3	3	15	5	10	70	100
DSE-3	Second Specialization Elective 1	Discipline Elective	3	-	-	3	3	15	5	10	70	100
DSE-4	Second Specialization Elective 2	Discipline Elective	3	-	-	3	3	15	5	10	70	100
MBA 304	Comprehensive Viva Voce	Skill Enhancement Elective	-	-	-	-	4	-	-	-	100	100
	Total					**23**	**30**	**210**			**590**	**800**

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MBA SEMESTER IV												
Course Code	Course	Course Type	Teaching Load per week				Credit	Marks				Total Marks
			L	T	P	Total		Continuous Comprehensive Assessment (CCA)			End-Semester Examination (ESE)	
								Tests	GD/P/CT	ATT		
MBA 401	Entrepreneurship and Small Business Management	Core 17	3	1	-	4	4	15	5	10	70	100
MBA 402	Dissertation and Comprehensive Viva Voce	Project work	-	-	-	-	8	-	-	-	200	200
DSE-5	First Specialization Elective 3	Discipline Elective	3	-	-	3	3	15	5	10	70	100
DSE-6	First Specialization Elective 4	Discipline Elective	3	-	-	3	3	15	5	10	70	100
DSE-7	Second Specialization Elective 3	Discipline Elective	3	-	-	3	3	15	5	10	70	100
DSE-8	Second Specialization Elective 4	Discipline Elective	3	-	-	3	3	15	5	10	70	100
	Total					**16**	**24**	**210**			**490**	**700**

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3.5.2b: **Table of MBA II year programme Structure under CBCS from the academic year 2020-21 for disciplines-a)Plant& Machinery Valuation b)Real Estate Valuation**

MBA SEMESTER III												
Course Code	Course	Course Type	Teaching Load per week				Credit	Marks				Total Marks
			L	T	P	Total		Continuous Comprehensive Assessment (CCA)			End-Semester Examination (ESE)	
								Tests	GD /P/ CT	ATT		
MBA-301	Strategic Management	Core 15	3	1	-	4	4	15	5	10	70	100
MBA-302	Retail Management	Core 16	3	1	-	4	4	15	5	10	70	100
MBA-303	Summer Training Project Report	Field Project	-	-	-	-	6	-	-	-	100	100
DSE-1	Group: Plant & Machinery Valuation/ Real Estate Valuation	Discipline Elective	3	-	-	3	3	15	5	10	70	100
DSE-2	Group: Plant & Machinery Valuation/ Real Estate Valuation	Discipline Elective	3	-	-	3	3	15	5	10	70	100
DSE-3	Group: Plant & Machinery Valuation/ Real Estate Valuation	Discipline Elective	3	-	-	3	3	15	5	10	70	100
DSE-4	Group: Plant & Machinery Valuation/ Real Estate Valuation	Discipline Elective	3	-	-	3	3	15	5	10	70	100
DSE-5	Group: Plant & Machinery Valuation/ Real Estate Valuation	Discipline Elective	3	-	-	3	3	15	5	10	70	100
	Total					**23**	**29**	**210**			**590**	**800**

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MBA SEMESTER IV												
Course Code	Course	Course Type	Teaching Load per week				Credit	Marks				Total Marks
			L	T	P	Total		Continuous Comprehensive Assessment (CCA)			End-Semester Examination (ESE)	
								Tests	GD /P/ CT	ATT		
MBA 401	Entrepreneurship and Small Business Management	Core 17	3	1	-	4	4	15	5	10	70	100
MBA 402	Dissertation and Comprehensive Viva Voce	Project work	-	-	-	-	8	-	-	-	200	200
DSE-6	Group: Plant & Machinery Valuation/ Real Estate Valuation	Discipline Elective	3	-	-	3	3	15	5	10	70	100
DSE-7		Discipline Elective	3	-	-	3	3	15	5	10	70	100
DSE-8	Any One Specialization from Marketing / Human Resource /Finance	Discipline Elective	3	-	-	3	3	15	5	10	70	100
DSE-9		Discipline Elective	3	-	-	3	3	15	5	10	70	100
	Total					**16**	**24**	**210**			**490**	**700**

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3.5.2c: **Table of MBA II year programme Structure under CBCS from the academic year 2018-19 for disciplines-Hotel & Tourism Management**

MBA SEMESTER III												
Course Code	Course	Course Type	Teaching Load per week				Credit	Marks				Total Marks
			L	T	P	Total		Continuous Comprehensive Assessment (CCA)			End-Semester Examination (ESE)	
								Tests	GD /P/ CT	ATT		
MBA-301	Strategic Management	Core 15	3	1	-	4	4	15	5	10	70	100
MBA-302	Business Environment	Core 16	3	1	-	4	4	15	5	10	70	100
MBA-303	Summer Training Project Report	Field Project	-	-	-	-	6	-	-	-	100	100
DSE-1	Group: Hotel & Tourism Management	Discipline Elective	3	-	-	3	3	15	5	10	70	100
DSE-2	Group: Hotel & Tourism Management	Discipline Elective	3	-	-	3	3	15	5	10	70	100
DSE-3	Group: Hotel & Tourism Management	Discipline Elective	3	-	-	3	3	15	5	10	70	100
DSE-4	Group: Hotel & Tourism Management	Discipline Elective	3	-	-	3	3	15	5	10	70	100
DSE-5	Group: Hotel & Tourism Management	Discipline Elective	3	-	-	3	3	15	5	10	70	100
	Total					**23**	**29**	**210**			**590**	**800**

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MBA SEMESTER IV												
Course Code	Course	Course Type	Teaching Load per week				Credit	Marks				Total Marks
			L	T	P	Total		Continuous Comprehensive Assessment (CCA)			End-Semester Examination (ESE)	
								Tests	GD /P/ CT	ATT		
MBA 401	Entrepreneurship and Small Business Management	Core 17	3	1	-	4	4	15	5	10	70	100
MBA 402	Dissertation and Comprehensive Viva Voce	Project work	-	-	-	-	8	-	-	-	-	200
DSE -6	Group: Hotel & Tourism Management	Discipline Elective	3	-	-	3	3	15	5	10	70	100
DSE -7		Discipline Elective	3	-	-	3	3	15	5	10	70	100
DSE -8	Any One Specialization from Marketing / Human Resource /Finance	Discipline Elective	3	-	-	3	3	15	5	10	70	100
DSE-9		Discipline Elective	3	-	-	3	3	15	5	10	70	100
	Total					16	24	210			490	700

3.6 List of all Courses under different categories for MBAProgramme

Course Type			Course Code	Course Name
Core Course			MBA-101	Principles and Practices of Management
			MBA-102	Managerial Economics
			MBA-103	Accounting for Managers
			MBA-104	Organizational Behavior
			MBA-105	Business Statistics
			MBA-106	Information Systems for Management
			MBA-107	Communication for Management
			MBA-201	Business Laws
			MBA-202	Research Methodology
			MBA-203	Financial Management
			MBA-204	Human Resources Management
			MBA-205	Marketing Management
			MBA-206	Operations Research
			MBA-207	Production & Operations Management
			MBA-301	Strategic Management
			MBA-302	Retail Management
			MBA-401	Entrepreneurship and Small Business Management
DUAL	Human Resource	III Semester	MBA HR1	Industrial Relations &Labour Enactments

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SPECIALISATION Category I Discipline Specific Elective (Choose two Disciplines)	Management	IV Semester	MBA HR2	Organization Development
			MBA HR3	Global HRM
			MBA HR4	Negotiation & Counseling
	Financial Management	III Semester	MBA FM1	Management of Working Capital
		IV Semester	MBA FM2	Security Analysis & Portfolio Management
			MBA FM3	Management of Financial Institutions & Services
			MBA FM4	Corporate Financial Restructuring
	Marketing Management	III Semester	MBA MK1	Consumer Behavior & Marketing Comm
		IV Semester	MBA MK2	Sales and Distribution Management
			MBA MK3	Marketing of Services
			MBA MK4	E-Marketing
	Information Technology Management	III Semester	MBA IT1	Database Management System
			MBA IT2	System Analysis & Design & Software Engineering
		IV Semester	MBA IT3	Data communication & Network
			MBA IT4	Electronic Commerce
	International Business Management	III Semester	MBA IB1	International Financial Management
			MBA IB2	International Marketing
		IV Semester	MBA IB3	International Business Management
			MBA IB4	International Logistics and Documentation
	Fashion Design	III Semester	MBA FD1	Fashion General Theory
			MBA FD2	Fabric Study
		IV Semester	MBA FD3	Fashion Illustration
			MBA FD4	Apparel Manufacturing Technology
	Banking	III Semester	MBA BK1	Banking Law & Audit
			MBA BK2	Rural Banking & Microfinance
		IV Semester	MBA BK3	Banking Products & Services
			MBA BK4	Retail & Universal Banking
	Retail Management	III Semester	MBA RM1	Retail Logistics & Supply Chain Management
			MBA RM2	Retail Technology Management
		IV Semester	MBA RM3	Retail Merchandise Management
			MBA RM4	Store & Mall Management
	Entrepreneurship Development	III Semester	MBA ED1	Managing, Growing and Exiting The New Venture
			MBA ED2	Project Management & Feasibility Analysis
		IV Semester	MBA ED3	Avenues for Entrepreneur
			MBA ED4	Management of Intellectual Property Rights
	Digital Marketing and Social Media	III Semester	MBA DM&SM1	Digital Marketing
			MBA DM&SM2	Strategy for Digital Branding and Social Media
		IV Semester	MBA DM&SM3	Digital Marketing Performance
			MBA DM&SM4	Social Networks and Mobile Media
	Data Analytics and Business Intelligence	III Semester	MBA DA&BI1	Introduction to Business Data Analysis
			MBA DA&BI2	Business Analysis: Developing Requirements
		IV Semester	MBA DA&BI3	Business Analysis: Essential Modeling Skills & Techniques
			MBA DA&BI4	Business Analysts: Software Testing Processes and Techniques
	Logistics and Supply Chain Management	III Semester	MBA L&SCM1	Fundamentals of Logistics Management
			MBA L&SCM2	Fundamentals of Supply Chain Management
		IV Semester	MBA L&SCM3	Strategic Supply Chain Management

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			MBA L&SCM4	Knowledge Management in Supply Chains
	Innovation & Entrepreneurship	III Semester	MBA I&E1	Fundamentals Of Entrepreneurship
			MBA I&E2	Innovation And Creativity
		IV Semester	MBA I&E3	Entrepreneurial Promotions
			MBA I&E4	Venture Development & Management
	Family Business Management & Entrepreneurship	III Semester	MBA FB&E1	Family Business Management
			MBA FB&E2	Strategic Entrepreneurship
		IV Semester	MBA FB&E3	Social Entrepreneurship
			MBA FB&E4	International Entrepreneurship
	Pharmaceutical Management	III Semester	MBA PH1	Regulatory Affairs in Pharma
			MBA PH2	Drug and Public Health Policy
		IV Semester	MBA PH3	Ethical Issues in Pharmaceuticals Management
			MBA PH4	Pharmaceuticals Advertising & Services Management
	Operations Management	III Semester	MBA OM1	Advanced Operations Management
			MBA OM2	Total Quality Management (TQM)
		IV Semester	MBA OM3	Lean Manufacturing & Six Sigma
			MBA OM4	Operations Strategy and Process Optimization
	Project Management	III Semester	MBA PM1	Project Planning, Scheduling and Control
			MBA PM2	Project Risk and Quality Management
		IV Semester	MBA PM3	Strategic Project Management
			MBA PM4	Agile and Digital Project Management
SINGLE SPECIALIZATION Category II-Discipline Specific Elective (Choose Any one disciplines)	Plant & Machinery Valuation	III Semester	MBA(P&MV)-01	Business Analysis and Valuation
			MBA(P&MV)-02	Business Environment for Valuation
			MBA(P&MV)-03	Plant and Machinery Valuation
			MBA(P&MV)-04	Financial Aspects of Valuation
			MBA(P&MV)-05	Principles of Insurance and Leasing
		IV Semester	MBA(P&MV)-06	Legal aspects of Plant & Machinery Valuation
			MBA(P&MV)-07	Environmental and Professional Ethics
	Real Estate Valuation	III Semester (Any 5)	MBA(REV)-01	Real Estate Management
			MBA(REV)-02	Elementary Surveying
			MBA(REV)-03	Building Construction
			MBA(REV)-04	Urban Land Economics and Town Planning
			MBA(REV)-05	Valuation of Real Estate
		IV Semester	MBA(REV)-06	Legal Issues in Real Estate Valuation
			MBA(REV)-07	Environmental and Professional Ethics
	Hotel & Tourism Management	III Semester (any 5)	MBA(H&T)-01	Tourism Marketing
			MBA(H&T)-02	Application of Computers in Hospitality & Tourism
			MBA(H&T)-03	Tourism Operations
			MBA(H&T)-04	Food Science
			MBA(H&T)-05	Hotel Law
			MBA(H&T)-06	F&B Control
			MBA(H&T)-07	Customer Relationship Management in Hospitality
			MBA(H&T)-08	Hotel Maintenance
		IV Semester (Any 2)	MBA(H&T)-09	Event Management
			MBA(H&T)-10	Laundry Management
			MBA(H&T)-11	Advanced Baking

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		MBA(H&T)-12	Soft Skills Management
Skill Enhancement Course	**MBA with Dual Specialization**	MBA- 304	Comprehensive Viva Voce
Project/Research/ Dissertation / Summer Training/Internship	**MBA with Dual Specialization**	MBA-303	Summer Training Project Report
		MBA-402	Dissertation and Viva Voce
	HVE-01	Human Values & Professional Ethics	

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MBA
(Program Code: ET-4)

CORE SUBJECTS

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MBA 1st Semester 1st year

PRINCIPLES & PRACTICES OF MANAGEMENT

Course Code: MBA 101		
Course Credit: 04	Lecture: 03	Tutorial: 01
Course Type:	Core Course	
Lectures delivered:	40	

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 is to teach the students the main functions of management as they need a variety of skills to understand human behaviour, communicate with people, motivate employees, adapt to changes, manage new technologies, etc.

UNIT	Course Content	Hours
I	Introduction: Meaning, Nature and Scope of Management, Management Approaches, Processes and Functions, Managerial Skills, Tasks and Responsibilities of a Professional Manager; Evolution of Management Thought, Taylor and Fayol' contribution to Management, Bureaucracy, Hawthorne Studies; Management thinkers, Enterprise and Environment; Business Ethics and Social Responsibility: Meaning, Scope and Importance, Recent issues in Business Ethics.	8
II	Planning: The Nature and Purpose of Planning, Management by Objectives, Strategies, Policies and Planning Premises. Forecasting. Decision Making; Organizing: Nature & Purpose of Organizing. Span of Management, Departmentation, Line/ Staff Authority & Responsibility, Effective Organizing & Organizational Culture, Organization Charts and Manuals.	10

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III	Staffing: Definition, Nature and Purpose of Staffing, Human Resource Management and Selection, Performance Appraisal and Career Strategy, Manager and Organization Development: Managing Change, Organizational Conflicts.	6
IV	Leading: Managing and the Human Factor; Motivation: Meaning, Scope and Importance, Approaches, Motivation and Performance, Approaches for Improving Motivation, Quality of Work Life; Leadership: Definition, Ingredients, Approaches; Communication: Function, Process and Barriers to Communication; Directing-Meaning, Nature and Scope, Direction and Supervision,	8
V	Controlling: Concept, The System and Process of Control, Control Techniques and IT, Productivity and Operations Control; Controlling Methods: Budgetary and non-budgetary, Overall and Preventive Control, The Quality Concept Factors affecting Quality, Developing a Quality Control System, Total Quality Control; International Management: Towards a unified, global Management Theory.	8

Course Outcomes:

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

1. Discuss and communicate the management evolution and how it will affect future managers.
2. Observe and evaluate the influence of historical forces on the current practice of management.
3. Identify and evaluate social responsibility and ethical issues involved in business situations and logically articulate own position on such issues.
4. Explain how organizations adapt to an uncertain environment and identify techniques managers use to influence and control the internal environment.
5. Practice the process of management's four functions: planning, organizing, leading, and controlling.
6. Identify and properly use vocabularies within the field of management to articulate one's own position on a specific management issue and communicate effectively with varied audiences.
7. Evaluate leadership styles to anticipate the consequences of each leadership style.
8. Gather and analyze both qualitative and quantitative information to isolate issues and formulate best control methods.

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.

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8. Organizational Theory: Structure, Design and Applications, Robbins, 13th edition, Pearson Publication, New Delhi

Weblinks

http://gurukpo.com/Content/MBA/Principles_and_Practices_of_Management.pdf

https://www.tutorialspoint.com/management_principles/management_principles_tutorial.pdf

https://www.cliffsnotes.com/study-guides/principles-of-management

https://www.toolshero.com/management/14-principles-of-management/

https://www.youtube.com/watch?v=d3YgvEqheSc&list=PLJumA3phskPH2W7feinH3lIIjKllORxTz

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MBA 1st Semester 1st year

MANAGERIAL ECONOMICS

Course Code: MBA 102		
Course Credit: 04	Lecture: 03	Tutorial: 01
Course Type:	Core Course	
Lectures delivered:	40	

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 enable the student to understand the different forms of markets. It is hoped that by the end of the course the student will be able to appreciate the subtle and the most fundamental issues involved in running the business.

UNIT	Course Content	Hours
I	Introduction to Economics; Nature and Scope of Managerial Economics, Significance in Decision-Making and Fundamental Concepts of Economics. Objectives of a Firm.	8
II	Demand Analysis; Law of Demand, Exceptions to the Law of Demand, Determinants of Demand. Elasticity of Demand- Price, Income, Cross and Advertising Elasticity; Uses of Elasticity of Demand for Managerial Decision Making, measurement of Elasticity of Demand. Demand Forecasting Meaning, Significance and Methods.	10
III	Supply Analysis; Law of Supply, Supply Elasticity; Analysis and its Uses for Managerial Decision Making. Production Concepts & Analysis; Production Function, Single Variable-Law of Variable Proportion, Two Variable-Law of Returns	6

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	to Scale; Cost concept and analysis, short-run and long-run cost curves and its managerial use.	
IV	Market Equilibrium and Average Revenue Concept; Market Structure: Perfect Competition, features, determination of price under perfect competition; Monopoly: Feature, pricing under monopoly, Price Discrimination; Monopolistic: Features, pricing under monopolistic competition, product differentiation. Oligopoly: Features, kinked demand curve, cartels, price leadership. Pricing Strategies & Determination.	8
V	National Income; Concepts and various methods of its measurement, Inflation, types and causes, Business Cycle, Profit concept and major theories of profits; Dynamic Surplus theory, Risk & Uncertainty bearing theory and Innovation theory.	8

Course Outcomes:

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

1. Understand the roles of managers in firms
2. Understand the internal and external decisions to be made by managers
3. Analyze the demand and supply conditions and assess the position of a company
4. Design competition strategies, including costing, pricing, product differentiation, and market environment according to the natures of products and the structures of the markets.
5. Analyze real-world business problems with a systematic theoretical framework.
6. Make optimal business decisions by integrating the concepts of economics, mathematics and statistics.

Text and Reference Books

1. Managerial Economics by Craig H. Peterson, W. Chris Lewis & Sudhir K. Jain, Published by Pearson Education, 2006/latest.
2. Managerial Economics by D. N. Dwivedi, Published by Vikas Publishing House, 2006/latest.
3. Managerial Economics – Theory and Application by ML Trivedi, Mcgraw Hill Publishing
4. Managerial Economics by Prof. jaswinder Singh, Dreamtech Press
5. Managerial Economics-A problem solving approach by Luke M. Froob, Cengage Learning Publisher.
6. Managerial Economics by Paul Keat& Philip K. Young, Published by Pearson Education, 2009/latest.

Weblinks

http://nptel.ac.in/courses/110105075/

http://nptel.ac.in/courses/110101005/

https://www.edx.org/course/introduction-to-managerial-economics

http://www.yourarticlelibrary.com/managerial-economics/managerial-economics-meaning-scope-techniques-other-details/24730

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http://economicsconcepts.com/managerial_economics.htm

https://www.youtube.com/watch?v=Te1uneseDrg

https://managementstudyguide.com/managerial-economics.htm

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& Commerce

MBA 1st Semester 1st year

ACCOUNTING FOR MANAGERS

Course Code: MBA 103		
Course Credit: 04	Lecture: 03	Tutorial: 01
Course Type:	Core Course	
Lectures delivered:	40	

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 make the students familiar with fundamental concepts and process of accounting, significant tools & techniques of financial analysis which form an important part of management planning & financial control system and help the management in resolving problems effectively.

UNIT	Course Content	Hours
I	Financial Accounting- Definition, Advantages, limitations and Users of Accounting Information, Accounting Principles and Standards, Accounting Equation.	8
II	Mechanics of Accounting: Double Entry System of Accounting, Journalizing & Posting of Transactions; Preparation of Trial Balance, Final Accounts: Profit & Loss Account, Profit & Loss Appropriation Account and Balance Sheet.	8
III	Tools of Analysis of Financial Statements - Ratio Analysis- Solvency Ratios, Profitability Ratios, Activity Ratios, Liquidity Ratios, Market Capitalization Ratios ; Preparation of Funds and Cash Flow Statement and its Analysis,	8
IV	Cost and Management Accounting- Definition, Features, Comparison between Management Accounting and Cost Accounting. Types of Cost, Cost Volume Profit Analysis-Break Even Analysis, P/V Ratio Analysis and their Implications.	8

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V	Budgeting: Concept of Budget, Budgetary Control, Advantages and Limitations of Budgetary Control, Types of Budget-Static and Flexible Budget, Cash Budget, Sales Budget and Master Budget.	8

Course Outcomes:

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

1. Understand the nature and role of the four principal financial statements (i.e., the Income Statement, the Statement of Financial Position, the Statement of Cash Flows, and the Statement of Changes in Equity) ;
2. Develop an awareness and understanding of the accounting process and fundamental accounting principles that underpin the development of financial statements (e.g. accrual accounting vs. cash accounting, definition, recognition, measurement and disclosure of assets, liabilities, revenues, expenses; inventory valuation methods, provisions, depreciation; accounting for intangibles);
3. Ability to read, interpret and analyse financial statements; combine financial analysis with other information to assess the financial performance and position of a company;
4. Understand and apply course concepts to analyse common business management decisions such as pricing and outsourcing decisions from a financial perspective;
5. Understand the role of budgets in organisations, their limitations and the behavioural issues to consider when developing and using budgets for planning and control;
6. Develop an awareness of the need to consider ethical, social and other relevant issues, in addition to financial information, in the management decision-making process.

Text and Reference Books

1. S.N. Maheshwari- Financial & Management Accounting, Sultan chand&sons publication.
2. Mukherjee-Financial Accounting for Management, Tata McGraw Hill Publishing
3. Amrish Gupta- Financial Accounting: A Managerial Perspective, Prentice Hall Publication.
4. Sinha- Accounting & Costing for Management, Excel Books.
5. I.M. Pandey- Management Accounting, Vikas Publishing House Pvt Ltd
6. M Y Khan & P K Jain, Management Accounting, Tata McGraw Publishing
7. S.N Maheshwari & S.K. Maheshwari, A Text Book of Accounting For Management,(Vikas Publication)
8. M.N. Arora, Text Book of Cost & Management Accounting, (Vikas Publication)
9. Debarshi Bhattacharya, Management Accounting, (Pearson Publication)

Weblinks

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https://www.youtube.com/watch?v=U-4dRLy_V88&list=PLJumA3phskPFd2zAzEaQQv0WPPT0DnpRz
https://www.youtube.com/watch?v=ImF6Kz_iMEI
https://www.accountingtools.com/accounting-for-managers/
https://www.accountingformanagement.org/

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MBA 1st Semester 1st year

ORGANISATIONAL BEHAVIOUR

Course Code: MBA 104		
Course Credit: 04	Lecture: 03	Tutorial: 01
Course Type:	Core Course	
Lectures delivered:	40	

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 aims to enable the executives to understand and manage people at workplace effectively in a complex business environment. It covers the theories which will be applied to situations faced by managers in the real world.

UNIT	Course Content	Hours
I	Concept, Nature, Characteristics, Conceptual Foundations and Importance, Models of Organizational Behaviour, Management Challenge, A Paradigm Shift, Relationship with Other Fields, OrganisationalBehaviour: Cognitive Framework, Behaviouristic Framework and Social Cognitive Framework.	6
II	Perception & Attribution: Concept, Nature, Process, Importance. Management &Behavioural Applications of Perception.; Attitude: Concept, Process and Importance, Attitude Measurement. Attitudes & Workforce Diversity. ; Personality: Concept, Nature, Types and Theories of Personality Shaping, Personality Attitude and Job Satisfaction. ; Learning: Concept and Theories of Learning.	8
III	Motivation: Concepts and Theories of Motivation; Leadership: Concept, Function, Style and Theories of Leadership-Trait, Behavioural and Situational Theories.; Analysis of Interpersonal Relationship, Group Dynamics: Definition, Stages of	8

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	Group Development, Group Cohesiveness, Formal and Informal Groups, Group Processes and Decision Making, Dysfunctional Groups.	
IV	Organisational Power and Politics: Concept, Sources of Power, Distinction Between Power, Authority and Responsibility, Approaches to Power, Political Implications of Power: Dysfunctional Uses of Power.; Knowledge Management & Emotional Intelligence in Contemporary Business; Organisation Conflict: Concept, Sources, Types, Functionality and Dysfunctionality of Conflict, Classification of Conflict, Resolution of Conflict, Meaning and Types of Grievance, Process of Grievance Handling.; Stress: Understanding Stress and Its Consequences, Causes of Stress, Managing Stress.	12
V	Organisational Change: Concept, Nature, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change. ;Organisational Culture : Concept, Characteristics, Elements of Culture, Implications of Organisation culture, Process of Organisational Culture.	6

Course Outcomes:

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

1. discuss the development of the field of organizational behaviour and explain the micro and macro approaches
2. analyze and compare different models used to explain individual behaviour related to motivation and rewards
3. identify the processes used in developing communication and resolving conflicts
4. to explain group dynamics and demonstrate skills required for working in groups (team building)
5. identify the various leadership styles and the role of leaders in a decision making process.
6. explain organizational culture and describe its dimensions and to examine various organizational designs
7. discuss the implementation of organizational change

Text and Reference Books

1. Organization Behaviour – 13th Edition by Stephen P. Robbins, Timothy A. Judge & Seema Sanghi, Pearson Publication, New Delhi.
2. Understanding Organizational Behaviour by Udai Pareek, Second Edition, Oxford University Press.
3. Organizational Behaviour, L.M. Prasad, S.Chand Publishing, New Delhi
4. Organizational Behaviour, Margie Parikh and Rajan Gupta, Tata McGraw Hill
5. Education Private Limited, New Delhi.
6. Organizational Behaviour: Text and Cases, Kavita Singh, Pearson Publication,New Delhi.
7. Organizational Behaviour: A Modern Approach by Arun Kumar and N. Meenakshi, Vikas Publishing House Pvt. Ltd.

Weblinks

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http://gurukpo.com/organizational-behavior/

www.bput.ac.in/lecture-notes-download.php?file=lecture_note_92311150135560

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MBA 1st Semester 1st year

BUSINESS STATISTICS

Course Code: MBA 105		
Course Credit: 04	Lecture: 03	Tutorial: 01
Course Type:	Core Course	
Lectures delivered:	40	

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 a greater extent, modern management is adopting and applying quantitative techniques to aid in the process of decision-making. An intelligent use of appropriate tools reduces highly complex problem to one of manageable dimensions. The course has been designed to develop familiarity with the application of statistical methods in managerial problem solving and decision-making.

UNIT	Course Content	Hours
I	Role of statistics: Applications of inferential statistics in managerial decision-making; Measures of central tendency: Mean, Median and Mode and their implications; Measures of Dispersion: Range, Mean deviation, Standard deviation , Coefficient of Variation (C.V.) , Skewness, Kurtosis.	8
II	Time series analysis: Concept, Additive and Multiplicative models, Components of time series, Trend analysis: Least Square method - Linear and Non- Linear equations, Applications in business decision-making. Index Numbers:- Meaning , Types of index numbers, uses of index numbers, Construction of Price, Quantity and Volume indices:- Fixed base and Chain base	8

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	methods.	
III	Correlation:-Meaning and types of correlation, Karl Pearson and Spearman rank correlation. Regression:- Meaning , Regression equations and their application , Partial and Multiple correlation & regression :- An overview.	8
IV	Probability: Concept of probability and its uses in business decision-making; Addition and multiplication theorems; Bayes'Theorem and its applications. Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions	8
V	Estimation Theory and Hypothesis Testing: Sampling theory; Formulation of Hypotheses; Application of Z-test, t-test, F-test and Chi-Square test. Techniques of association of Attributes & Testing.	8

Course Outcomes:

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

1. Analyze management issues as related to organizational behavior.
2. Evaluate ethical issues as related to organizational behavior.
3. Examine challenges of effective organizational communication.
4. Examine the differences and similarities between leadership, power, and management.
5. Assess the impact that a company's structure and design can have on its organizational behaviour
6. Assess the impact of culture on organizational behavior.

Text and Reference Books

1. Business Statistics, 3rd Edition, JP Sharma, Pearson Publishing
2. Statistics for Management - Richard Levin, Pearson Publishing
3. Statistics a fresh approach - D.H. Sanders, New Delhi: McGraw Hill
4. Principles of Business Statistics, 6th Ed. Andrew Siegel, Academic press
5. Statistics for Management - G.C. Beri, Tata McGraw-Hill Education, 2010
6. Statistical Methods - Gupta S. P, Sultan Chand & Sons, 2002.

Weblinks

https://www.edx.org/course/statistics-for-business-i

https://www.youtube.com/watch?v=J7i4cG-1bSg

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MBA 1st Semester 1st year

INFORMATION SYSTEMS FOR MANAGERS

Course Code: MBA 106		
Course Credit: 04	Lecture: 03	Tutorial: 01
Course Type:	Core Course	
Lectures delivered:	40	

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 focuses on the critical personal and organizational issues of the management information systems (MIS) function. Exposure is provided to important technical topics related to computer hardware and software.

UNIT	Course Content	Hours
I	Basic Concepts of Computers: Definition, characteristics, advantages and limitations of a computer; Essential Components of computer: Hardware-Input, output devices, Storage Devices; Software: Types of software, Use of compiler, interpreter and assembler; Operating System: Definition, Functions, Types Classification, Elements of GUI based operating system, Overview of Windows 10, Linux, etc.	8
II	Computer Networks: Overview of Computer Network, Types of computer networks (LAN, WAN and MAN), Network topologies, Components of computer networks. Internet: Concept, Internet terminology (IP addresses, ISPs, URL, Domain names, Web Browsers, Search engines) ; E-commerce: Introduction, Advantages &Disadvantages, E-commerce Models; Issues in Implementing Electronic Commerce; Applications of Information Technology.	8

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III	Introduction to Information System (IS): Concept of Data and Information, Components, resources, Trends in IS, Classification of IS (TPS, OAS, MIS, DSS, GDSS, ES, EIS or ESS), Parameters for selecting a suitable IS.; Applications of Artificial Intelligence(AI): Neural Networks, Fuzzy Logical Control System, Virtual Reality , Expert System(ES), Executive Information System(EIS), Cross Functional Information Systems	8
IV	Role of MIS: Strategic Advantage with MIS, Managing Knowledge; Applications: Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Security and Ethical Challenges Of IT, Cyber Crime and Privacy Issues.	8
V	Developing MIS Systems: System Development Life Cycle, Investigation Phase, Prototyping, Feasibility Analysis, System Analysis (DFD and ER Diagram), System Design, Implementing Business Systems, Testing, Documenting, Training, Conversion and Maintenance; Rapid Application Development Models.	8

Course Outcomes:

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

1. Understand the leadership role of Management Information Systems in achieving business competitive advantage through informed decision-making.
2. Analyze and synthesize business information needs to facilitate evaluation of strategic alternatives.
3. Apply Management Information Systems knowledge and skills learned to facilitate the acquisition, development, deployment, and management of information systems.
4. Effectively communicate strategic alternatives to facilitate decision-making.

Text and Reference Books

1. Management Information Systems: Managing the Digital Firm -
2. Loudon, Kenneth C., and Jane P. Loudon. 10/e, Prentice-Hall, 2007.
3. Managing Information Technology, 6th edition 2008, Carol V. Brown, Daniel W. DeHayes, Jeffrey A. Hoffer, Martin, E. Wainright, and William C. Perkins, Prentice-Hall, Incorporated.
4. Management Information Systems: Text & Cases – Jawadekar W. S, 4/e, Tata McGraw Hill, 2010.
5. Computer Application in Business – Sudalaimuthu, Anthony Raj, HPH.
6. MIS Managing Information Systems in Business, Government and Society - Rahul De ,1/e, Wiley India, 2012.
7. Information Technology for Management: Transforming Organizations in the Digital Economy - Efraim Turban, & Linda Volonino. 7/e, Wiley India. 2007.
8. Management Information Systems – Nirmalyabagchi, Vikas Publishing House, 2011.

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https://www.edx.org/course/introduction-to-management-information-systems-mis-a-survival-guide

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MBA 1st Semester 1st year

COMMUNICATION FOR MANAGEMENT

Course Code: MBA 107		
Course Credit: 04	Lecture: 03	Tutorial: 01
Course Type:	Core Course	
Lectures delivered:	40	

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 equip students with the written and technical communication skills they need to communicate effectively in a complex and ever-changing contemporary work environment.

UNIT	Course Content	Hours
I	INTRODUCTION: Role of communication, defining and classifying communication, purpose of communication, process of communication, importance of communication in management, communication structure in organization, barriers & gateway in communication, 7 C's of communication.	6
II	ORAL COMMINICATION; What is oral Communication, principles of successful oral communication, two sides of effective oral communication, effective listening, non–verbal communication, Body language, Paralanguage. WRITTEN COMMUNICATION: Purpose of writing, clarity in writing, principles of effective writing, writing technique, electronic writing process.	8
III	BUSINESS LETTERS AND REPORTS: Introduction to business letters, Types of business letter, Layout of business letter, writing memos, what is a report purpose, kinds and objectives of reports, writing reports	12

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	CASE METHOD OF LEARNING: Understanding the case method of learning, different types of cases, overcoming the difficulties of the case method, reading a case properly (previewing, skimming, reading, scanning), case analysis approaches (systems, behavioral, decision, strategy), analyzing the case, dos' and don'ts for case preparation	
IV	EMPLOYMENT COMMUNICATION : Writing CVs, Group discussions, interview, types of interview, candidates preparation, Interviewers preparation; Impact of Technological Advancement on Business Communication; Communication networks, Intranet, Internet, e mails, teleconferencing, videoconferencing.	8
V	PRESENTATION SKILLS: What is a presentation: elements of presentation, designing a presentation, Advanced visual support for business presentation, types of visual aid, Appearance & Posture, Practicing delivery of presentation. GROUP COMMUNICATION: Meetings, Notice, Planning meetings, objectives, participants, timing, venue of meetings, leading meetings, Minutes of Meeting, Media management, the press release, press conference, media interviews, Seminars, workshop, conferences, Business etiquettes.	8

Course Outcomes:

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

1. the effective use of various types of oral, written and digital communication modes geared to a range of business audiences
2. the planning, research, management and communication of a project for a business
3. high level team work and analysis of team process
4. the employment of effective techniques to resolve conflict and negotiate in a business setting

Text and Reference Books

1. Business Communication Today, 9th edition, Bovee, Thill and Chaturvedi; Pearson Publication, New Delhi.
2. Basic Business Communication by Lesikar, Flatley, Rentz and Neerja Pandey; 11th edition; Tata McGraw Hill Education Private Limited, New Delhi
3. Business Communication: Concepts, Cases and Applications, by Chaturvedi; 2nd Edition; Pearson Publication, New Delhi.
4. Business Correspondence and Report Writing: A practical Approach to Business and Technical Communication by Sharma; 4th edition; Tata McGraw Hill Education Private Limited, New Delhi
5. Effective Business Communication by Murphy, Hildebrandt and Thomas; 7th edition; Tata McGraw Hill Education Private Limited, New Delhi
6. Communication for Business: A practical Approach by Taylor and Chandra; 4th edition; Pearson Publication, New Delhi.

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MBA 2nd Semester 1st year

BUSINESS LAWS

Course Code: MBA 201		
Course Credit: 04	Lecture: 03	Tutorial: 01
Course Type:	Core Course	
Lectures delivered:	40	

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 legal context of business is a prerequisite for a business to exist. This course emphasizes the basic understanding of law concepts as applicable to field of management.

UNIT	Course Content	Hours
I	Contract Act, 1872 Definition of a Contract and its essentials, Formation of a valid Contract - Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Legality of object, Discharge of a Contract by performance, Impossibility and Frustration, Breach, Damages for breach of a contract, Quasi contracts, Contract of Indemnity and Guarantee, Bailment and Pledge, Agency.	8
II	Partnership Act, 1932 Definition of Partnership and its essentials, Rights and Duties of Partners : Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms. Sale of Good Act, 1930 Definition of a Contract of Sale, Conditions and Warranties, Passing of Property,	8

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	Right of Unpaid Seller against the Goods, Remedies for Breach.	
III	Negotiable Instrument Act, 1881 Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Holder and Holder in due course, Negotiation, Presentment, Discharge from Liability, Noting and Protest, Presumption, Crossing of Cheques, Bouncing of Cheques. Companies Act, 2013 Nature and Definition of a Company, Registration and Incorporation, Memorandum of Association, Articles of Association, Prospectus, Kinds of Companies, Directors: Their powers and duties, Meetings, Winding up.	10
IV	Consumer Protection Act, 1986 Aims and Objects of the Act, Redressal Machinery under the act, Procedure for complaints under the act, Remedies, Appeals, Enforcement of orders and Penalties.	8
V	The Information Technology Act, 2000 Definition, Digital Signature, Electronic Governance, Attribution, Acknowledgment and Dispatch of Electronic Records, Offences and penalties. Regulation of Certifying Authorities, Digital Signature Certificates.	6

Course Outcomes:

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

1. Discuss the Australian legal system and how it applies to regulate business.
2. Identify and discuss the application of statute law and Common Law relevant to business.
3. Apply basic principles of business law in analysing business decisions.
4. Identify legal business issues and legal risks and recommend actions to manage them.

Text and Reference Books

1. Principles of Mercantile law, Author:singh, eastern Book Company
2. Business law, ND Kapoor
3. Business Law, Gulshan, Excel
4. Ready Reckoner on Consumer Protection Act, 1986 by BL Bansal & Rajiv Raheja
5. Consumer Protection Act, 1986 (latest bene act)
6. Information Technology law & Practice by Vakur Sharma, Universal law Publishing.

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Weblinks

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https://study.com/academy/lesson/contract-law-terms-definitions-contract-types.html

http://icsi.in/Study%20Material%20Foundation/ELEMENTS_OF_BUSINESS_LAWS_AND_MANAGEMENT.pdf

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MBA 2nd Semester 1st year

RESEARCH METHODOLOGY

Course Code: MBA 202		
Course Credit: 04	Lecture: 03	Tutorial: 01
Course Type:	Core Course	
Lectures delivered:	40	

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 emphasizes the basic methodologies, as well as introduces a variety of techniques, and demonstrates how research applies to field of management.

UNIT	Course Content	Hours
I	Introduction: Concept of Research and Its Application in Various Functions of Management, Research at different levels of Business Administration. Types of Research, Types of Business Problems Encountered by the Researcher, Problems and Precautions to the Researchers. Problem Definition, Components of Problem, Types of Problem in Research, Process of Research, Research Design: Exploratory, Descriptive and Conclusive or Experimental Research Design.	8
II	Sampling: Concept, Sample Size and Sampling Procedure, Probability and Non-Probability Sampling Techniques, Determination and Selection of Sample Member, Data Collection: Secondary and Primary Data, Advantages & Disadvantages, Methods of Data Collection: Observation, Interview, Questionnaire & Schedule, Procedure of Questionnaire and Schedule construction, Types of Questions,	10

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	Sequencing of Questions, Check Questions, Length of Questionnaire, Precautions in Preparation of Questionnaire, Difference between Questionnaire & Schedule.	
III	Measurement and Scaling: Types of Scales, Difficulty of Measurement, Sources of Error, Criteria for a Good Scale. Attitude Scales: The Concept of Attitude, Component of Attitude, General Procedure in Attitude Scaling, Selected Attitude Scales, Rating Methods, Limitations of Attitude Measurement. Likert & Thurston Scales.	6
IV	Analysis of Data: Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance. Measurement and Central Tendency, Measure of Dispersion and their Advantages. Hypothesis Testing, Bi-variate Analysis: Chi square, Correlation, Rank Correlation, Regression Analysis, Analysis of Variance (ANOVA). Overview of Factor and Cluster Analysis, Use of SPSS in Data Analysis.	10
V	Report Preparation: Types and Layout of Research Report, Precautions in Preparing the Research Report. Bibliography, References and Annexure in the Report, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons. Plagiarism and IPR issues in Research	6

Course Outcomes:

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

1) Understand the concept and process of research.
2) Differentiate between different methods of Data collection
3) Design Data Collection tools and implement them.
4) Use statistical methods to analyze data and arrive at conclusion.
5) Understand the structure and purpose of various reports.

Text and Reference Books

1. Research Methodology by C. R. Kothari. – New Age
2. Business Research Methods by Donald C Cooper and Pamela S. Schindler, Tata Mcgraw Hill.
3. Marketing Research Rajendra Nargundkar. – TMH
4. Marketing Research by N. K. Malhotra.- Pearson
5. Research Methodology by Ranjeet Kumar. – Pearson
6. Marketing Research by Beri. – TMH

Weblinks

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MBA 2nd Semester 1st year

FINANCIAL MANAGEMENT

Course Code: MBA 203		
Course Credit: 04	Lecture: 03	Tutorial: 01
Course Type:	Core Course	
Lectures delivered:	40	

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.	6
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.	6
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;	10

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	Dividend Decision: Meaning and Importance, Factors affecting Dividend Decisions, Theories of Dividend Decision : Walter's Model and Modigliani Miller Model;	
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.	10

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

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

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MBA 2nd Semester 1st year
HUMAN RESOURCES MANAGEMENT

Course Code: MBA 204		
Course Credit: 04	Lecture: 03	Tutorial: 01
Course Type:	Core Course	
Lectures delivered:	40	

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 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	8

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	management development programmes; Performance Appraisal: Definition, Purpose of appraisal, Procedures and Techniques including 360 degree Performance Appraisal.	
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, 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.	8

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. Ivansevich – 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.hrpa.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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MBA 2nd Semester 1st year

MARKETING MANAGEMENT

Course Code: MBA 205		
Course Credit: 04	Lecture: 03	Tutorial: 01
Course Type:	Core Course	
Lectures delivered:	40	

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 will introduce the student to marketing theory and concepts so as to make a Business Decision accurately. It will also familiarize with current challenges and issues in marketing.

UNIT	Course Content	Hours
I	Marketing: Definition, Importance and Scope of Marketing, Basic Concepts of Marketing, 4C's, 4P's, 4M's, Consumer Markets and Industrial Markets. Marketing Management: Definition, Functions, Marketing – Mix, Marketing Organisations, Marketing Environment, Marketing Information System, Strategic Marketing Planning.	10
II	Market Segmentation, Basis for Consumer/Industrial Market Segmentation. Market Targeting – Concept & Procedure, Positioning - Introduction, Objectives, Usefulness, Positioning Strategy, Differentiating the Product, Consumer Behaviour - Concept, Importance & Process.	6
III	Marketing - Mix Decisions, Product Decisions, New Product Development-Concept and Necessity for Development, Failure of New Products, New Product Planning	8

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	and Development Process, Product-Mix, Branding and Packaging Decisions, Product Life cycle - Stages and Strategies for Different Stages of PLC.	
IV	Pricing Decisions, Pricing Objectives, Policies Methods of Setting Price, Pricing Strategies, Channels of Distribution for Consumer/ Industrial Products, Factors Affecting Channel Distribution, Management of Channels: Current Trends in Wholesaling and Retailing, Retail Distribution System in India.	8
V	Promotion: Promotion-mix, Advertising, Sales Promotion, Personal Selling, Publicity and Public Relations. Brief Account of New Emerging Areas: Marketing of Services, Rural Marketing, CRM, Electronic Marketing; B2C, B2B and C2C, Direct Marketing through Internet, Viral marketing, Green Marketing, Guerrilla Marketing,	8

Course Outcomes:

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

1. Interpret complex marketing issues and problems using relevant theories, concepts and methods with regard to ethical conduct.
2. Apply contemporary marketing theories to the demands of business and management practice.
3. Find and generate information/data needed to inform problem solving in marketing using appropriate methodology.
4. Analyse information/data critically and synthesise new knowledge and communicate that knowledge via engaging written and oral formats.
5. Organise information and data to reveal patterns and themes, and manage teams and evidence gathering and problem solving processes.
6. Conduct the process of inquiry, and respond to feedback, accounting for ethical, social and cultural (ESC) issues.

Text and Reference Books

1. Marketing management the millennium /by Kotler Philip, 10th edition, PHI,
2. Marketing An Introduction /by Kotler Philip, Gray and Armstrong, Pearson education, 7edition,2007
3. Marketing management/, by Rajan Saxena, TMH, 4th edition
4. Fundamentals of marketing/ by Stanton William J et al, MGH,1996, edition
5. Marketing Management /by Tapan. K. Panda, Excel publications,2 nd edition
6. Marketing Management Planning Implementation and control, Indian context, / Ramaswamy VS Namakumari, McMillan India ltd,4 th edition,2010
7. Marketing /by Zikmund , Thompson learning,3 edition ,2007/Bombay
8. Basic Marketing: A Global Marketing, /by Perreault, Tata Mc Grawhill
9. Marketing Management, the Millennium Asian perspective,/by Kotler, Keller 13th edition
10. Marketing Management, Text and Cases, Chandrasekar, Tata Mc Grawhill,
11. Marketing Management /by Arun Kumar, N Meenakshi, Vikas publications.
12. Principles of Marketing /Kotler, Agnihotri, Haque, Armstrong

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Weblinks

https://www.edx.org/course/marketing-management-iimbx-mk102x

https://www.edx.org/learn/marketing

http://nptel.ac.in/courses/110104068/

https://onlinecourses.nptel.ac.in/noc16_mg02/preview

http://nptel.ac.in/courses/110104070/

http://nptel.ac.in/downloads/110104068/

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MBA 2nd Semester 1st year

OPERATIONS RESEARCH

Course Code: MBA 206		
Course Credit: 04	Lecture: 03	Tutorial: 01
Course Type:	Core Course	
Lectures delivered:	40	

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 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	8

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	Game.	
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

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 optimisation problems.
3) Use mathematical software to solve the proposed models
4) Develop a report that describes the model and the solving technique, analyse 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

xhttp://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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MBA 2nd Semester 1st year

PRODUCTION & OPERATIONS MANAGEMENT

Course Code: MBA 207		
Course Credit: 04	Lecture: 03	Tutorial: 01
Course Type:	Core Course	
Lectures delivered:	40	

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 smoothening, 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	8

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	Concept, Management of Stores.	
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

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.

Weblinks

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

xhttp://nptel.ac.in/courses/112106134/1

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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/

https://www.edx.org/course/lean-production-tumx-qpls3x

https://www.edx.org/course/product-management-lean-agile-system-bux-qd503x

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MBA3rd Semester 2nd year

STRATEGIC MANAGEMENT

Course Code: MBA 301		
Course Credit: 04	Lecture: 03	Tutorial: 01
Course Type:	Core Course	
Lectures delivered:	40	

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	6

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	Strategy.	
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

Course Outcomes:

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

1. Define and understand strategic management and its importance.
2. Different levels of strategy that exists in organization & importance of strategic decisions.
3. Understanding concepts and frameworks which will aid in environmental, industry and competitor analysis.
4. Understand generic strategies, hybrid strategies and hypercompetitive strategies practiced by organization to supplement Business Strategy.

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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MBA 3rd Semester 2nd year

RETAIL MANAGEMENT

Course Code: MBA 302		
Course Credit: 04	Lecture: 03	Tutorial: 01
Course Type:	Core Course	
Lectures delivered:	40	

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 Atmospherics. **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, Implementing Merchandise, Financial Merchandise Management, Pricing in Retailing. **Communicating with the Customer:** Establishing and Maintaining a Retail Image, Promotional Strategy, Customer Service, The GAPs Model, Customer Relationship Management, Know Your Customer(KYC).	8
V	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.	8

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Course Outcomes:

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

CO1	Explain the design, implementation, and assessment of retailing strategies based on consumer needs and market changes.
CO2	Explain how factors of culture, economics, legal requirements, political activity, technology, the internet and the news media affect the operation of organizations in a global environment.
CO3	Demonstrate the skills needed to develop ideas and make decisions based on ethics, proper research, analysis, and critical thinking.
CO4	Describe the key actions to be taken to effectively and efficiently utilize organizational resources to achieve stated purpose and goals.
CO5	Describe the actions taken to acquire and retain customers; produce goods and services; and measure/track financial performance.

Text and Reference Books

1. Levy IM. And Weitz B.A (2004), Retailing Management, 5th ed., Tata McGraw Hill.
2. Berman B. Evans J. R. (2004), Retail Management, 9th Edition, Pearson Education.
3. Bajaj C; Tuli R., Srivanstava N.V. (2005), Retail Management, Oxford University Press, Delhi.
4. Dunne P.M, Lusch R.F. and David A. (2002), Retailing, 4th ed., South-Western, Thomson Learning Inc.
5. Retail Marketing Management by Gilbert, David, Pearson Education
6. Retail Marketing by Pradhan, Swapna ,TMH, 3rd edition, 2010
7. Managing Retailing Sinha by Piyush Kumar, Uniyal Dwarika Prasad, Oxford Univ. Press. 2007
8. Retail Franchising by Manish Sidhpuria, McGraw Hill 2009
9. Visual Merchandising by Bhalla, S. Anurag, McGraw Hill, 2010
10. Supply Chain Management by Ray, McGraw Hill, 2010

Dean, Faculty of Management & Commerce

MBA
(Program Code: ET-4)

SKILL ENHANCEMENT COURSES

Dean, Faculty of Management & Commerce

COMPREHENSIVE VIVA VOCE (MBA 304)

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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PROJECT/RESEARCH COURSES
(Description in ordinance)

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SUMMER TRAINING PROJECT REPORT(MBA-303):

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 and VIVA VOCE (MBA 402)

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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RESEARCH PROJECT REPORT and VIVA VOCE (MBA(RM) 405)

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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MBA
(Program Code: ET-4/01)

CATEGORY-I

ET-4/01-A

HUMAN RESOURCE MANAGEMENT SPECIALIZATION

Dean, Faculty of Management & Commerce

MBA 3rd Semester 2nd year

INDUSTRIAL RELATIONS AND LABOUR ENACTMENTS

Course Code: MBA HR1		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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: 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	4
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	Labourproblems : Discipline and misconduct; Grievance Handling Procedure; Labour turnover; Absenteeism; Workers' participation in management, Industrial Dispute Act	6
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.	6
V	Labour Legislations: Factories Act, Payment of Wages Act, Workmen's Compensation Act. Important Provisions of Employees' State Insurance Act, Payment of Gratuity Act, Employees Provident Fund Act.	6

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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.)

Weblinks

http://www.mbaexamnotes.com/industrial-relations-and-labour-laws.html

http://www.pondiuni.edu.in/storage/dde/downloads/hrmiii_irm.pdf

Dean, Faculty of Management & Commerce

MBA 3rd Semester 2nd year
ORGANIZATION DEVELOPMENT

Course Code: MBA HR2		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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:

1) To develop an understanding of the nature, functioning and design of organization

2) Be able to understand the theory and practice relating to the processes of organization development and change

3) Develop insight and competence in diagnostic and intervention processes and skills for initiating and facilitating organizational processes and change in organizations

UNIT	Course Content	Hours
I	Organizations and Organizational Theory: Definition, Prospective Dimensions, Strategy, Organization design & effectiveness	4
II	Organizational Purpose & Structural Design: Basic challenges of organizational Design - Fundamentals of Organizational structure, Internal Design Elements. Organization size & life cycle	8
III	Organizational Culture &Ethics : Innovation & change, Decision making processes & organizational learning	6
IV	Managing Innovation & Change: Process of OD, Individual and Interpersonal Interventions, Team / Group Interventions, Intergroup Interventions, Techno structural Interventions, Strategic Change	8
V	Organizational Transformation, Learning Organization, Organization reengineering, Knowledge management	4

Course Outcomes:

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

1. Understand the principles of OD and OD interventions at group and organisational level.
2. explain concepts clearly and critically in putting forward arguments.

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3. understand how human process issues can be used by the OD consultant to diagnose organisation effectiveness;
4. interpret a range of organisation data to gain insights into organisational effectiveness;
5. analyse activity data from organisational systems in order to frame effective OD interventions;
6. evaluate the implementation of OD interventions and judge their usefulness against other change tools and techniques;
7. formulate an approach and business case for organisation development in response to appropriate organisational diagnosis, business imperatives and internal and external contextual forces.

Text and Reference Books

1. Organizational Development & Transformation by French, Bell, Zawacki- TMGH
2. Organization theory & Design by Richard L. Daft, Cengage Press.
3. Organization Development & Change by Cummings &Worely Cengage Learning's India Ltd, 8thEdition.
4. Managing Organizational Change by Nilkant&Ramnarayan, Response Books
5. Organization Change & Development by Kavita Singh, Excel Books
6. The Oxford Handbook of Organizational Theory by Tsoukas& Knudsen, Oxford University Press

Weblinks

https://www.sigc.edu/department/mba/studymet/OrganisationDevelopment.pdf

http://www.pondiuni.edu.in/sites/default/files/organizatinal-development-260214.pdf

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MBA 4th Semester 2nd year

GLOBAL HRM

Course Code: MBA HR3		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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:

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	VirtualOrganization study: Field Study/ Desk Research 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	8

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	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.	

Course Outcomes:

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

1. Demonstrate an understanding of key terms, theories/concepts and practices within the field of global HRM
2. Appreciate the implications of increasing globalisation for the management of human resources, with particular reference to Global HRM in multinational corporations
3. Develop and ability to undertake qualitative and quantitative research and apply this knowledge in the context of an independently constructed work (i.e. dissertation)
4. Identify and appreciate the significance of ethical issues in HR practices and the management of people in the workplace.

Text and Reference Books

1. International Human Resource Management by Peter j Dowling, Device 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 SadhnaDash , TMGH

Weblinks

http://ddceutkal.ac.in/Syllabus/IHRM_BOOK.pdf

http://crectirupati.com/sites/default/files/lecture_notes/GHRM-notes.pdf

https://examupdates.in/mba-global-hr-practices/

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MBA 4th Semester 2nd year

NEGOTIATION & COUNSELLING

Course Code: MBA HR4		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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: 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.	4
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)	6
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.	6

Course Outcomes:

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

1. Describe the actions taken on different stages of negotiations; appreciate and explain the importance of pre-negotiation and post-negotiation phases

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2. List the roles and functions in negotiation teams; demonstrate the skills of organizing and managing negotiation teams
3. Formulate and apply the instruments of negotiation strategy and tactics
4. Identify the zone of possible agreement (ZOPA) in negotiations
5. Explain the functions of the best alternative to a negotiated agreement (BATNA); recognize and use BATNA in negotiations
6. Distinguish positions from interests in negotiations; discover interests of the other side in negotiations; create interest maps
7. Differentiate methods of dealing with conflict and counselling
8. Describe negotiation styles in different cultures; adjust negotiation tactics to cultural differences

Text and Reference Books

1. Lewicki, Saunders & Barry - Netgotiation (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, Patternson - The Counselling Process, A Multi theoretical Integrative Approach. (Thomson India, 6th Ed.)
6. Pareek Udai - Understanding OrganisationalBehaviour (Oxford)

Weblinks

https://www.skillsyouneed.com/ips/negotiation.html
https://www.scribd.com/doc/126364394/Negotiation-and-Counselling-MBA-HR04
https://www.trainerslibrary.com/materials/category_docs.aspx?id=3&area=2
https://www.hse.ru/data/2016/09/06/1117078896/program-1446504671-yz10lL8eg3.pdf

Dean, Faculty of Management & Commerce

MBA
(Program Code: ET-4/01)

CATEGORY-I

ET-4/01-B

FINANCIAL MANAGEMENT

Dean, Faculty of Management & Commerce

MBA 3rd Semester 2nd year

MANAGEMENT OF WORKING CAPITAL

Course Code: MBA FM1		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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: 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.	4
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; collection Policies; Credit Management in India.	6
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.	6
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	6

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	deposit, factoring , secured terms loans, etc; Pattern and sources of Working Capital Financing in India, with reference to Government Policies.	

Course Outcomes:

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

1. Clearly understand the role of working capital for a business, its components and its place in a firm's balance sheet
2. Estimate working capital needs of a business
3. Clearly understand how working capital management impacts profitability, liquidity and solvency
4. Modes of working capital financing available and how to choose among them

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)

Weblinks

https://sol.du.ac.in/mod/book/view.php?id=829&chapterid=491

http://14.139.206.50:8080/jspui/bitstream/1/4336/1/Working%20capital%20management.pdf

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MBA 3rd Semester 2nd year

Security Analysis & Portfolio Management

Course Code: MBA FM2		
Course Credit: 03	**Lecture: 3**	
Course Type:	**Discipline Elective**	
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: This course will emphasize an understanding of the economic forces that influence the pricing of financial assets.

- Understanding of investment theory will be stressed and tied in with discussion of applicable techniques such as portfolio selection.
- The course material will cover formulae that can be applied in different business situations regarding active portfolio management.
- To expose the students to the concepts, tools and techniques applicable in the field of security analysis and portfolio management.
- To provide a theoretical and practical background in the field of investments

UNIT	Course Content	Hours
I	**Investment** Overview of Capital Market: Market of securities, Stock Exchange and New Issue Markets - their nature, structure, functioning and limitations; Trading of securities: equity and debentures/ bonds. Securities trading - Types of orders, margin trading, clearing and settlement procedures. Regularity systems for equity markets, Type of investors, Aim & Approaches of Security analysis.	8
II	**Portfolio Theory** Risk & Return: Concept of Risk, Component & Measurement of risk, covariance, correlation coefficient, Measurement of systematic risk. Fundamental Analysis: Economic, Industry, Company Analysis, Portfolio risk and return, Beta as a measure of risk, calculation of beta, Selection of Portfolio: Markowitz's Theory, Single Index Model, Case Studies.	8
III	**Capital Market & Asset Pricing** Technical Analysis: DOW Theory, Support and Resistance level, Type of charts & its interpretations, Trend line, Gap Wave Theory, Relative strength analysis , Technical Versus Fundamental analysis. Nature of Stock Markets: EMH (Efficient Market Hypothesis) and its implications for investment decision. Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory. Case Studies. .	6
IV	**Bond, Equity and Derivative Analysis**	8

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	Valuation of Equity Discounted Cash-flow techniques: Balance sheet valuation, Dividend discount models, Intrinsic value and market price, earnings multiplier approach, P/E ratio, Price/Book value, Price/sales ratio, Economic value added (EVA). Valuation of Debentures/Bonds: nature of bonds, valuation, Bond theorem, Term structure of interest rates.	
V	**Active Portfolio Management** Portfolio Management and Performance Evaluation: Performance Evaluation of existing portfolio, Sharpe, Treynor and Jensen measures; Finding alternatives and revision of portfolio; Portfolio Management and Mutual Fund Industry	6

Course Outcomes:

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

1. Recognize and apply appropriate theories, principles, and concepts relevant to securities analysis and portfolio management.
2. Develop a reasoned argument to the solution of familiar and unfamiliar problems relevant to securities analysis and portfolio management.
3. Analyze and evaluate portfolio performance.
4. Identify, analyze and draw reasoned conclusions in selecting and presenting information on securities.
5. Analyze investment opportunities in stock markets

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.
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.

Weblinks

http://ignoumbasupport.blogspot.com/p/ignou-ms-44-studymaterial-freedownload.html
https://www.studynama.com/community/threads/pdf-security-analysis-portfolio-management-sapm-notes-ebook-for-mba-finance.2713/
https://www.managementstudyguide.com/security-analysis-and-portfolio-management.htm
http://www.gurukpo.com/security-analysis-and-portfolio-management/

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MBA 4th Semester 2nd year

MANAGEMENT OF FINANCIAL INSTITUTIONS AND SERVICES

Course Code: MBA FM3		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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: 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.	4
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.	6
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 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.	6

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Course Outcomes:

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

1. Describe the dimensions of performance and risk relevant to financial firms.
2. Calculate contemporary measures of financial measures of performance and risk. 3. Describe contemporary managerial risk management oversight processes.
3. Explain how the financial services component industries (insurance, banking, securities, real estate and financial planning) interact.
4. Evaluate the economic environment and the impact of governmental economic policies on consumers and financial institutions.
5. Describe the impact that financial innovation, advances in technology, and changes in regulations has had on the structure of the financial firms/industry.

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)

Weblinks

http://164.100.133.129:81/econtent/Uploads/Management_Financial_Services.pdf

https://www.gurukpo.com/management-of-financial-services/

http://www.ddegjust.ac.in/studymaterial/mba/fm-404.pdf

Dean, Faculty of Management & Commerce

MBA 4th Semester 2nd year

CORPORATE FINANCIAL RESTRUCTURING

Course Code: MBA FM4		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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:

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.	4
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 Arbitragers 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.	6
IV	Methods of Enterprise Valuation: Weighted Average Cost of Capital, 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.	8

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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.	6

Course Outcomes:

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

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.

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

Weblinks

https://www.icsi.edu/media/webmodules/Corporate_Restructuring_Insolvency_LiquidationandWindingUp.pdf
https://www.icsi.edu/media/webmodules/PP-CRVI-2017%20-%20MARCH%207.pdf

Dean, Faculty of Management & Commerce

MBA
(Program Code: ET-4/01)

CATEGORY-I

ET-4/01-C

MARKETING MANAGEMENT SPECIALIZATION

Dean, Faculty of Management & Commerce

MBA 3rd Semester 2nd year

CONSUMER BEHAVIOR & MARKETING COMMUNICATION

Course Code: MBA MK1		
Course Credit: 03	**Lecture: 03**	
Course Type:	**Discipline Elective**	
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: 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.	4
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.	6
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.	6
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.	6

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Course Outcomes:

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

1. Explain and apply the key terms, definitions, and concepts used in the study of consumer behaviour.
2. Demonstrate how as a marketer you can use your knowledge of consumer behaviour concepts to develop better marketing programs and strategies to influence those behaviours.
3. Analyze the trends in consumer behaviour, and apply them to the marketing of an actual product or service.
4. Thoroughly describe a range of media and methods available to marketers
5. Demonstrate a comprehensive understanding of Marketing Communications theories and concepts
6. Critically evaluate the effectiveness of various advertisement and promotions and their attempts to influence the behaviours of individuals.

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

Weblinks

www.pondiuni.edu.in/sites/default/files/Consumer%20Behaviour200813_0.pdf

https://www.academia.edu/5775752/CONSUMER_BEHAVIOR_05_MBAMM313_STUDY_MATERIAL_MBA_II_Year_Semester_III_COURSE_FACILITATOR_MODULE-I_INTRODUCTION_TO_THE_CB

https://www.academia.edu/31173887/Integrated_Marketing_Communications_2nd_edition

https://www.managementstudyguide.com/marketing-communications.htm

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MBA 3rd Semester 2nd year

SALES AND DISTRIBUTION MANAGEMENT

Course Code: MBA MK2		
Course Credit: 03	**Lecture: 03**	
Course Type:	**Discipline Elective**	
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: 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.	4
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.	6
IV	Channel Management: Forces of Distributing Systems, Distributors Selection and Appointment, Channel Conflicts and their Resolutions, Training the Distributors Sales Team.	8
V	Emerging of marketing channels-An overview in context of 21st Century:	6

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	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.	

Course Outcomes:

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

1. Identify potential customers and segments, understands and anticipates customer expectations and needs
2. Understand of marketing and sales in the hotel industry and can put skills to practical use
3. Understand the relevance of new electronic communication channels
4. Apply knowledge to manage accommodation business distribution channels and branding

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.

Weblinks

https://gurukpo.com/Content/MBA/Sales_Management.pdf https://lecturenotes.in/materials/25730-sales-distribution-management

https://www.gurukpo.com/sales-and-distribution-management/

Dean, Faculty of Management & Commerce

MBA 4th Semester 2nd year

MARKETING OF SERVICES

Course Code: MBA MK3		
Course Credit: 03	**Lecture: 03**	
Course Type:	**Discipline Elective**	
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: 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.	4
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.	6
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. 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,	6
V	Marketing in various services: Fast food chains, Hospitality Services, Travel and	6

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	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.	

Course Outcomes:

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

1. Explain the unique challenges of services marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people.
2. Describe how customer relationship marketing (CRM), including retention strategies, creates an environment that achieves excellence in customer service.
3. Design service quality measurements to build customer loyalty and evaluate the effectiveness and efficiency of customer service offerings.
4. Explain service blueprinting, the integration of new technologies, and other key issues facing today's customer service providers and service managers.
5. Discuss the influences of the multicultural marketplace, business ethics, and socially responsible marketing on services marketing.
6. Integrate course concepts into individual performance to become better cus¬tomer service representatives in the service environment.

Text and Reference Books

1. Services Marketing, Ziethmal&Bitner,McGraw Hill
2. Services Marketing, Lovelock, Pearson
3. ServicesMarketing ,Jauhari& Dutta, Oxford
4. Services , Govind Apte, Oxford
5. ChiristropherH.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.

Weblinks

https://examupdates.in/mba-service-marketing/
http://www.pondiuni.edu.in/storage/dde/downloads/markiv_sm.pdf

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MBA 4th Semester 2nd year

E-MARKETING

Course Code: MBA MK4		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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:

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	E-Marketing: Concept & scope, E-Marketing and E-Business interrelationship, Marketing implications of Internet technologies and convergence, Convergence and M commerce. E-Marketing 7 Step Plan: Situation Analysis, E – Marketing Strategic Planning, Objectives, E- Marketing Strategies, Implementation Plan, Budget, Evaluation Plan	4
II	E -Marketing Environment: Global markets, Emerging Economies, Technological readiness, Ethical &Legal issues: Privacy and Security Concerns, Electronic Payment System - Different types of payment modes, ecash, e-check, e-money - E-Security Firewalls The Virtual Value Chain: Marketplace vs. Market space - Visibility, Mirroring capability, The network economy - "Moore's Law" and "Gilder's Law" , E-Marketplaces and Economic Impacts	8
III	Consumer Behavior: Social & cultural context, Individual characteristics and Resources, Motivations for shopping on the net, attributes of online shopping. Segmenting and Targeting Online Customers: Business – Government and Customer Markets, Important geographic segments for E-Marketing, Demographic segments, Psychographic segments, Behavior segments, Targeting online customers.	6
IV	Differentiation and Positioning Strategies: Product – Service – Personnel – Channel and Image differentiation. Differentiation Strategies – site atmospherics, making the intangible tangible, building trust, efficient and timely order processing,	8

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	pricing, CRM, Enhancing the customer experience.	
V	Marketing Strategies for BOP Markets: Four elements of BOP strategy - creating buying power, shaping aspirations, improving access, and tailoring local solutions. C K Prahalad's 12 principles, BOP Protocol Criticism of Marketing to BOP & Alternate Perspectives	6

Course Outcomes:

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

1. explain and illustrate the use of search engine marketing, online advertising and online marketing strategies;
2. explain the role of e-marketing plans as a component of corporate-level plans;
3. recognise and write appropriate e-marketing objectives;
4. critically analyse planning options and offer constructive and practical alternative solutions;
5. formulate an integrated and comprehensive e-marketing plan;
6. describe in detail the implementation of an e-marketing plan, including the management of necessary internal organisational change; and,

Text and Reference Books

1. The Fortune at the Bottom of the Pyramid, Prahalad, C.K., Pearson –Singapore.
2. We are like that only, Bijapurkar, R. (2007), New Delhi: Penguin Portfolio.
3. Internet Marketing: Strategy, Implementation and Practice, 3/e, Dave Chaffey, Pearson
4. Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniquesby Mike Grigsby, Kogan page, 2018
5. Business Analytics: Applications To Consumer Marketingby Sandhya Kuruganti and HindolBasu, TMH, 2015

Weblinks

https://www.coursera.org/learn/uva-darden-market-analytics
https://www.classcentral.com/course/coursera-marketing-analytics-4868

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MBA
(Program Code: ET-4/01)

CATEGORY-I

ET-4/01-D

INFORMATION TECHNOLOGY SPECIALIZATION

Dean, Faculty of Management & Commerce

MBA 3rd Semester 2nd year

DATABASE MANAGEMENT SYSTEM

Course Code: MBA IT1		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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
10	10	10	30

Course Objective: This course will help students to understand how databases can be used to store an organization's information.

UNIT	Course Content	Hours
I	Introduction to Database; Organisation of Database; Components of Database Management Systems; Data Models; Entity-Relationship Model; Network Data Model; Hierarchy Data Model; Relational Data Model; Semantic Data Model; Advantages of DBMS.	4
II	Relational Database Design : Integrity Constraints; Functional Dependencies; Normalisation; Physical Database Design; Decomposition of Relation Schemes; Introduction to data mining & Data Warehousing; Knowledge Extraction through Data Mining.	8
III	Structured Query Language, Oracle- Creating Tables; Applying column constraints; Inserting Rows; Views, Snapshots, Indexes & Sequences.	6
IV	PL/SQL structure, Cursor, Triggers, Procedures, Functions & Package.	6
V	Database Utilities; Security, Object/Basic Database Administration/ Remote Data Access.	6

Course Outcomes:

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

CO1	Describe the fundamental elements of relational database management systems
CO2	Explain the basic concepts of relational data model, entity-relationship model, relational database design, relational algebra and SQL.
CO3	Design ER-models to represent simple database application scenarios
CO4	Convert the ER-model to relational tables, populate relational database and formulate SQL queries on data.

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CO5	Improve the database design by normalization.
CO6	Familiar with basic database storage structures and access techniques.

Text and Reference Books

1. Silberschatz, A. H. F. Korth, Sudarshan, S. (2002). Database system concepts. McGraw-Hill.
2. Koch, G. &Loney, K. (2002). Oracle 9i The complete reference. TMH.
3. R. Elmsari& S. D. Navathe (2004). Fundamentals of database systems. Addison Wesley.
4. Bipin C. Desai (2000). Introduction to Database Management System. Galgotia Publication.
5. C. J. Date (2003). An introduction to database systems. Pearson Educatio

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MBA 3rd Semester 2nd year

SYSTEM ANALYSIS & DESIGN AND SOFTWARE ENGINEERING

Course Code: MBA IT2		
Course Credit: 03	**Lecture: 03**	
Course Type:	**Discipline Elective**	
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: To acquaint the students with the software project management concepts, techniques and issues related to implementation.

UNIT	Course Content	Hours
I	Systems Concept; Characteristics of a System; Elements of System; Types of Systems; Decision Support System; System Development Life Cycle, Investigation, Analysis, Design, Implementation, Post Implementation Review and Maintenance.	4
II	Systems Planning and Investigation: Basis for Planning in Systems Analysis - Dimensions of Planning, Initial Investigation, Needs Identification, Determining the User's Information Requirements, Feasibility Study, Feasibility Considerations, Steps in Feasibility Analysis - Feasibility Report.	8
III	Tools of Structured Analysis: Data Flow Diagram (DFD), Entity Relationship Diagrams, Data Dictionary,	6
IV	Process Modeling: Structured English, Decision Tree & Decision Table, Object Oriented Analysis (OOA) and Object Oriented Design (OOD).	6
V	Basics of Information Security, Types of Attacks, Viruses, Virus Control, Hackers, Overview of Risks associated with Internet, Intrusion Detection Risk Management, Disaster Recovery Plan, Cryptography and authentication, Managing Risk, Information Security Policy, Creating a secure environment, Internet Security Standards	6

Course Outcomes:

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

CO1	Understand the principles and tools of systems analysis and design
CO2	Understand the application of computing in different context

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CO3	Understand the professional and ethical responsibilities of practicing the computer professional including understanding the need for quality
CO4	Solve a wide range of problems related to the analysis, design and construction of information systems
CO5	Analysis and Design of systems of small sizes
CO6	Plan and undertake a major individual project, prepare and deliver coherent and structured verbal and written technical reports

Text and Reference Books

1. Roger. S. Pressman (2001). Software Engineering: A Practioner's Approach. McGraw Hill, New Delhi, Fifth Edition.
2. Aggarwal, K. K. & Singh, Yogesh (2005). Software Engineering. New Age International.
3. Walker Royce (2001). Software Project Management: A Unified Framework. Pearson Education Asia, Singapore, First Edition.
4. Bob Hughes and Mike Cotterell (2001). Software Project Management. Tata McGraw Hill, New Delhi, Second Edition.
5. Ivar Jacobson, Grady Booch and James Rumbaugh (2000). The Unified Software Development Process. Pearson Education Asia, Singapore.
6. Jack. R. Meredith and Samuel J. Mantel Jr. (2002). Project Management: A Managerial Approach. John Wiley & Sons, Singapore, Fourth Edition.
7. Robert K. Wysocki, Robert Beck Jr. and David B. Crane (2002). Effective Project Management. John Wiley & Sons, Singapore, Second Edition.

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MBA 4th Semester 2nd year

DATA COMMUNICATION & NETWORK

Course Code: MBA IT3		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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
10	10	10	30

Course Objective: The objective of studying this paper is to help student understand Communication networks and web related technologies.

UNIT	Course Content	Hours
I	Fundamentals of Communication System; Communication Links, Communication System Formats; Character Codes, Digital Data Rates; Asynchronous and Synchronous Data. Types of signals: AM; FM; PM; PCM; PDM; TDMA; FDMA; SDMA; CDMA; ASK; FSK; PSK Features: Error detection and correction codes; Hamming codes.	4
II	LAN topologies: Workstation; Server; Cables; Types of Ethernet; Broadband and base-band; Optical Fibers; Network Interface Card. Networks and accessories: LAN, MAN, WAN; Hub; Bridges; Switches; Routers; Gateways Cell Relay; Frame Relay; ISDN; B-ISDN	8
III	OSI Model; Broadcasting; Multicasting; Point-to-point communication; IP Addressing, Concepts of Port; Socket; ATM; Tunneling; Virtual Private Network. Server.	6
IV	Operating systems: Unix; Linux; Windows. Mobile Operating Systems.	8
V	Mobile Communication: Applications of Mobile Communication; Wireless Communication: Bandwidth, Transmission Impairment, Interference, Terrestrial Microwave, Broadcast Radio, Infrared & Light Waves, Mobile Internet & WML: Mobile IP, Wireless TCP& UDP, WAP, WML	6

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Course Outcomes:

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

CO1	Independently understand basic computer network technology.
CO2	Understand and explain Data Communications System and its components.
CO3	Identify the different types of network topologies and protocols.
CO4	Enumerate the layers of the OSI model and TCP/IP. Explain the function(s) of each layer.
CO5	Identify the different types of network devices and their functions within a network
CO6	Understand and building the skills of subnetting and routing mechanisms.
CO7	Familiarity with the basic protocols of computer networks, and how they can be used to assist in network design and implementation.

Text and Reference Books

1. Business Data Communications and Networking(2010), By Jerry FitzGerald, Alan Dennis, ,John Wiley & Sons
2. Data and Computer Communications, Stallings, Pearson Education India
3. DATA COMMUNICATION AND COMPUTER NETWORKS(2013) By AJIT PAL, PHI Learning Pvt. Ltd
4. Elements of Data Communication and Networks(2009) by S.A. AmuthaJeevakumari, Laxmi Publications, Ltd

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MBA 4th Semester 2nd year

ELECTRONIC COMMERCE

Course Code: MBA IT4		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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:

1. To introduce students to the concept of e -commerce
2. To equip students to assess e-commerce requirements of a business and develop e -business plans
3. To help students understand various e -commerce applications

UNIT	Course Content	Hours
I	**Introduction to Electronic Commerce: Meaning, nature and scope; Channels of e - commerce; Business applications of e -commerce; Global trading environment and adoption of e-commerce. Business Models of E-commerce and Infrastructure; B2B, B2C, B2G and other models of e-commerce; Applications of e-commerce to supply chain management; product and service digitization; Remote servicing procurement, and online marketing and advertising E-commerce resources and infrastructure planning.**	4
II	Business to Consumer E-commerce Applications: Cataloging; Order planning and order generation; Cost estimation and pricing; Order receipt and accounting; Order selection and prioritization: Order scheduling, fulfilling and delivery, Order billing and payment management; Post sales services.	8
III	Business to Business E-Commerce: Need and alternative models of B2B e - commerce; Using Public and private computer networks for B2B trading: EDI and paperless trading: characteristic features of Edi service arrangement; Internet based EDI; EDI architecture and standards; VANs; Costs of EDI infrastructure; Reasons for slow acceptability of EDI for trading; E-marketing-Traditional web promotion: Web counters; Web advertisements.	6
IV	Electronic Payment Systems and Order Fulfillment: Types of payment systems - e-cash and currency servers, e-cheques, credit cards, smart cards, electronic purses	6

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	and debit cards; Operational, credit and legal risks of e -payment, Risk management options for e - payment systems; Order fulfillment for e -commerce. Security Issues in E-Commerce: Security risks of e-commerce-Types and sources of threats; Protecting electronic commerce assets and intellectual property; Firewalls; Client server network security; Data and message security; Security tools; Digital identity and electronic signature; Encryption approach to e-commerce security.	
V	Regulatory Environment of E-Commerce: Borders and jurisdiction contracting and contract enforcement; International cyber laws -aims and salient provisions; cyber laws in India and their limitations; Taxation and e -commerce; Ethical issues in e -commerce.	6

Course Outcomes:

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

CO1	Demonstrate an understanding of the foundations and importance of E-commerce
CO2	Demonstrate an understanding of retailing in E-commerce.
CO3	Analyze the impact of E-commerce on business models and strategy
CO4	Describe Internet trading relationships including Business to Consumer, Business-to-Business, Intra-organizational.
CO5	Describe the infrastructure for E-commerce
CO6	Describe the key features of Internet, Intranets and Extranets and explain how they relate to each other.
CO7	Discuss legal issues and privacy in E-Commerce
CO8	Assess electronic payment systems
CO9	Recognize and discuss global E-commerce issues

Text and Reference Books

1. Bajaj, Deobyani Nag, E-Commerce, Tata McGraw Hill Company, New Delhi, 2000.
2. Diwan, Prag and Sunil Sharma, Electronic Commerce -A Manager's Guide to E-Business, Vanity Books International, Delhi.
3. Greenstein, M. and T.M. Feinman, Electronic Commerce: Security, Risk Management and Control, Tata McGraw hill, 2000.
4. Agarwala, Kamlesh N., Amit Lal and DeekshaAgarwala, Business on the Net: An Introduction to the Whats and Hows of E -Commerce, Macmillan India Ltd., 2000.
5. Fitzerald, Business Data Communication Network, McGraw Hill, 1998.
6. Kalakota, Ravi and Andrew P. Whinson, Frontiers of Electronic Commerce, Addison Wesley.

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MBA
(Program Code: ET-4/01)

CATEGORY-I

ET-4/01-E
INTERNATIONAL BUSINESS SPECIALIZATION

Dean, Faculty of Management & Commerce

MBA 3rd Semester 2nd year

INTERNATIONAL FINANCIAL MANAGEMENT

Course Code: MBA IB1		
Course Credit: 03	**Lecture: 03**	
Course Type:	**Discipline Elective**	
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: 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.	4
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.	6
IV	**International working capital management:** i) International cash management: The cash positioning decision. Advantages and disadvantages of centralized cash management. Multilateral netting. Intra corporate transfer of funds. Transfer pricing, problems of international cash management. ii) International Receivables management: Domestic v/s International receivables	8

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	management. Letter of credit. International factoring & Accounts receivables. iii) International inventory management: Advance inventory purchases. Stockpiling.	
V	**International Financing Decisions:** 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. 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.	6

Course Outcomes:

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

CO1	Understand international capital and foreign exchange market
CO2	Identify and appraise investment opportunities in the international environment
CO3	Identify risk relating to exchange rate fluctuations and develop strategies to deal with them
CO4	Identify and evaluate foreign direct investment and international acquisition opportunities
CO5	Develop strategies to deal with other types of country risks associated with foreign operations
CO6	Express well considered opinion on issues relating to international financial management.

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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MBA 3rd Semester 2nd year

INTERNATIONAL MARKETING

Course Code: MBA IB2		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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:

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.	4
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.	6
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; leverageing international distribution for competitive advantage.	8
V	Managing International Promotion Mix:Planning for Trade Fairs and Exhibitions;	6

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	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.	

Course Outcomes:

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

CO1	Have developed an understanding of major issues related to international marketing
CO2	Have developed skills in researching and analyzing trends in global markets and in modern marketing practice
CO3	Be able to assess an organization's ability to enter and compete in international markets.

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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MBA 4th Semester 2nd year

INTERNATIONAL BUSINESS MANAGEMENT

Course Code: MBA IB3		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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: 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.	4
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	6
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.	6
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	6

Course Outcomes:

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

CO1	explain how international factors affect domestic concerns;

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CO2	explain regional economic integration and economic and political integration;
CO3	explain the main institutions that shape the global marketplace;
CO4	explain businesses expansion abroad;
CO5	explain the key legal issues related to businesses operating in other countries;
CO6	students are expected to enhance their cognitive knowledge of global issues; interpersonal skills with individuals from various cultures, and social responsibility awareness on global issues.

Text and Reference Books

1. Nargundkar- InternationalMarketing (Excel Books)
2. Czinkota - International Marketing (Thompson, 8th Ed.)
3. Cateora Graham - International Marketing (TMH, 10th Ed.)
4. Siddiqui- InternationalMarketing (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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MBA 4th Semester 2nd year

INTERNATIONAL LOGISTICS AND DOCUMENTATION

Course Code: MBA IB4		
Course Credit: 03	**Lecture: 03**	
Course Type:	**Discipline Elective**	
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: 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.	4
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.	6
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.	6
V	International Trade Terms – International Trade Terms – trade contract and 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.	6

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Course Outcomes:

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

CO1	Explain the concepts in trade documentation in international business with respect to foreign trade
CO2	Apply the current business phenomenon and to evaluate the global business environment in terms of economic, social and legal aspects
CO3	Analyse the principle of international business and strategies adopted by firms to expand globally
CO4	Integrate concept in international business concepts with functioning of global trade

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)

Dean, Faculty of Management & Commerce

MBA
(Program Code: ET-4/01)

CATEGORY-I

ET-4/01-F

Dean, Faculty of Management & Commerce

MBA 3rd Semester 2nd year

MM-100

SE-30

FASHION GENERAL THEORY

MBA FD1 (Theory)

Objectives - To familiarize students with the various concepts and terminology of Fashion Industry.

Contact Hours per week 3

Credits 3

Topic /content analysis	Objective	Method of teaching	Learning outcomes	Duration
1.Introduction to fashion • Terminologies of Fashion • Concept of Fashion, • Fad • Style.	To develop a basic understanding of fashion terms in fashion industry	lecture, ppt presentation	Learn about technical terms used in industry	**7 Hrs**
2. Fashion Forecasting- • Process • Trend prediction • presenting trend information • Sources of Fashion Information	To understand the process of forecasting fashion trends	lecture, ppt presentation	Learn about how the fashion of future will be forecasted.	**7 Hrs**
3. Components of Fashion 4. Principle of Fashion, Fashion Cycle. 5. Theories of Fashion, Factors affecting Fashion. 6.Accelerating and retarding factors of fashion	To develop a basic understanding about principle of design in fashion.	lecture, ppt presentation	Learn about different life cycle of fashion	**7 Hrs**
7. Study of the renowned Fashion Designers National & International with respect to the Theme , work and Designs of the designers Ritu Kumar, Ritu Beri, Raghvendra	To develop a basic knowledge about different national and international designers as well as fashion centres in the	lecture, ppt presentation	Learn about national and global fashion industry	**8 Hrs**

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Rathore, Christain Dior, Coco Chanel, Versace etc.	world.			
8.Careers in Fashion and Apparel Industry 9.Role & Responsibilities of a Fashion Designer	To understand about different career options in fashion industry.	lecture, ppt presentation	Learn about role and responsibilities of designer in fashion industry	7 Hrs

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MBA 3rd Semester 2nd year

MM-100

SE-30

FABRIC STUDY

MBA FD2 (Theory)

Objective To familiarize students with basic fashion terms, philosophy and basics of colour

Contact Hours per week 3

Credits 3

Topic /content analysis	Objective	Method of teaching	Learning outcomes	Duration
Introduction to fibres properties, characteristics and end uses: Natural fibres- Cotton, Silk, Jute, Wool, Hemp, Flax Man Made fibres- Polyester, Nylon, Regenerated cellulose, spandex, lycra.	To understand basic building blocks of fabrics, fiber and the relationship of fiber properties and fiber behaviour	lecture, ppt presentation	Knowledge of fiber and their properties	**7 Hrs**
Weaving Parts of a Loom	To familiarize students with different parts of loom	lecture, ppt presentation	Able to understand different parts of loom	**7 Hrs**
Introduction to Yarn: Types of yarns, Twist and its type, fineness of a yarn. Spinning of yarn- Dry spinning, Wet spinning, Melt spinning and chemical, spinning. Properties of yarn.	Learn about various types of yarns and their method of construction	lecture, ppt presentation	Knowledge of yarn and its method of construction	**7 Hrs**
Weave analysis of different types of weave- Plain weave, Stripes and Checked effect, Double Fabric, Double Cloth and its types(Prepare a scrap book for the different weave samples)	To familiarize students with different types of weaves	lecture, ppt presentation	Able to understand the construction of different types of weaves	**7 Hrs**
Finishes Temporary and Permanent finishes sizing, Scouring, Bleaching, Calendering, Moiring, Schrenerizing, , tentering, stentering, Silicon finishes	Learn about various methods of textile finishes	lecture, ppt presentation	Knowledge about finishing like what type of finishes given to the textile product	**8 Hrs**

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MBA 4th Semester 2nd year

MM-100

SE-30

FASHION ILLUSTRATION

MBA FD3 (THEORY)

Objective The skill in fashion illustration is essential for the students of fashion design so as to develop in them the creativity.

Contact Hours : 3 per week

Credits 3

Topic /content analysis	Objective	Method of teaching	Learning outcomes	Duration
Study Human Anatomy : Female & Male 8 Head theory	To understand about the structure of human figure		Knowledge of different figure	4 Hrs
Use of fashion illustration and block figure in fashion design. Proportionate figure, its characteristics ,relationship of height to girth,garment balances as applied to normal, abnormal and deformed figure.	To understand the use of fashion illustration and block figure in fashion design		Able to understand the use of fashion illustration and block figure in fashion design	4 Hrs
Fashion Illustration: Female croqui, Male croqui – Stick Figure, Flesh out From front, Back, side and 3/4th view	To understand proportion of all type of croquie		Knowledge of different view of body figure	4 Hrs
Different shapes of female figure	To understand different body shapes		Able to understand different shapes of female figure	4 Hrs
Rendering	To understand various types of medium for rendering.		Knowledge of different colour technique	4 Hrs
Specification sheet	To understand about designing specification through sheet.		Able to develop own design specification sheet.	4 Hrs
Swatch board, Mood board, Client board	To understand about different types of boards in design		Able to develop own boards	4 Hrs
Flats Designing of : Sketches Related To : Designer neckline, Designer Collars	To understand how to draw flats sketches		Student will learn how to use the rough layout before finalizing on a concept	4 Hrs

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Designer sleeves, Designer yokes, Designer bows and ties Designer Caps and hats, Designer Pockets	To understand how to draw flats sketches		Student will learn how to use the rough layout before finalizing on a concept	4 Hrs

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MBA 4th Semester 2nd year

APPAREL MANUFACTURING TECHNOLOGY

MBA FD4 (Theory)

MM-100

SE-30

Credits- 3

Objective – To familiarize students with basics of apparel production

Contact Hours- 3 per week

Topic /content analysis	Objective	Method of teaching	Learning outcomes	Duration
Sewing machines- General purpose of sewing machine Working of sewing machine Hand operated, treadle operated and electric motor operated. Functions of each part of sewing machine	To understand the basics of apparel production	lecture, ppt presentation	Students get to know about the different process of apparel production in detail.	**7 Hrs**
Principle of operation of special purpose machine- Lock stitch, chain stitch, over lock, button hole and button stitching machine, double needle machine, feed of the arm machine, bar tacking machine, blind stitch machine, fusing presses.	To understand the working of different sewing machines	lecture, ppt presentation	Students get to know about the working process of different sewing machines	**8Hrs**
Different types of bed in sewing machine and their use. Different seam and stitch type , class series, properties and use	To understand different types of sewing machine beds	lecture, ppt presentation	To understand different types of sewing machine beds	**7Hrs**
Maintenance of machines Necessity Cleaning and lubrication of sewing machine Types of lubricating oil used Common defects which occur in sewing machine and how to rectify them.	To understand how to take care of sewing machines	lecture, ppt presentation	Able to understand how to take care of sewing machines	**7 Hrs**

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Tools and equipment's- **Cutting equipment's** Use and care of scissor, shears, pinking scissors **Sewing equipment's-** Use and care and type of needles for different fabrics, pins, thimble, measuring tape, ruler, skirt marker, French curve. **Miscellaneous tools-** Use of tracing paper, tracing wheel, tailors chalk, bobbin , button hole scissor, electric iron , steam iron etc	To understand the use of different tools and equipment's.	lecture, ppt presentation	Able to understand the use of different tools and equipment's.	**7 Hrs**

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MBA
(Program Code: ET-4/01)

CATEGORY-I
ET-4/01-G
BANKING SPECIALIZATION

Dean, Faculty of Management & Commerce

MBA 3rd Semester 2nd year

BANKING LAW AND AUDIT

Course Code: MBA BK1		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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: To familiarize the students with understanding and practices of Ancillary services & Laws relating to banking.

UNIT	Course Content	Hours
I	**Overview of banking system:** Indian Banking System – Evolution, Reserve Bank of India as a Central Bank of the Country , State Bank of India and Its associate (Subsidiaries) Banks ,Nationalization of Banks , Regional Rural Banks ,Local Area Banks ,New Private Sector Banks , Different Types of Banks in India ,Commercial Banks ,Co-Operative Banking System ,National Bank for Agriculture and Rural Development (NABARD) ,Small Industries Development Bank of India (SIDBI) ,National Housing Bank (NHB), Export Import Bank of India (EXIM Bank), Functions of Commercial Banks	4
II	**Banking Related Laws** : Law of Limitation - Provisions of Bankers Book Evidence Act -Special Features of Recovery of Debts Due to Banks and Financial Institutions Act, 1993 TDS Banking Cash Transaction Tax Service Tax, Asset Reconstruction Companies, The Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002, The Consumer Protection Act, 1986, Banking Ombudsman Lok Adalats, Lender's Liability Act.	8
III	Auditing Standards, Statement and Guidance Notes: Auditing and Assurance Standards (AASs), Statement and guidance note on Auditing by the ICAI, Difference between Auditing and Assurance Standards and International Standards on Auditing.	6
IV	Audit Strategy, Planning and Programming: Planning the flow of Bank audit work, audit strategy, planning programme and importance of supervision: review of audit notes and working paper; drafting of reports; principal's ultimate responsibility; extent of delegation; control over quality of audit work; reliance on the work of other auditor, internal auditor or an expert.	6
V	Risk Assessment and Internal Control- Evaluation of internal control procedures; techniques including questionnaire, flowchart; internal audit and external audit,	6

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	coordination between the two. Procedure in Bank audit inspection and observation, Inquiry and confirmation, computation and analytical procedures.	

Course Outcomes:

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

CO1	To disseminate knowledge among the students with theoretical structures about banking and insurance.
CO2	To train and equip the students with the skills of modern banking and insurance is run.
CO3	Students will be taken for trainings to banks and insurance companies.
CO4	To develop and inculcate the traits of professionalism amongst the students.

Text and Reference Books

1. Banking Law And Practice : Varshney
2. Banking Law And Practice : B.M.L. Nigam
3. Banking Law And Practice :Tannon
4. Banking products and services by Indian institute of banking & finance
5. Easy approach to latest in Banking : G.D. Narang & D.K. Kehra
6. Banking theory &Practice : K.C. Shekhar &Lekshmy Shekhar

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MBA 3rd Semester 2nd year

RURAL BANKING AND MICRO FINANCE

Course Code: MBA BK2		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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: This paper covers rural banking and microfinance incorporating lessons leant in a model microfinance institutional mechanism for India for students to learn and understand.

UNIT	Course Content	Hours
I	**Rural India:** Definitions of Rural Areas – Spread of Population in India – Rural Economy – Rural Employment – Rural Poverty – Agricultural Reforms – Rural Credit Panchayat Raj System for Rural Development, Rural Infrastructure: India's Infrastructure – importance of Rural Infrastructure – Benefits of Infrastructure Development – Role of Rural Credit.	4
II	**Government Initiatives for Rural Development:** Agriculture Credit – Banking Reforms and Rural Credit- National Bank for Agriculture and Rural Development (NABARD) – The District Industries Centre (DIC) – Small Industries Development Bank of India (SIDBI) – Lead Bank Scheme – Government Scheme for Rural Development – Self Employment and Entrepreneurship Development – Green Revolution.	8
III	**Overview of Microfinance:** Experience of Poverty Initiative in India, Overview of Indian Poverty Alleviation Programs of Seventies and Eighties, Microcredit and Microfinance: Agenda for Policy Planning; Models of Microfinance: Conventional Models, Direct Method, Indirect Method. Business Facilitators; Business Correspondents; Engagement of Business Facilitators/Correspondent: Concern and Safeguards.	6
IV	**Development of Microfinance Products:** Types of Products – Savings, Objectives-Micro-insurance, Regulation of Micro-insurance. Sustainable Development Issues: SHG Issues, What are the important Steps for Sustainable Development of SHGs? What are the skills needed for Managing Successful SHGs?	6
V	Promotion of Micro Enterprises, Microenterprises Opportunities and Challenges; Characteristics of Micro Enterprises; Micro Enterprise Promotion Critical Gaps,	6

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	Rating of Micro Institutions; MICROS – Regulatory Framework Recommendations of Expert Groups. Micro Finance Risk Scenario- Political Risk, Economic Risk, Currency Risk, Geographical Risk, Saturation and Unhealthy Competition and Institutional Risk.	

Cours

e Outcomes:

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

CO1	Understand the decision rules of a rural finance system.
CO2	Understand the socio-economic characteristics of Indian rural economy.
CO3	Comprehend the role agriculture in Indian economic development and the emerging issues in Indian agriculture.
CO4	Identify the risks associated with micro-finance activities and design strategies that help in mitigating risk and coping with loss.
CO5	Examine the role of banks in accelerating rural development.
CO6	Comprehend the features of loan products in agriculture, industries and business sector in villages.
CO7	Appreciate the initiatives of the Government and RBI in alleviating poverty among the weaker sections of the society.

Text and Reference Books

1. Beyond micro-credit: Putting development back into micro-finance/ by Thomas Fisher and M S Sriram, Sage-Vistaar Publications
2. Understanding Microfinance/ by Prof. Debdutta K Panda
3. Banker to the Poor/ By Prof. Mohammad Yunus
4. Creating a World Without Poverty/ by Prof. Mohammad Yunus
5. Financial Performance of Indian MFIs, A Quick Review, 2010/ Published by Sadhan

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MBA 4th Semester 2nd year

BANKING PRODUCTS AND SERVICES

Course Code: MBA BK3		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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: The purpose of this paper is to impart to the students an understanding and practices of banking production services.

UNIT	Course Content	Hours
I	**OVERVIEW OF DIFFERETN PRODUCT AND SRVICES:** Meaning of Banking Product and Services, Banker and Customer Relation, Know Your Customer (KYC). Role and Functions of Banks,Types of Banking: Wholesale Banking, Retail Banking, Treasury Operations. Types of Banking Services and Product: an overview.	4
II	**Banking Products in Wholesale Banking:** Commercial Banking- working capital and term loan, bills collection, letter of credit and guarantee. Transactional Banking – Cash Management, Tax Collection, Correspondent Banking- NOSTRO Account, VOSTRO Account, IPO Undertaking. Investment Banking- Debt Capital Market, Equity Capital Market, Project finance.	8
III	**Banking Product in Retail Banking:** Loan Product- Auto/Personal Loan, Construction/ Equipment Finance, loan again gold, agriculture loan. Deposit Product- Saving Accounts, Current Accounts, Fixed Deposit, Recurring Deposit. Other Offering Product- Mutual Funds, Insurance, NRI (Correspondent Banking), Bills of Payment.	6
IV	**Banking Product in Treasury Operation:** Meaning of Treasury Operations, Types of Treasury Products- FOREX, Debt Securities, Derivatives: Types of Derivatives, Equity. Other Functions(Internal): Assets/Liabilities Management, Statutory Reserve Management	8
V	**Banking Services:** Credit Card, Debit Card, Smart Card, ATM, Net Banking, Mobile Banking, Phone Banking, Fund Transfer System-NEFT, RTGS, Leasing Operations, Dealership Business, third party product distribution.	6

Course Outcomes:

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

CO1	Define and explain the characteristics of the key segments of customers and their financial needs.
CO2	Analyse banking products and services in relation to the bank customer's needs and describe the distribution channels.
CO3	Perform a matching of customer needs with specific banking products and services.
CO4	Identify suspicious activities and transactions and take appropriate measures according to the bank's rules and procedures.
CO5	Take responsibility for being ethical, compliant and quality-oriented within the boundaries of his/her job working independently or within a team.

Text and Reference Books

1. Banking Law And Practice : Varshney
2. Banking in India : Usha Arora & Monika Bansal
3. Banking Law And Practice :Tannon
4. Banking products and services by Indian institute of banking & finance
5. Modern Banking
6. Theory &Practice : D. Muraleedharan

MBA 4th Semester 2nd year

RETAIL & UNIVERSAL BANKING

Course Code: MBA BK4		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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: To enable the students familiarizing with operational aspects of retail Banking products and developing suitable strategies to broaden the retail client base ,

UNIT	Course Content	Hours
I	Concept of Retail Banking-Distinction between Retail and Corporate/Wholesale Banking; Retail Products Overview: Customer requirements, products development process, Liabilities and Assets Products, Approval process for retail loans, credit scoring	4
II	Important Retail asset products: Home loans, Auto/vehicle loans, Personal loans, Educational loans -Study of these products in terms of Eligibility, Purpose, Amounts, Margin, Security, Disbursement, Moratorium, Prepayment issues, Repayments/Collection; Credit/Debit Cards-Eligibility, Purpose, Amounts, Margin, Security, Process of using the cards, Billing Cycle, Credit Points; Other Products / Remittances/Funds Transfer	8
III	Retail Strategies: Tie-up with institutions for retail loans; Delivery Channels-Branch, Extension counters, ATMs, POS, Internet Banking-Banking; Selling process in retail products; Customer Relationship Management-Role and impact of customer relationship management, stages in CRM process; Technology for retail banking	6
IV	Trends in Retailing-New products like insurance, Demat services, online/phone banking, property services, investment advisory/wealth management, Reverse Mortgage-Growth of e-banking, Cross selling opportunities	8
V	Recovery of Retail Loans-Defaults, Rescheduling, recovery process-SARAFAESI Act, DRT Act, use of Lok Adalat forum, Recovery Agents-RBI guidelines	6

Course Outcomes:

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

CO1	Understand the concept of retail banking.
CO2	Differentiate between different types of retailing services in banking
CO3	Analyze retailing trends in banking.
CO4	Apply concepts to design and analyze different retailing opportunities in banking

Text and Reference Books

1. Fundamentals of Retail Banking Agarwal, O.P., Himalaya Publishing House, Mumbai.
2. Banking Marketing Jha, SM, Himalaya Publishing House, Mumbai
3. Indian Financial System, Khan, MY, Tata McGraw Hill Publishing Company Ltd., New Delhi
4. Modern Banking in India, Uppal;, RK,&Bishnupriya N, New Century Publications, New Delhi
5. Indian Institute of Banking & Finance, Retail Banking, Mumbai
6. Banking Services and IT, Uppal, RK, New Century Publications, New Delhi
7. Introduction to financial Planning by Taxmann
8. Elements of Banking and Insurance, by Sethi, Jyotsna, Bhatia

MBA
(Program Code: ET-4/01)

CATEGORY-I

ET-4/01-I

RETAIL MANAGEMENT SPECIALIZATION

Dean, Faculty of Management & Commerce

MBA 3rd Semester 2nd year

RETAIL LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Course Code: MBA RM1		
Course Credit: 03	**Lecture: 03**	
Course Type:	**Discipline Elective**	
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: 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.	4
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 out-bound shipments.	6
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.	6

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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.	6

Course Outcomes:

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

CO1	Conceptual knowledge of the elements of retail logistics
CO2	Understanding the role and application of logistics drivers in retail supply chain
CO3	How logistics activities pertaining to retail industry is different than that in manufacturing industry Analyze issues and challenges in execution of efficient and effective logistics functions in retail industry
CO4	Explain how progressing technology plays an important role in effective logistics of retail industry How logistics and supply chain performance can be measured using various tools in retail industry

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. MurphyJr. 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

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MBA 3rd Semester 2nd year

RETAIL TECHNOLOGY MANAGEMENT

Course Code: MBA RM2		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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: 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.	4
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.	6
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-PINpads- 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	8

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Achawan

	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.	6

Course Outcomes:

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

CO1	Elaborate on Technology for retail Management
CO2	Explain Evolution of Retail Management Systems
CO3	Elaborate on Web based retailing/ E- Retailing/ E Commerce (B2C) etc.
CO4	Explain Advantages of IT in Retail Trade like Cost productivity benefits and Marketing benefits, Competitive advantages of Information technology, limitations of using IT

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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MBA 4th Semester 2nd year

RETAIL MERCHANDISE MANAGEMENT

Course Code: MBA RM3		
Course Credit: 03	**Lecture: 03**	
Course Type:	**Discipline Elective**	
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: 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	4
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,	6
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.	6

Course Outcomes:

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

CO1	Develop skill to manage the products in retail store.
CO2	Develop detail understanding of merchandising & its importance
CO3	Prepare to make merchandise plan.
CO4	To enable to procure right merchandise

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CO5	Able to perform categorization in the merchandise

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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MBA 4th Semester 2nd year

STORE & MALL MANAGEMENT

Course Code: MBA RM4		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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:

To under stand the store and mall management.

To under stand inventory management for stores and malls.

UNIT	Course Content	Hours
I	**Location, Layout and Ambience:** Store/Mall Location Choices and considerations- Prime Vs Up-coming Vs Remote Locations - Internal Layout Designs: Straight floor plan- Diagonal floor plan, Angular floor plan, Geometric floor plan and Mixed floor plan- store fixtures: Types and suitability- Relevance of Managing Exterior and Interior Ambience- Visual Merchandising- Merchandise Display: Racks and Shelves: Importance- Types: Supermarket Racks - Fruit & Vegetable Racks- Electronic Racks- Showcase Racks-Pharmacy Racks- Book Racks- Textile Racks- Shoe Racks- Cantilever Racks- Mezzanine floor- Freshness and Exquisiteness.	8
II	**Inventory Management:** Wide Merchandise Assortment – Quality and PriceRanges- Procurement Efficiency- Techniques of Inventory management to ensure economy- Keeping track of 'Fast', 'Slow' and 'No' (FSN) Moving items- Novelty and First to Shelf principle.	8
III	**Stores and Malls:** Introduction to Stores and Malls- Development of Malls and Multiplexes- Store space Leasing in Malls- Tenant Mix- Branding of Stores and Malls- Mall Maintenance Management- Store/Mall Anchor- Food Court- Entertainment Multiplex- Round-the-clock operation- Stores Vs Malls.	8
IV	**Operational Efficiency:** Business Plans: Mark-up and Mark-down- Gross Margin Return On Inventory Investment (GMROII) – Break-even level- Marketing Strategy- Promotional Calendars- Differentiation- Leadership- Competitive edge- Winning new and Retaining existing customer base-Retailing Research- Employee Training,	8

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	Empowering, Scheduling, Motivation and Meetings.	
V	**Managing Customer Service and Satisfaction:** Facilities for Parking, Multiple payment options, Kids-keeping, Quick counter service, etc - Customer satisfaction: Importance, Determinants and Level- Strategic Advantage through Customer Service and Customer Satisfaction (CS&CS): CS &CS strategies -Gap Model of Improving Customer Service and Customer Satisfaction- Expectation and fulfillment. **HR Management:** Types of Job positions in Retails Stores/Malls: Retail Store Manager, Retail Sales Associate,Merchandiser, Cashier and Brand Manager - JobDescription.	8

Course Outcomes:

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

CO1	Understand the decisions involved in running a retail firm and the concepts and principles for making those decisions
CO2	Under stand the concepts and the components of Modern Retail Store Operation and as the modules proceed further the student will understand the different activities centered in the store operation.
CO3	Recognize and understand the operations-oriented policies, methods, and procedures used by successful retailers in today's global economy
CO4	know the process of review of store performance get practical orientation of stock management.
CO5	learn about Operational Activities, Revenue Generation Activities, and Customer Service Activities.

Text and Reference Books

1. Af Susan K. Mitchell, *The Largest Indoor Parks and Malls*, Gareth Stevens, 2007.
2. CarlesBroto,*New Shopping Malls,* Links, 2007
3. Books Llc, *Shopping Malls,* General Books LLC, 2010
4. Jan Wehrheim, *Shopping malls,* VS Verlag, 2007
5. Barry Maitland, *Shopping malls: planning and design*, 2007.
6. Coleman Peter, *Shopping Environmentism,* Elsevier Science, 2007
7. DMS Retail, *Winning at Store Management.*
8. K S Menon, *Stores Management*, Macmillan Publishing
9. Robert E Mitchell, *The Store Manager*, Vantage Press, 2007
10. Paco Underhill, *The Call of the Mall: A Walking Tour Through the Crossroads of our Shopping Culture,* 2004

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MBA
(Program Code: ET-4/01)

CATEGORY-I

ET-4/01-J

ENTERPRENEURSHIP DEVELOPMENT SPECIALIZATION

Dean, Faculty of Management & Commerce

MBA 3rd Semester 2nd year

MANAGING, GROWING AND EXITING THE NEW VENTURE

Course Code: MBA ED1		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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:

1. To empower student with nuances of stages of venture and entrepreneurial conduct
2. To prepare student with the understanding of resources and external sources
3. To prepare student of separation and exit strategies

UNIT	Course Content	Hours
I	**Entrepreneurial Strategy: Generating And Exploiting New Entries:** New Entry, Generation of a New Entry Opportunity - Resources as a Source of Competitive Advantage, Creating a Resource Bundle That is Valuable, Rare, and Inimitable. Assessing the Attractiveness of a New Entry Opportunity - Information of New Entry, Comfort with Making a Decision under Uncertainty, Decision to Exploit or Not to Exploit the New Entry. Entry Strategy for New Entry Exploitation - Environmental Instability and First Mover (Dis) Advantages, Customer Uncertainty and First Mover (Dis) Advantages, Lead Time and First Mover (Dis) Advantages. Risk Reduction Strategies for New Entry Exploitation - Market Scope Strategy, Imitation Strategies, Managing Newness.	4
II	Strategies For Growth And Managing The Implications of Growth: Growth Strategies: Where to Look for Growth Opportunities - Penetration Strategies, Market Development Strategies, Product Development Strategies, Diversification Strategies, Example of Growth Strategies. Economic Implications of Growth. Implications of Growth for the Firm - Pressures on Existing Financial Resources , Pressures on Human Resources, Pressures on Management of Employees , Pressures on Entrepreneur's Time. Overcoming Pressures on Existing Financial Resources. Financial Control - Managing Cash Flow, Managing Inventory, Managing Fixed Assets , Managing Costs and Profits, Taxes, Record Keeping. Overcoming Pressures on Existing Human Resources, Overcoming Pressures on the Management of Employees , Overcoming Pressures on Entrepreneur's Time - Basic Principles of Time Management. Implications of Firm Growth to the Entrepreneur -	8

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	A Categorization of Entrepreneurs and Their Firms' Growth.	
III	Accessing Resources For Growth From External Sources: Using External Parties to Help Grow a Business, Franchising - Advantages of Franchising- to the Franchisee, Advantages of Franchising- to the Franchiser, Disadvantages of Franchising, Types of Franchising, Investing in Franchising. Joint Ventures - Types of Joint Ventures, Factors in Joint Ventures. Acquisition- Advantages of Acquisition, Disadvantages of Acquisition, Synergy, Structuring the Deal, Locating Acquisition Candidates. Mergers, Leveraged Buyouts, Overcoming Constraints by Negotiating for More Resources.	6
IV	Going Public: Advantages and Disadvantages of Going Public – Advantages, Disadvantages. The Alternatives to Going public, Timing of Going Public and Underwriter selection – Timing, Underwriter Selection. Registration Statement and Timetable - The Prospectus, Part II, Procedure. Legal issues. After Going public - Aftermarket Support, Relationship with the Financial Community, Reporting Requirements, Myths concerning Going Public.	6
V	Ending The Venture: Bankruptcy- An overview, Reorganization - Surviving Bankruptcy, Prepackaged Bankruptcy, Extended Time Payment Plans, Liquidation, Strategy during Reorganization, Keeping the Venture Going, Warning Signs of Bankruptcy, Starting Over, The Reality of Failure, Business Turnarounds, Exit Strategy. Succession of Business - Transfer to Family Members, Transfer to Non-Family Members. Harvesting Strategy - Direct Sale, Employee Stock Option Plan, Management Buyout.	6

Course Outcomes:

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

CO1	analyse and explain why firms grow and what it means for society as a whole
CO2	explain different kinds of resources and its importance for firm growth
CO3	explain the concept of competitive advantage and analyse the competitive advantages of high growth enterprises
CO4	describe different kinds of venture capital, use basic models of corporate valuation and argue for its importance for ventures in different growth stages
CO5	explain the concept of exit model, for whom and why a certain exit model would be appropriate
CO6	Evaluate challenges relating to new ventures
CO7	Assess new venture opportunities
CO8	Analyze strategic choices in relation to new ventures

Text and Reference Books

1. Entrepreneurship By Robert D Hisrich , Michel P Peters, Dean A Shepherd , TMGH, 6th ed.
2. James Collins, William C. Lazier, Beyond Entrepreneurship: Turning Your Business into an Enduring Great Company.

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MBA 3rd Semester 2nd year

PROJECT MANAGEMENT & FEASIBILITY ANALYSIS

Course Code: MBA ED2		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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:

4. To make the students understand the complex issues in Project Management & Feasibility
5. To increase the understanding of project management tools and techniques
6. To teach the students the concepts and skills that are used by managers to plan projects, secure resources, budget, lead project teams to successful completion of projects.

UNIT	Course Content	Hours
I	**Entrepreneurial Strategy: Generating And Exploiting New Entries:** New Entry, Generation of a New Entry Opportunity - Resources as a Source of Competitive Advantage, Creating a Resource Bundle That is Valuable, Rare, and Inimitable. Assessing the Attractiveness of a New Entry Opportunity - Information of New Entry, Comfort with Making a Decision under Uncertainty, Decision to Exploit or Not to Exploit the New Entry. Entry Strategy for New Entry Exploitation - Environmental Instability and First Mover (Dis) Advantages, Customer Uncertainty and First Mover (Dis) Advantages, Lead Time and First Mover (Dis) Advantages. Risk Reduction Strategies for New Entry Exploitation - Market Scope Strategy, Imitation Strategies, Managing Newness.	4
II	Strategies For Growth And Managing The Implications of Growth: Growth Strategies: Where to Look for Growth Opportunities - Penetration Strategies, Market Development Strategies, Product Development Strategies, Diversification Strategies, Example of Growth Strategies. Economic Implications of Growth. Implications of Growth for the Firm - Pressures on Existing Financial Resources , Pressures on Human Resources, Pressures on Management of Employees , Pressures on Entrepreneur's Time. Overcoming Pressures on Existing Financial Resources. Financial Control - Managing Cash Flow, Managing Inventory,	8

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	Managing Fixed Assets , Managing Costs and Profits, Taxes, Record Keeping. Overcoming Pressures on Existing Human Resources, Overcoming Pressures on the Management of Employees , Overcoming Pressures on Entrepreneur's Time - Basic Principles of Time Management. Implications of Firm Growth to the Entrepreneur - A Categorization of Entrepreneurs and Their Firms' Growth.	
III	Accessing Resources For Growth From External Sources: Using External Parties to Help Grow a Business, Franchising - Advantages of Franchising- to the Franchisee, Advantages of Franchising- to the Franchiser, Disadvantages of Franchising, Types of Franchising, Investing in Franchising. Joint Ventures - Types of Joint Ventures, Factors in Joint Ventures. Acquisition- Advantages of Acquisition, Disadvantages of Acquisition, Synergy, Structuring the Deal, Locating Acquisition Candidates. Mergers, Leveraged Buyouts, Overcoming Constraints by Negotiating for More Resources.	6
IV	Going Public: Advantages and Disadvantages of Going Public – Advantages, Disadvantages. The Alternatives to Going public, Timing of Going Public and Underwriter selection – Timing, Underwriter Selection. Registration Statement and Timetable - The Prospectus, Part II, Procedure. Legal issues. After Going public - Aftermarket Support, Relationship with the Financial Community, Reporting Requirements, Myths concerning Going Public.	6
V	Ending The Venture: Bankruptcy- An overview, Reorganization - Surviving Bankruptcy, Prepackaged Bankruptcy, Extended Time Payment Plans, Liquidation, Strategy during Reorganization, Keeping the Venture Going, Warning Signs of Bankruptcy, Starting Over, The Reality of Failure, Business Turnarounds, Exit Strategy. Succession of Business - Transfer to Family Members, Transfer to Non-Family Members. Harvesting Strategy - Direct Sale, Employee Stock Option Plan, Management Buyout.	6

Course Outcomes:

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

CO1	Forecast the nature, size, and complexity of the project.
CO2	Identify the benefits to the organization.
CO3	Verify if the project aligns with the organizational strategy.
CO4	Identify the scope, schedule, resources and cost to develop the project.
CO5	Identify the risks, issues, dependencies, and Impediments.
CO6	Verify if the proposed technology is correct for the project.
CO7	Identify the organizational structure type for the project.
CO8	Start or reject the project.

Text and Reference Books

3. Entrepreneurship By Robert D Hisrich , Michel P Peters, Dean A Shepherd , TMGH, 6th ed.
4. James Collins, William C. Lazier, Beyond Entrepreneurship: Turning Your Business into an Enduring Great Company.

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MBA 4th Semester 2nd year

AVENUES FOR ENTREPRENEUR

Course Code: MBA ED3		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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:

1. To learn a working knowledge of basic small businessstart up activities and information.
2. To learn Develop and present an Individual Business Plan.

UNIT	Course Content	Hours
I	**Service Sector** **Hospitality** **Tourism & Travel** **Host of Intermediary Businesses** **Training Outfits** **Food Joints** **Vocational Expertise based business**	4
II	Retail : Category Manager; Niche Expertise like Jewelry Designers Fashion & Accessary Designers Recipe ideation Embroidery & Tailoring	8
III	Media Business Expertise (Liberal Arts) Advertising; Promotions Events, Short Productions Education/ Entertainment Documentaries,	6

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	Exhibitions	
IV	Exports: Handmade, Indigenous and In-shop ware Naturopathy &Ayurvedic Products Cosmetics etc Tool kits and Techniques	6
V	Manufacturing Sector: Interior Decor Crockery & Pottery Product Range E Marketing of Handicrafts Accessory & Spares Production Textile Designing Real Estate & Unorganized Sector (Personal stores), Parlours, Salons, Outsourcing of Competencies eg.: Mehendi Art, Rangoli, Eats and Glimmer Sequencing, Plant Nurseries, Crèches', Floriculture, Canning etc.	6

Course Outcomes:

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

CO1	Innovate, prototypes or ideas by applying theory into practice.
CO2	Explain process of setting up of service unit/industry.
CO3	Describe about support institutions and schemes.
CO4	Develop and complete a comprehensive business plan

Text and Reference Books

1. (De)Mobilizing the Entrepreneurship Discourse Frederic Bill, BjörnBjerke and Anders W. Johansson,.
2. Entrepreneurship Theory, Networks, History.ByMark Casson,
3. Business Maharajas by Gita Piramal
4. Take me Home: by RashmiBansal

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A Chauhan

MBA 4th Semester 2nd year

MANAGING INTELLECTUAL PROPERTY RIGHTS

Course Code: MBA ED4		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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:

1. To familiarize the students with the basics of Intellectual Property Rights
2. To provide the students with an understanding of fundamental legal issues pertaining to the business world to enhance their ability to manage businesses effectively

UNIT	Course Content	Hours
I	**Introduction** Meaning of Intellectual Property & Intellectual Property Rights, Historical perspectives and need for the introduction of Intellectual Property Right regime, Ethical & Social Issues. Types of IPRs - patents, copyrights, trademarks, trade secrets and traditional knowledge, industrial design, integrated circuits, plant protection and geographical indications, domain names Benefits of securing IPRs, Strategic Relevance of IPR.	4
II	Patent Law : Introduction to Patent Law, Paris Convention, Patent Cooperation Treaty, WTO-TRIPS, Harmonization of CBD and TRIPs. Indian Patent Law - The Patents Act, 1970 , Amendments to the Patents Act , Patentable Subject Matter, Patentability Criteria, Procedure for Filing Patent Applications, Patent Granting Procedure, Revocation, Patent Infringement and Remedies , Relevant Provisions of the Biological Diversity Act, 2002 , Access and Benefit Sharing Issues	8
III	Filing Patent Applications Indian Legislations for the protection of various types of Intellectual Properties Patent Filing procedure, Claim drafting, agencies involved, what can be patented & what can not be, Strategic Issues relating to the content of the application. Traditional Knowledge & Geographical Indications. Introduction to Global IP & Different form of IPRs, Global IP and Litigation, US Patent Statutes and Filing	6

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	procedure. Key strategic and policy issues.	
IV	Trademarks: Introduction to Trademarks, Need for Protection of Trademarks, Kinds of Trademarks, International Legal Instruments on Trademarks, Indian Trademarks Law. Industrial Designs:	6
V	Management of IPR : Inter & Intra Firm Alliances Role of Inter-firm Networks and Strategic Alliances. Organizational Incentive Mechanisms & Intra-organizational arrangements, Internal Assessment of Technology and Intellectual Property& strategies to protect it., search for similar or related innovations/inventions, Exploring databases ssues Relating to Commercialization of IPRs, Evaluating the commercial viability of IPRs.	6

Course Outcomes:

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

CO1	Identify different types of Intellectual Properties (IPs), the right of ownership, scope of protection as well as the ways to create and to extract value from IP.
CO2	Recognize the crucial role of IP in organizations of different industrial sectors for the purposes of product and technology development.
CO3	Identify activities and constitute IP infringements and the remedies available to the IP owner and describe the precautious steps to be taken to prevent infringement of proprietary rights in products and technology development.
CO4	Be familiar with the processes of Intellectual Property Management (IPM) and various approaches for IPM and conducting IP and IPM auditing and explain how IP can be managed as a strategic resource and suggest IPM strategy.
CO5	Be able to anticipate and subject to critical analysis arguments relating to the development and reform of intellectual property right institutions and their likely impact on creativity and innovation.
CO6	Be able to demonstrate a capacity to identify, apply and assess ownership rights and marketing protection under intellectual property law as applicable to information, ideas, new products and product marketing;

Text and Reference Books

1. Ganguli, P., 2001. Intellectual Property Rights: Understanding Knowledge Economy. McGraw-Hill.
2. David J. Teece, 2000. Managing Intellectual Capital: Organizational, Strategic, and Policy Dimensions, Oxford University Press
3. The Indian Acts – Patents Act, 1970 and amendments; Design Act, 2000; Trademarks Act, 1999; The Copyright Act, 1957 and amendments; Layout
4. Design Act, 2000;PPV and FR Act 2001, and Rules 2003; National Biological Diversity Act, 2003.

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MBA
(Program Code: ET-4/01)

CATEGORY-I

ET-4/01-K
DIGITAL MARKETING AND SOCIAL MEDIA SPECIALIZATION

Dean, Faculty of Management & Commerce

MBA 3rd Semester 2nd year

DIGITAL MARKETING

Course Code: MBA DM&SM1		
Course Credit: 03	**Lecture: 03**	
Course Type:	**Discipline Elective**	
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:

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.	4
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, Interactivity, Accessibility, Connectivity, Control.	8
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.	6
IV	Web analytics & marketing metrics: Marketing research. The New Rules of	6

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	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.	
V	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. 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). The project shall include the following: 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?)	6

Course Outcomes:

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

CO1	Analyse the confluence of marketing, operations, and human resources in real-time delivery.
CO2	Demonstrate cognitive knowledge of the skills required in conducting online research and research on online markets, as well as in identifying, assessing and selecting digital market opportunities.
CO3	Explain emerging trends in digital marketing and critically assess the use of digital marketing tools by applying relevant marketing theories and frameworks.
CO4	Investigate and evaluate issues in adapting to globalised markets that are

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	constantly changing and increasingly networked.
CO5	Interpret the traditional marketing mix within the context of a changing and extended range of digital strategies and tactics.
CO6	Comprehend the importance of conversion and working with digital relationship marketing.
CO7	Analyse cross-cultural and ethical issues in globalised digital markets.

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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A Chauhan

MBA 3rd Semester 2nd year

STARTEGY FOR DIGITAL BRANDING AND SOCIAL MEDIA

Course Code: MBA DM&SM2		
Course Credit: 03	**Lecture: 03**	
Course Type:	**Discipline Elective**	
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:

In this course you will learn about:

1. The inter-relationship between paid, owned and earned media
2. Consumer change and how it is altering brand communications
3. Content marketing and how owned content can be distributed across company owned digital media assets
4. The value of earned media which interests your audience

UNIT	Course Content	Hours
I	**Module 1: The Digital Consumer** In this module you will: • Compare and contrast marketer control versus consumer control • Examine consumer empowerment • Explore consumer participation and engagement	4
II	Module 2: Content Marketing In this module you will: • Examine content marketing and determine its value • Explore different strategies for content distribution • Identify some of the challenges associated with content marketing	8
III	Module 3: Owned Media Assets In this module you will: • Explore the concept of owned media and its importance to brands • Investigate the impact of owned media decision making • Examine a range of owned media assets and determine their value	6
IV	Module 4: Earned Media In this module you will: • Investigate brand engagement and why is it important • Examine and evaluate a range of engagement platforms • Identify different levels of engagement • Explore strategies for shaping earned	6

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	media	
V	This course consists of four assessments. At the end of each module you need to complete a Google+ Activity and a Module Quiz. The Module Quizzes are an extension of the Google+ activities, so engaging in the activities will help you answer questions in the quiz. Details are provided within the online modules.	6

Course Outcomes:

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

CO1	Understand the Social Media space and tools
CO2	Analyze the effectiveness of your company's and competitors' social media programs.
CO3	Design social media programs that directly support business and marketing goals.
CO4	Develop social marketing tactics that integrate with other online and offline marketing channels and programs.
CO5	Implement a process for planning social media marketing activities.
CO6	Identify how to effectively utilize common social marketing techniques, such as crowdsourcing and viral marketing.
CO7	Measure the effectiveness of social marketing activities.
CO8	Use tools to manage social media marketing programs.

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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MBA 4th Semester 2nd year

DIGITAL MARKETING PERFORMANCE

Course Code: MBA DM&SM3		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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:

Specifically, this course is designed to help students develop:

1. A working knowledge of the current digital marketing ecosystem, common strategic goals of digital marketing, and types of data typically available for analysis.
2. A conceptual understanding of the data analytics process to enable designing analytics plans, collaborating with data scientists, and applying skills in novel contexts.
3. Facility working hands-on with large data sets, applying a range of techniques to extract insights from both quantitative and qualitative data.

UNIT	Course Content	Hours
I	Digital Advertising: Display, search, and social media advertising ecosystems; common metrics and defining KPIs; attribution; evaluating ROI and allocating funds; segmentation and targeting	4
II	Search Engine Optimization, content marketing, search analytics	8
III	Website Analytics: common metrics, dimensions, and KPIs; micro and macro conversions; crosschannel attribution models	6
IV	Social Media Marketing: defining goals and measurement plans; evaluating ROI; improving post performance	6
V	Social Listening: share of voice, sentiment analysis, topic classification, and other approaches for using user-generated content to inform marketing research and monitor brand image; assessing the accuracy and tradeoffs of different text-mining approaches; identifying and targeting potentially influential users.	6

For analytics, the following desktop applications are required: Excel, Tableau, and R. Although Stata is not strictly required to complete the course, you are expected to have familiarity with it, and you will likely find it helpful. This course is only introductory and is not indepth study.

Course Outcomes:

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

CO1	Evaluate and apply key concepts related to digital marketing including consumer behaviour, online marketing communications, and social media marketing.
CO2	Critically assess role that digital marketing can play in business strategy.
CO3	Plan and compose tactical marketing decisions as a group considering effective product, pricing, distribution and promotion decisions as necessary to meet the needs of a client brief.
CO4	Reflect on the practical implementation of a digital marketing strategy and role within the group work from a critical and evaluative individual perspective.

Text and Reference Books

1. Digital Marketing Analytics, Making Sense of Consumer Data in a Digital World, Chuck Hemann, Ken Burbary, Que Publishing, 23-Apr-2018
2. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation by Damian Ryan, Calvin Jone. Kogan Page.
3. Marketing 2012 by William M. Pride, O. C. Ferrell, Cengage Learning.
4. Integrated Marketing Communications: Asia Pacific Edition by William Chitty, Nigel Barker, Michael Valos, Terence A. Shim, Cengage Learning.
5. DigiMarketing: The Essential Guide to New Media and Digital Marketing by Kent Wertime, Ian Fenwick
6. Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity by Avinash Kaushik
7. Wiki Brands – Reinventing Your Company In A Customer Driven Market Place, Sean Moffitt and Mike Dover, TMGH.
8. Advanced Web Metrics with Google Analytics by Brian Clifton.
9. Data-Driven Marketing: The 15 Metrics Everyone in Marketing Should Know Mark Jeffery

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MBA 4th Semester 2nd year

SOCIAL NETWORKS AND MOBILE MEDIA

Course Code: MBA DM&SM4		
Course Credit: 03	**Lecture: 03**	
Course Type:	**Discipline Elective**	
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:

1. Apply multiple communication perspectives to make sense of social media adoption and use.
2. Understand the various methodological approaches used in social media
3. Understand the implications of social media for a variety of social issues

UNIT	Course Content	Hours
I	Understanding social media, Self-presentation and identity management, Credibility and deception, Privacy and anonymity	4
II	Social relationships & discussion ties, Social networks, Social analytics, Social influence, Social capital	8
III	Virtual communities, Civic engagement, Political participation, Social mobilization and protests	6
IV	The filter bubble, Social media users, Ethics of social media research, Social media in organizations	6
V	Traditional media and social media, Intro to cellphones, smartphones and tablets, Mobile media and news industry, Mobile newsgathering, MIT App Creator, Mobile apps.	6

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Course Outcomes:

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

CO1	Understand a broad range of network concepts and theories.
CO2	Appreciate how network analysis can contribute to increasing knowledge about diverse aspects of society.
CO3	Use a relational approach to answer questions of interest to them (i.e. be able to apply 'network thinking').
CO4	Analyse social network data using various software packages.
CO5	Present results from social network analysis, both orally and in writing.
CO6	Understand the use of mobile as a media for communication, ecommerce and social networking.

Text and Reference Books

1. Ellison, N. B., &boyd, d. (2013). Sociality through social network sites. In W. H. Dutton (Ed.), Oxford Handbook of Internet Studies (pp. 151-172). Oxford, UK: Oxford University Press.
2. Baym, N. (2011). Social Networks 2.0. In M. Consalvo& C. Ess (Eds.), The handbook of Internet studies (pp. 384-405). Malden, MA: Blackwell Publishing.
3. Marwick, A. E., &boyd, d. (2011). I tweet honestly, I tweet passionately: Twitter users, context collapse, and the imagined audience. New media & society, 13(1), 114-133.
4. Hancock, J. T. (2009). Digital deception: Why, when and how people lie online. In A. N. Joinson, K. Y. A. McKenna, T. Postmes& U.-D. Reips (Eds.), Oxford Handbook of Internet Psychology (pp. 289-302). Oxford, UK: Oxford University Press.
5. boyd, d. (2014). It's complicated: The social lives of networked teens. New Haven, CT: Yale University Press. Ch.2 Privacy: Why do youth share so publicly?
6. Wellman, B., & Rainie, L. (2012). Networked: The new social operating system. Cambridge, MA: MIT Press,
7. Easley, D., & Kleinberg, J. (2010). Networks, Crowds, and Markets: Reasoning About a Highly Connected World. New York, NY: Cambridge University Press.
8. Valente, T. W. (2010). Social Networks and Health: Models, Methods, and Applications. New York, NY: Oxford University Press.

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MBA
(Program Code: ET-4/01)

CATEGORY-I

ET-4/01-L

DATA ANALYTICS AND BUSINESS INTELLIGENCE SPECIALIZATION

Dean, Faculty of Management & Commerce

MBA 3rd Semester 2nd year

INTRODUCTION TO BUSINESS DATA ANALYSIS

Course Code: MBA DA&BI1		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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:

UNIT	Course Content	Hours
I	Introduction: Business Intelligence and Big Data Analysis:Overview, Data Structures ,Analyst Perspective on Data Repositorie, State of the Practice in Analytics, BI Versus Data, Current Analytical Architecture, Drivers of Big Data, Emerging Big Data Ecosystem and a New Approach to Analytics, Key Roles for the New Big Data Ecosystem Visualization/ Data Issues • Organization/sources of data • Importance of data quality • Dealing with missing or incomplete data • Data Classification	4
II	Data Analytics Lifecycle Data Analytics Lifecycle, Key Roles for a Successful Analytics Project, Background and Overview of Data Analytics Lifecycle, Phase 1: Discover, Phase 2: Data Preparation, Phase 3: Model Planning, Phase 4: Model Building, Phase 5: Communicate, Phase 6:	8
III	Review of basic Data analystics Methods Using R: Introduction to R, Exploratory Data Analysis, Statistical Methods for Evaluation	6
IV	Advanced Analytical Theory and Methods: Regression, Clustering, Text Analysis	6
V	End Game: Putting it all Together Communicating and Operationalizing an Analytics Project, Creating the Final Deliverables, Data Visualization Basics	6

Course Outcomes:

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

CO1	the basic concepts of business analytics and management science;
CO2	the nature of business analytics and management science and relate it to business and management practice.

CO3	reflect on issues related to business analytics and management science practice;
CO4	apply the basics of decision analysis to solve business analytics and management science problems;
CO5	plan business analytics and management science processes;
CO6	report on business analytics and management science processes in written format.

Text and Reference Books

1. Data Science for Business, Provost and Fawcett: O'Reilly Data Mining for Business Intelligence, Concepts, Techniques and Applications, Shmueli, Patel, and Bruce: Wiley
2. Management Science: The Art of Modeling with Spreadsheets, Powell and Baker: Wiley
3. The New Science of Retailing, Fisher and Raman: Harvard Business Press
4. Big data: The next frontier for innovation, competition, and productivity
5. Data Mining with Rattle and R: The Art of Excavating Data for Knowledge Discovery, Williams: Springer

   - Orange: this is an open source data-mining tool which is intuitive and workflow oriented. http://orange.biolab.si/
   - Tableau: this is a data visualization tool. A trial version may be downloaded at http://www.tableausoftware.com/products/desktop/download

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MBA 3rd Semester 2nd year

BUSINESS ANALYSIS: DEVELOPING REQUIREMENTS

Course Code: MBA AD&BI2		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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:

In this course you will learn about:

1. Learn how to start your project on the right foot by planning an effective analysis phase
2. Learn how to uncover requirements that stakeholders don't volunteer (or might not even be aware of)
3. Learn how to effectively interview and observe your stakeholders
4. Learn the basics of Joint Requirements Planning (JRP) sessions to accelerate the pace of requirements development
5. Learn how to develop requirements that accurately match the needs of your organization, so you can find the best solutions

UNIT	Course Content	Hours
I	Pre-Elicitation: Planning Requirements Development Identifying Requirement Sources , Stakeholder Classes , Determining Requirements Development Methods, Making the Plan	4
II	Elicitation: Developing Requirements One-on-One Interviewing, Observation , Group Interviewing , Brainstorming	8
III	Elicitation: Developing Requirements JRP and JAD Sessions, Focus Groups , Surveys , Documents ,Systems	6
IV	Documenting Requirements Organization and Categorizing Input , Streamlining Input , Framing the Requirements	6
V	Special Topics in Requirements Development Special Situations and Frequent Questions from client.	6

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Course Outcomes:

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

CO1	Learn how to start your project on the right foot by planning an effective analysis phase
CO2	Learn how to uncover requirements that stakeholders don't volunteer (or might not even be aware of)
CO3	Learn how to effectively interview and observe your stakeholders
CO4	Learn the basics of Joint Requirements Planning (JRP) sessions to accelerate the pace of requirements development
CO5	Learn how to develop requirements that accurately match the needs of your organization, so you can find the best solutions

Text and Reference Books

1. Requirements Analysis: From Business Views to Architecture, David C. Hay, Prentice Hall Professional, 2003
2. Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity by Avinash Kaushik
3. Advanced Web Metrics with Google Analytics by Brian Clifton.
4. The Enterprise Business Analyst: Developing Creative Solutions to Complex Business Problems, Kathleen B. Hass, Kathleen B. Hass PMP, Berrett-Koehler Publishers, 2011
5. Practical Negotiating: Tools, Tactics & Techniques, Tom Gosselin, John Wiley & Sons, 17-Aug-2007
6. Getting It Right: Business Requirement Analysis Tools and Techniques, Kathleen B. Hass, Kathleen B. Hass PMP, Don J. Wessels, Don J. Wessels PMP, Kevin Brennan, Berrett-Koehler Publishers, 2007
7. Mastering the Requirements Process: Getting Requirements Right, Suzanne Robertson, James Robertson, Addison-Wesley, 06-Aug-2012
8. Writing Better Requirements, Ian F. Alexander, Richard Stevens, Addison-Wesley, 2002

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MBA 4th Semester 2nd year

BUSINESS ANALYSIS: ESSENTIAL MODELING SKILLS & TECHNIQUES

Course Code: MBA DA&BI3		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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:

Specifically, this course is designed to help students develop:

UNIT	Course Content	Hours
I	–Introduction to Visual Modeling Visual Modeling Concepts –SWOT Analysis Introduction to SWOT Analysis SWOT Analysis Breakdown - Data Sources Analyze Your Findings SWOT Analysis Template	4
II	–Use Cases Introduction to Use Cases Written Use Case Overview Use Case Elements Breakdown - System Use Case Elements Breakdown - Actor Use Case Elements Breakdown - Use Case Use Case Elements Breakdown - Associations & Dependencies Steps to Create a Use Case Use Case Practical Exercise	8
III	–Organization Chart Introduction to the Organization Chart Creating a Basic Organization Chart using Visio Creating a Basic Organization Chart using Excel Understanding Org Chart Tiers	6

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IV	–Stakeholder Map & RACI Matrix Introduction to Identify and Manage Stakeholders The Stakeholder Map and its Purpose Identify and Categorize Stakeholders Stakeholder Map Template Walkthrough RACI Matrix Overview Creating a RACI Matrix –Scoring Matrix Scoring Matrix Basics Definitive Template Rating Template Weighted Template Template Wrap-Up Step-by-Step Process to Create the Perfect Scoring Matrix	6
V	–Process Flowcharts Process Flowchart Section Summary Process Flowcharts Defined Breaking down Flowchart Symbols Suggested Verbs for Process Names Understanding Flowchart Layers/Levels BPMN vs UML 7 Steps to Create a Process Flowchart –User Stories User Stories Definition User Stories Structure User Stories Key Characteristics User Stories Acceptance Criteria User Stories Epics User Stories Documentation User Stories Creation Process	6

For analytics, the following desktop applications are required: Excel, Tableau, and R. Although Stata is not strictly required to complete the course, you are expected to have familiarity with it, and you will likely find it helpful. This course is only introductory and is not indepth study.

Course Outcomes:

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

CO1	Create EIGHT different visual models including Process Flowcharts, Use Cases, SWOT Analysis, RACI Matrix, Org Charts, Scoring Matrix, Stakeholder Maps, and more!
CO2	Understand how visual modeling can help in daily requirement activities.
CO3	Ability to read and create important business and technical visual models.
CO4	Utilize visual modeling to make requirements come alive.
CO5	Ability to choose the best visual model to aid in various situations.
CO6	Increase your project success by giving your stakeholders a clearer

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	understanding of your vision.
CO7	Confidently explain and demonstrate the uses of visual models in an interview.

Text and Reference Books

10. IIBA, International Institute of Business Analysis, International Institute of Business Analysis, 2009, Kevin Brennan
11. The Enterprise Business Analyst: Developing Creative Solutions to Complex Business Problems, Kathleen B. Hass, Kathleen B. Hass PMP, Berrett-Koehler Publishers, 2011
12. **Requirements Analysis: From Business Views to Architecture, David C. Hay, Prentice Hall Professional, 2003**
13. Applications, Peter Rausch, Alaa F. Sheta, Aladdin Ayesh, Springer Science & Business Media, 15-Feb-2013
14. CBAP / CCBA Certified Business Analysis Study Guide, Susan Weese, Terri Wagner, John Wiley & Sons
15. **Software Requirements: Practical Techniques for Gathering and Managing Requirements Throughout the Product Development Cycle, Karl Eugene Wiegers, Microsoft Press, 2003**
16. **Business Analysis Techniques: 72 Essential Tools for Success, James Cadle, Debra Paul, Paul Turner, BCS, The Chartered Institute, 2010**
17. **Getting It Right: Business Requirement Analysis Tools and Techniques, Kathleen B. Hass, Kathleen B. Hass PMP, Don J. Wessels, Don J. Wessels PMP, Kevin Brennan, Berrett-Koehler Publishers, 2007**
18. **Models in Business Analysis, Paul H. Rigby, Macmillan Publishing Company, Incorporated, 1969**
19. Modeling for Insight: A Master Class for Business Analysts, Powell, Robert J. Batt, John Wiley & Sons, 20-Sep-2011
20. **Marketing Data Science: Modeling Techniques in Predictive Analytics with R and Python, Thomas W. Miller, FT Press, 02-May-2015**
21. **Tools for Project Management, Workshops and Consulting: A Must-Have Compendium of Essential Tools and Techniques, Nicolai Andler, John Wiley & Sons, 15-Aug-2016**
22. Digital Business Analysis, Fedrik Milani, Springer
23. Digital Marketing Analytics, Making Sense of Consumer Data in a Digital World, Chuck Hemann, Ken Burbary, Que Publishing, 23-Apr-2018
24. Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity by Avinash Kaushik

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MBA 4th Semester 2nd year

BUSINESS ANALYSTS: SOFTWARE TESTING PROCESSES AND TECHNIQUES

Course Code: MBA DA&BI4		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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:

UNIT	Course Content	Hours
I	–Introduction to Software Testing What is software testing? Verification vs Validation Why is it important? Goals of Software Testing When does testing happen? Software Testing Phases	4
II	–Testing Documentation Quality Plan Test Workbook Test Cases Test Scenarios Concept of Traceability	8
III	–Defect Management Defect Management Basics Defect Management with Excel Defect Management with SharePoint (Part 1): Introduction Defect Management with SharePoint (Part 2): Demo Defect Management with SharePoint (Part 3): Creation Defect Management with SharePoint (Part 4): Roll Out and Best Practices	6
IV	–Let's Put It All Together 8 Steps to Successful Testing Introduction 8 Steps to Successful Testing Breakdown	6
V	Final Activity - Introduction	6

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	Final Activity - Requirements Review Final Activity - Test Case Creation Final Activity - Test Case Review Final Activity - Test Case Execution	

Course Outcomes:

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

CO1	Understand the role of a Business Analyst during software testing
CO2	Gain the practical knowledge to successfully guide a project through the phases of testing
CO3	Ability to create an intuitive test workbook using The BA Guide's test workbook template
CO4	Be able to write test cases and test scenarios to help ensure the end product meets the business requirements

Text and Reference Books

1) Software Requirements: Practical Techniques for Gathering and Managing Requirements throughout the Product Development Cycle, Karl Eugene Wiegers, Microsoft Press, 2003
2) Guide to Advanced Software Testing, Anne Mette Jonassen Hass, Artech House, 2008
3) Software Testing and Analysis: Process, Principles, and Techniques, Mauro Pezzè, Michal Young, John Wiley & Sons,
4) CBAP / CCBA Certified Business Analysis Study Guide, Susan Weese, Terri Wagner, John Wiley & Sons
5) Become a Python Data Analyst: Perform exploratory data analysis and gain insight into scientific computing using Python, Alvaro Fuentes, Packt Publishing Ltd
6) Marketing Data Science: Modeling Techniques in Predictive Analytics with R and Python, Thomas W. Miller, FT Press, 02-May-2015
7) Easley, D., & Kleinberg, J. (2010). Networks, Crowds, and Markets: Reasoning About a Highly Connected World. New York, NY: Cambridge University Press.
8) Valente, T. W. (2010). Social Networks and Health: Models, Methods, and Applications. New York, NY: Oxford University Press.

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MBA
(Program Code: ET-4/01)

CATEGORY-I

ET-4/01-M

LOGISTICS & SUPPLY CHAIN MANAGEMENT SPECIALIZATION

Dean, Faculty of Management & Commerce

MBA 3rd Semester 2nd year

Fundamentals of Logistics Management

Course Code: MBA L&SCM1		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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 Objectives:

- To make students understand the role and importance of logistics in modern day economy.
- To discuss the relationship between logistics and other functional areas.
- To analyze logistics systems from different perspectives to meet desired corporate objectives.

UNIT	Course Content	Hours
I	**Context of Logistics:** Introduction, definitions, logistics in the economy a macro perspective, aim of logistics, activities of logistics, value added role of logistics.	4
II	**Logistics in the firm:** Micro dimensions of logistics, interface with operations, manufacturing, marketing, supply chain, Problems with fragmented logistics, integrating logistics within an organization, integrating logistics along the SC.	8
III	**Approaches to analyzing logistics systems:** Materials Management v/s physical distribution, Cost centers, nodes v/s links, logistics channel, cost perspective & level of optimality, short run or static analysis, long run or dynamic analysis, long run or dynamic analysis	6
IV	**Logistics Relationships:** Types of relationships, Competitive relationship, product relationship, spatial relationship, intensity of involvement, logistics outsourcing activities – concept & types of 3PL, 4PL, need for collaborative relationships	6
V	**Service Response Logistics:** Overview of Service Operations – service productivity, global service issues, service strategy development, service delivery systems, service location & layout, primary concerns of service response logistics – service	6

	capacity, waiting times, distribution channels, service quality	

Course Outcomes:

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

1) understand how firms use distribution intermediaries to gain a competitive advantage in local and global markets through the integration of logisticsmanagement.
2) Provide an opportunity for comprehensive analysis and discussion of key contemporary issues and problems in logisticsmanagement.
3) evaluate the achievement of competitive advantage through logistics framework and explain the integrated logistics management.
4) explain the outsourcing logistics and to elaborate the practical concepts regarding third party and fourth party logistics.
5) analyze for how to improve a quality customer service and integrated logistics.

Text Books:

- The Management of Business Logistics by Coyle, Bardi, Langley, Cengage Learning India Ed, 7th Edition.
- Logistics-An introduction to SCM by Donald Waters, Palgrave Macmillan, 1st Edition
- Principles of SCM – A Balanced Approach by Wisner, Leong, Tan, Cengage Learning India Ed., 1st Edition
- Logistics and Supply Chain Management: Cases and Concepts by Raghuraman and Rangaraj, Macmillan Business Books.

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MBA 3rd Semester 2nd year

Fundamentals of Supply Chain Management

Course Code: MBA L&SCM2		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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 Objectives:

- To make students understand how supply chain impacts all areas of the firm
- To introduce the basic concepts of supply chain management
- To provide insights into supply chain's linkages with customer value

UNIT	Course Content	Hours
I	**21ST Century Supply Chains:** Concept & definitions of supply Chain (SC), Physical distribution, Logistics & Supply Chains, Generalized SC Model, Concept of SCM, Role of SC as a value driver: integrative Management, Responsiveness and Financial Sophistication	4
II	**Supply Chain Structure:** Shift from enterprise to network, Structure of a SC, Push based SC, Pull based SC, Tradeoff between Push & Pull, Identifying Appropriate Push & Pull Strategy for SC, Commodity & cost centric SC, Agile SC	8
III	**SCM Mechanisms:** Changing business landscape- driving forces: Shift from Operations to Services, Impact of Globalization & Technological revolution, Shift from linear SC to Collaborative networks, power shifts in the SC-demands for flexibility of partnerships, core competencies, growth in outsourcing, increased complexity of processes.	6
IV	**SCM Building Blocks:** Overview of customer focus & demand, resources & capacity management, procurement & supplier focus, inventory management, operations management, distribution management in SCM	6

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V	**Customer Value:** Empowered consumer, Customer focused Marketing & SC service outputs, customer service – availability, operational performance, reliability. Customer satisfaction– customer expectations, enhancing customer satisfactions & imitations of customer satisfaction. Customer success – achieving customer success, value added services, customer value requirement mapping, CRM	6

Course Outcomes:

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

1) Develop a sound understanding of the important role of supply chain management in today's business environment
2) Become familiar with current supply chain management trends Understand and apply the current supply chain theories, practices and concepts utilizing case problems and problem-based learning situations
3) Develop and utilize critical management skills such as negotiating, working effectively within a diverse business environment, ethical decision making and use of information technology
4) Demonstrate the use of effective written and oral communications, critical thinking, team building and presentation skills as applied to business problem.

Text Books:

- Supply Chain & Logistics Management by Bowersox, Closs & Cooper, TMGH, 2nd Edition.
- Designing &Managing the SC – Concepts, Strategies & Case studies by Levi, Kaminsky et. Al., TMGH, 3rd Edition.
- Supply Chain Management: Strategy Planning & Operations by Sunil Chopra, Peer Meindl, Pearson, 1st Edition.
- Supply Chain Management Process, System & Practice by N. Chadrasekaran, Oxford, 1st Edition
- Total Supply Chain Management by Basu& Wright, Elsevier, 1st Edition.
- Logistics Management & Strategy by Harrison and van Hoek, Prentice Hall, 2005.
- Supply Chain Management by Mentzer, Response Books, 2007
- Logistics Management : The Supply Chain Imperative by VindoSople, Pearson Education, 2007

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MBA 4th Semester 2nd year

Strategic Supply Chain Management

Course Code: MBA L&SCM3		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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 Objectives:

- To understand the role and objectives of Strategic Supply Chain Management
- To recognize the role and importance of strategic partnerships and alliances in Supply Chain Management
- To appreciate the increasing scope of Supply Chain Management and its future challenges

UNIT	Course Content	Hours
I	**Supply Chain Strategy:** Strategic Objectives of SCM – customer focus, product development, market development and diversification, learning & Organizational capability, sustainable competitive advantage through SC	4
II	**Managing SC for Strategic Fit :** Concept of Strategic fit, steps in achieving strategic fit, impact of customer needs, impact of uncertainty, multiple products & customer segments, PLC, globalization & competitive changes over time	8
III	**Expanding Strategic Scope:** Minimize local cost perspective, Minimize functional Cost perspective, Maximize Company Profit perspective, Maximize SC Surplus perspective, Agile intercompany inter functional scope	6
IV	**Strategic Partnerships & Alliances:** Collaborative Advantages, Framework for Strategic Alliances, Core Competence – 3PL, 4PL & Outsourcing: Advantages & Disadvantages, Prerequisites and Implementation Issues	6
V	**Supply Chain Challenges – Strategies for the future:** Mass customization, Globalization, Greening, Ethical SC, and Intelligent System, Implications for	6

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	managers, organizations & policy makers	

Course Outcomes:

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

1. Understand tools and frameworks to improve core business processes
2. Deliver superior managerial performance with significant business impact
3. Improve organisational performance in international as well as domestic markets
4. Formulate practical ideas, models and tools of leadership and strategy, which will help examine supply chain management systems

Text Books:

- Supply Chain Management: Strategy Planning & Operation by Sunil Chopra, Peter Meindl, Kalra, Pearson, and 3rd Edition.
- Supply Chain Strategies – Customer Driven & Customer Focused by Tony Hines, Elsevier, 1st Edition
- Managing the SC-A Strategic Perspective by Gattorna Walters, Palgrave Macmillan, 1st Edition
- New Directions in Supply Chain Management: Technology & Strategy implementation by Tonya Boone and Ram Ganeshan, Jaico Publishing, 2007 Extending the Supply Chain by Boyer, Forhlich and Hult, PHI, 3rd Indian Reprint, 2009

MBA 4th Semester 2nd year
Knowledge Management in Supply Chains

Course Code: MBA L&SCM4		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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 Objectives:

- To know Supply Chain Systems Classification
- To understand the role of IT as an enabler of Supply Chain Management for today's businesses

UNIT	Course Content	Hours
I	**Supply Chain IT Framework:** Supplier Relationship Management, Internal Supply Chain Management, Customer Relationship Management, Transaction Management Foundation	4
II	**Supply Chain Information Systems:** SC Information System classification, Requirement Analysis for information Systems in SC, Information for Strategic SDC decisions, Risks & Challenges in implementing SC Information Systems, Benefits of SC Information Systems	8
III	**Digital Markets & Efficient Supply Chains:** Web enabled Supply Chains, Technological impact of SC disintermediation, Reconfiguration of SC, Pure technology applications in SC disintermediation, Reconfiguration of SC, Pure technology applications in SC, Process Improvements – technology adoption	6
IV	**Supply Chain Opportunities:** E business & SCM - Upstream Perspective, B-2-B Perspective, E supply chain opportunities –e procurement, e fulfillment, auctions & reverse auctions, collaborative demand planning, intranets, extranets &VPN, Benefits of SMEs & MSMEs	6
V	**Technology Standards:** Overview of Information Technology infrastructure-interface devices, system architecture, e-commerce. Service oriented architecture – Introduction to ERP. Applications of bar coding & scanning. RFID, EPOS, Global	6

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	data synchronization, image Processing, GPRs	

Course Outcomes:

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

1) Apply theories to a wide range of scenarios in SCM.
2) Formulate action plans for knowledge intensive organisations
3) Distinguish aspects of industrial era management that may be inappropriate for knowledge intensive organisations and provide alternatives
4) describe and work with intangibles.

Text Books:

- Supply Chain & Logistics Management by Bowersox, Closs & Cooper, TMGH, 2nd Edition.
- Supply Chain Management – Strategy, Planning and Execution by Sunil Chopra, Peter Meindl, DV Kalra, Pearson Education, 3rd Edition Supply Chain Management Process, System & Practice byN. Chandrasekaran, Oxford, 1st Edition
- Supply Chain Strategies: Customer Driven and Customer Focused by Tony Hines, Elsevier, 2008
- Designing &Managing the SC – Concepts, Strategies & Case Studies by Levi, Kaminsky et. al., TMGH, 3rd Edition.

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MBA

(Program Code:ET-4/01)

CATEGORY-1

ET-4/01N

Innovation & Entrepreneurship

Dean, Faculty of Management & Commerce

MBA 3rd Semester 2nd year

FUNDAMENTALS OF ENTREPRENEURSHIP

Course Code: MBA I&E1		
Course Credit: 03	**Lecture: 03**	
Course Type:	**Discipline Elective**	
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

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 – I — 6 Credit

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.

Unit – II — 6 Credit

Theories & Models of entrepreneurship- Entrepreneurial traits – types – behavioral patterns – major competencies – developing competencies. Entrepreneurship mobility – factors influencing mobility: occupational, locational.

Unit – III — 6 Credit

Creating entrepreneurial venture – Business planning process – Environmental analysis – search and scanning – Identifying problems and opportunities -Sources of business ideas – defining business idea – - Basic Governmental procedures to be complied with –Preliminary evaluation of business idea – Technical, financial, economic, marketing, personnel- Management feasibility.

Unit – IV — 6 Credit

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

Unit – V — 6 Credit

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

Course Outcome :

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

CO1: Explain the fundamental concepts of entrepreneurship, differentiate between entrepreneur, intrapreneur and entrepreneurship, and analyze the role of culture in entrepreneurial development across different economies.

CO2: Analyze major theories, models, traits, competencies, and behavioral patterns of entrepreneurs and evaluate factors influencing entrepreneurial mobility.

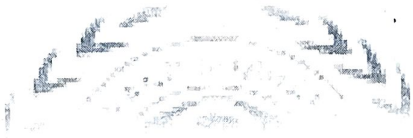
CO3: Develop and evaluate a viable entrepreneurial venture by applying business planning processes, opportunity identification techniques, and feasibility analysis.

CO4: Examine the managerial economic environment and entrepreneurial ecosystem in India, and critically assess environmental, economic, non-economic, and personal barriers to entrepreneurship.

CO5: Assess the role of corporate, social, women, and rural entrepreneurship in economic development, and evaluate the contribution of NGOs and SHGs in promoting rural entrepreneurship.

References:

1. S.S.Khanka , 'Entrepreneurial development' , S.Chand, Latest Edition.
2. Brigette 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







MBA 3rd Semester 2nd year

INNOVATION AND CREATIVITY

Course Code: MBA I&E2		
Course Credit: 03	**Lecture: 03**	
Course Type:	**Discipline Elective**	
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

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 – I — 4 Credit

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.

Unit – II — 6 Credit

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.

Unit – III — 6 Credit

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 mapping, random stimulation. New product development and new business development – Co – evolution of technology – products, markets and organizations.

Unit – IV — 6 Credit

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.

Unit – V — 8 Credit

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.

Course Outcomes

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

CO1: Explain the principles of technology innovation, creativity, and innovation management, and analyze the role of intrinsic motivation, task skills, and creative thinking in fostering innovative enterprises.

CO2: Apply research methods, lean start-up models, and idea-generation techniques to identify, evaluate, and match viable business ideas with entrepreneurial capabilities.

CO3: Analyze start-up opportunities through sectoral and competitive ecosystem mapping, regulatory frameworks, and creativity enhancement methods for new product and business development.

CO4: Develop venture planning and management strategies by evaluating internal resources, external environments, stakeholder behavior, and their impact on innovation, NPD, and NBD processes.

CO5: Evaluate start-up ecosystem management practices including incubation, acceleration, benchmarking, innovation strategies, and innovation networks to build competitive and high-performance organizations.

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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& Commerce

MBA 4th Semester 2nd year

ENTREPRENEURIAL PROMOTIONS

Course Code: MBA I&E3		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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 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

Unit I — 4 Credit

Definition- Importance- Opportunities for an Entrepreneurial Career-Forms of Small Business Organizations-SSI Registration benefits – Subsidies and Incentives – Export possibilities.

Unit II — 6 Credit

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

Unit III — 6 Credit

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 role off Industrial parks.

Unit IV — 8 Credit

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.

Unit V — 6 Credit

Small Enterprise in International Business- Export potentials of small units- Major constraints - Strategies for growth in Small Business-Managing growth and Transition.

Course Outcomes

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

CO1: Explain the importance of entrepreneurship, identify opportunities for entrepreneurial careers, and describe various forms of small business organizations along with SSI registration benefits, subsidies, incentives, and export possibilities.

CO2: Conduct market surveys and opportunity analysis, prepare a comprehensive business plan, and evaluate start-up strategies, buyout versus new venture decisions, legal requirements, and digital marketing approaches for small businesses.

CO3: Analyze the significance of location decisions for small businesses and apply marketing research techniques to select feasible sites for manufacturing and high-technology enterprises, including the role of industrial parks.

CO4: Explain intellectual property rights relevant to entrepreneurs and evaluate the role of institutional support systems such as DICs, SFCs, SISI, NABARD, NSIC, and other state-level organizations.

CO5: Assess the export potential, growth constraints, and internationalization strategies of small enterprises, and formulate strategies for managing growth and transition in small businesses.

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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, "Entreprenuership – 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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VENTURE DEVELOPMENT & MANAGEMENT

Course Code: MBA I&E4		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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 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

Unit – I 4 Credit

Basics of Venture Planning: Venture Growth Strategies, Learn Start-up, Venture Planning & Management, Operation management, Performance management etc.

Unit – II 6 Credit

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.

Unit – III 6 Credit

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

Unit – IV 8 Credit

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

Unit – V 6 Credit

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.

Course Outcomes :

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

CO1: Explain the fundamentals of venture planning and apply venture growth strategies, lean start-up principles, operations management, and performance management in entrepreneurial ventures.

CO2: Analyze decision-making concepts and models, compare rational and behavioral decision-making approaches, and apply appropriate decision-making techniques incorporating intuition and analytical reasoning.

CO3: Understand and apply taxation planning related to customs and excise duties, including levy mechanisms, compliance procedures, dispute settlement, export incentives, and duty drawback schemes.

CO4: Analyze central sales tax regulations and procedures, including registration, assessment, filing of returns, penalties, and maintenance of accounts for effective tax planning and compliance.

CO5: Evaluate the role of partnerships and stakeholder management in building competitive capabilities, developing high-performance organizations, strengthening value-chain linkages, and scaling credit and operations.

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.

Dean, Faculty of Management

MBA

(Program Code:ET-4/01)

CATEGORY-1

ET-4/01-O

FAMILY BUSINESS MANAGEMENT AND ENTREPRENEURSHIP

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MBA 3rd Semester 2nd year

Family Business Management

Course Code: DSE-1		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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 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 – 1: 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

Unit- 2 : 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.

Unit – 3 : 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.

Unit – 4 : Family Businesses and Governance

Meaning and challenges to family governance, Advisory board and board of directors- Responsibilities, Family meetings and Family Councils– Role and benefits, Family offices, Board and Family Council- how they work together, professional management, effective outside boards.

Unit – 5 : 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.

References:

Ernesto J. Poza and Mary S. Duagherty, Family Business, Cengagae Learning. New Delhi, 2015

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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Strategic Entrepreneurship

Course Code: DSE-2		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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 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 - 1: 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.

Unit - 2: 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 Ventures, Clarifying the value proposition, Guidelines for writing BP, pre- requisites from the perspective of investor.The importance and diversity of business model.

Unit - 3: 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.

Unit - 4: 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.

Unit - 5: 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.

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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. Hougaard 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

MBA 4th Semester 2nd year

Social Entrepreneurship

Course Code: DSE-5		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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 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 – 1: 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 Entrepreneur ship, 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

Unit – 2: 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, 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.

Unit – 3: 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

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)

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.

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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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International Entrepreneurship

Course Code: DSE-6		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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 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.

Unit – 1: 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 Japaness, U.S., and European management Policies, The new strategic forms, Global Logic of strategic Alliances

Unit – 2: International Business Ethics

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

Unit – 3: International Marketing

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.

Unit- 4: International Financial Management

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.

Unit- 5: International Human Resource Management

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 challenges in international performance management, Forms of International

compensation, Approaches to international compensation, compensation practices across the countries, emerging issues in compensation management.

References:

1. Alowrth, Julian S. The Fanance, 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, Addision Wesley, 1989.

MBA

(Program Code:ET-4/01)

CATEGORY-1

ET-4/01-P

Pharmaceutical Management

Dean, Faculty of Management & Commerce

Regulatory Affairs in Pharma
Course Code: MBA PH1

Course Code: MBA PH1		
Course Credit: 03	Lecture: 03	Tutorial: 01
Course Type: Regulatory Affairs in Pharma	Core Course	
Lectures delivered:	30 L	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	30	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

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

Objectives

Understanding the of the regulatory framework governing pharmaceutical products at national and international levels, including laws, guidelines, and standards. Analyze the principles and practices to ensure compliance with regulatory requirements throughout the drug development lifecycle, from preclinical studies to post-marketing surveillance. Applying the critical elements of political environment constitution provisions affecting business in India; the economic roles of the government, growth, and control of corporate sector in India. Identify the Acquire knowledge of post-marketing surveillance activities, such as adverse event reporting, pharmacovigilance, and risk management, to ensure ongoing safety monitoring of approved drugs. Understand the processes and procedures involved in obtaining regulatory approvals for new drugs, including the preparation and submission of regulatory dossiers and interaction with regulatory authorities.

Unit	Topic	Hrs
I	Definition, need for patenting, types of patents, conditions to be satisfied by an invention to be patentable, introduction to patent search. Parts of patents and filling of patents. Essential elements of patent: Guidelines for preparation of laboratory note book, non-obviousness in patent.	6
II	Role of GATT, TRIPS and WIPO.	6
III	Brief introduction to Trademark protection and WHO patents. IPR's and its types. Major bodies regulating Indian pharmaceutical sector.	6
IV	Brief introduction to CDSCO, WHO, USFDA, EMEA, TGA, MHRA, MCC, ANVISA.	6
V	Regulatory requirements for contract research organization. Regulations for biosimilars.	6

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Course Outcomes

CO 1: Demonstrate a comprehensive understanding of the regulatory framework governing pharmaceutical products, including national and international laws, guidelines, and standards.

CO 2: Apply regulatory compliance principles and practices throughout the drug development lifecycle, ensuring adherence to regulatory requirements.

CO 3: Navigate the drug approval processes by effectively preparing and submitting regulatory dossiers and engaging with regulatory authorities.

CO 4: Implement post-marketing surveillance activities, including adverse event reporting, pharma co-vigilance, and risk management, to ensure ongoing safety monitoring of approved drugs.

Textbook:

1. Berry F.R. and Nash R.A., Pharmaceutical Process Validation, Vol-57 of Drugs and Pharmaceuticals, Taylor and Francis, London.
2. Evans J.R., Anderson D.R., Sweeny D.J. and Williams T.A., Applied Production and Operations Management, West Publishing Company, Eagan.
3. Ahuja K.K., GMP for Pharmaceutical Material Management, CBS Publishers, New Delhi.
4. ISO-9000: Norms and Explanations.

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Drug and Public Health Policy

Course Code: MBA PH2

Course Code: MBA PH2		
Course Credit: 03	**Lecture: 03**	**Tutorial: 01**
Course Type: Drug and Public Health Policy	**Core Course**	
Lectures delivered:	**30 L**	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	30	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

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

Objectives

1. Understand the relationship between drug use and public health, including the social determinants and health consequences associated with substance abuse.
2. Analyze the effectiveness of various drug policies and interventions, evaluating their impact on public health outcomes, such as addiction rates, overdose deaths, and infectious disease transmission.
3. Analyze the development and implementation of drug policies at local, national, and international levels, considering the political, economic, and social factors that influence policy decisions.
4. Examine harm reduction strategies and evidence-based approaches to drug-related public health challenges, including prevention, treatment, and recovery support services
5. Develop skills to advocate for evidence-informed drug policies, considering human rights, equity, and the needs of vulnerable populations, while promoting public health goals and reducing the harms associated with drug use.

Unit	Topic	Hrs
I	Meaning and definition of health, concept of well-being, philosophy of health, health determinant, health indicators, healthcare spectrum, Concept and definition of epidemiology, aims and objective of epidemiology, Types of epidemiological study, study foreign, coherent study, types of therapeutic or clinical trials, application and uses of epidemiology.	6
II	Goals for Health for All by 2000, and Beyond, National Health Budget. Organization for Health: Voluntary health agencies in India, Indian Red Cross Society, Tuberculosis Association of India. International Health Organizations: WHO, UNICEF, UNDP.	6
III	National Health Programs related to Communicable Diseases: National Vector Borne Disease Control Program (NVBDCP), National Malaria Control Program, National Filaria Control Program, Revised National Tuberculosis Control Program (RNTCP), National Leprosy Eradication Program (NLEP) and National AIDS Control Program (NACP).	6
IV	National Health Programs related to Non Communicable Diseases: National Program for Prevention and Control of Cancer, Diabetes (NPCDCS), National Program for Control of Blindness (NBCP), National Mental Health Program	6

	(NMHP), Reproductive, Maternal, Newborn, Child, and Adolescent Health (RMNCH+A).	
V	Universal Immunization Program, RCH Phase II, National Rural Health Mission, National Urban Health Mission, National Mental Health Program, National Family Planning Program, National Health Policy, 2017 National Population Policy, Role of Niti Aayog in Health Planning.	6

Course Outcomes

CO 1: Understand the complex relationship between drug use and public health, including the social, economic, and health implications associated with substance abuse.

CO 2: Analyze and evaluate existing drug policies, assessing their effectiveness and impact on public health outcomes.

CO 3: Develop the ability to design evidence-based drug policies and interventions that prioritize harm reduction, prevention, and equitable access to treatment and support services.

CO 4: Demonstrate knowledge of various strategies for addressing substance abuse, addiction, and related public health challenges, including prevention, treatment, and recovery support.

CO 5: Apply critical thinking and advocacy skills to promote evidence-informed drug policies that prioritize public health goals while considering human rights, equity, and the needs of marginalized populations.

Textbook:

1. Park's textbook of preventive and social medicine, K.Park, 23rd edition.
2. Mahajan & Gupta Textbook of Preventive and Social Medicine, 4th edition
3. Control of Hospitals infection -A practical handbook, (1997), 3rd edition - G.A.J. Ayliffe, E.J.L. Lawbury, A.N.Geddes, J.D. Willians, Chapman & Hall Medical Chennai.

Reference Books:

1. Oxford Textbook of Public Health, Vol.3
2. Francis, C.M. and MarioOdeSouza, Hospital Administration,New Delhi: Jaypee Brothers – 3rd edition
3. Study Material on Hospital Administration.Vol.2- Health Care Systems in India.

Ethical Issues in Pharmaceutical Management

Course Code: MBA PH3

Course Code: MBA PH3		
Course Credit: 03	Lecture: 03	
Course Type: Ethical Issues in Pharmaceutical Management	Core Course	
Lectures delivered:	30 L	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	30	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

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

Objectives

1. Understanding the Various types of Intellectual Property Rights, Patentable Subject History of Indian Patent Protection.
2. Analyze the Opposition- pre-grant opposition and post-grant opposition in pharma sector.
3. Applying the Patent filing procedure in India, Patent filing procedure under PCT, sector in India.
4. Identify the impacts and opportunities from globalization in pharma sector.
5. Understand the importance and advantages of knowledge of Intellectual Property Right, and Salient features of Indian Patents.

Unit	Topic	Hrs
I	Social responsibility and managerial ethics, improving ethical behaviour and ethical leadership, Ethical decision making and decision-making process, Theories of Business Ethics.	6
II	Ethics in Marketing: Product safety and Pricing-Ethical responsibility in Product- Advertising and Target Marketing Ethics of sales, advertising and product placement and Consumer Autonomy.	6
III	Ethics in HRM & Finance – HR related ethical issues - Institutional Culture – Frauds in drugs - Measures against Frauds in drugs – Frauds in Pharma sector.	6
IV	Corporate social responsibility, Corporate Governance, Whistle blower and Whistle blower policy, managing diversity wart gender, race, ethnicity etc.	6
V	Indian model of Governance- Good Corporate Governance – Land marks in emergence of Governance OECD Principles, Role of Government in Ensuring Corporate Governance – Governance issues relating to Board of Directors - Role of Media	6

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Course Outcomes

CO 1: Ensuring successful learning of clear information about the patent laws, IP rights and its application procedures.

CO 2: Student will able to understand the intellectual property rights and drug regulation in India and abroad.

CO 3: Understand the regulatory approval process for Patent and its validation process in India, US and Europe

CO 4: Student will able to understand theIPR related to copyright, trade mark, trade secret and geographical indication.

Textbook:

1. S.K. Mandal: "Ethics in Business and Corporate Governance", TMH, New Delhi, 2012.
2. Marianne M Jennings: "Cases in Business Ethics", Cengage Learning, New Delhi, 2012.
3. S. Prabhakaran: "Business Ethics and Corporate Governance", Excel Books, New Delhi, 2011.
4. N. Balasubramanyam: "A Case Book on Corporate Governance and Stewardship", TMH, New Delhi, 2011.

Reference Books:

1. A.C. Fernando: "Business Ethics and Corporate Governance", Pearson Publishers, New Delhi, 2013.
2. Ethics in Human Resource Management, Dr. Srinju Kapoor, Prof Kotta Ramesh, Discovery Publishing, 2020

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Pharmaceutical Advertising & Services Management

Course Code: MBA PH4

Course Code: MBA PH4		
Course Credit: 04	Lecture: 03	Tutorial
Course Type: Pharmaceutical Advertising & Services Management	Core Course	
Lectures delivered:	30 L	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	30	3 Hours

Continuous Comprehensive Assessment (CCA) Pattern

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

Objectives

- To Develop skills and knowledge to create effective pharmaceutical advertising strategies, considering target audiences, messaging, branding, and compliance with regulatory requirements
- Analyze the Opposition- pre-grant opposition and post-grant opposition in pharma sector.
- Applying the ethical considerations in pharmaceutical advertising, including transparency, accuracy, fair balance, and the promotion of responsible use of medicines.
- Identify the principles of marketing and branding specific to the pharmaceutical industry, including market analysis, positioning, and differentiation of products and services.
- Understand the insights into managing pharmaceutical services, such as patient support programs, adherence initiatives, and customer relationship management, to enhance patient satisfaction and improve healthcare outcomes.

Course Outcomes : After completion of the course, students would be able to:

CO 1: Understand the regulatory framework governing pharmaceutical advertising, including relevant laws, guidelines, and ethical considerations.
CO 2: Develop strategies and tactics for effective pharmaceutical advertising campaigns while adhering to regulatory requirements and industry codes of conduct.
CO 3: Apply principles of marketing and branding to pharmaceutical products and services, understanding the unique challenges and considerations in this industry.
CO 4: Evaluate and select appropriate advertising channels and media platforms to reach target audiences effectively.
CO 5: Manage pharmaceutical services, including patient support programs, adherence initiatives, and customer relationship management, to enhance patient satisfaction and optimize healthcare outcomes.

Unit	Topic	Hrs
I	IA advertisement Management: Nature and scope of advertising, advertising methods, advantages and disadvantages of advertising, Purpose of advertising, Advertising planning and decision making, Planning	6

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	framework, communication and persuasion process, Social, legal, and regulatory factors in advertising, Group influence and word of mouth advertising in pharma industry.	
II	Role of media, selection of media for advertising, formulation of message, art of copywriting, Branding and packaging strategies, Brand equity, image and personality, packaging decisions, perceptual mapping of customers. control aspects of advertising, advertising budget in pharma sector.	6
III	Services marketing - meaning - nature of services - Types and importance - Relationship marketing, Mission, strategy, elements of service, service marketing plan & market segmentation.	6
IV	Marketing mix decisions – unique features of developing, pricing, promoting, and distributing services – positioning and differentiations strategies quality of service industries – achievement and maintenance, customer support service.	6
V	Nature and Pharmaceutical Services: – Understanding the pharma services and clinics. Understanding after sales services for any medical and pharmaceutical instruments. Services provided in hospitals and offered by charities – Educational Services – Miscellaneous ervices.	6

Textbook:

1. Batra, R. Myers J.G. and Aeker D.A., Advertising Management, PHI Publications, Delhi.
2. Still R.R., Cundiff E.W., Govoni N.P., Sales Management, Decision Strategies and Cases, Prentice Hall India, Delhi.
3. Sangade C.H., Frybenger V. and Rotzoll K., Advertising Practice and Theory, AITBS Publisher & Distributors, Delhi.
4. Wells W., Burnett J., Moriatry S., Advertising Practice & Principles, PHI Publications, Delhi.
5. Arens W.F., Contemporary Advertising McGraw Hill/Irwin, New York.
6. Services Marketing: Valarie A. Zeithaml & Mary Jo Bitner, Integrating Customer Focus Across the Firm, Third Edition, 2004.
7. Services Marketing: Christopher H. Lovelock, Jochen Wirtz, Jayanta Chatterjee, People, Technology, Strategy (A South Asian Perspective) Fifth Edition 2017; Pearson Education
8. Services Marketing- love lock – Prentice Hall, 2021

Reference Books:

- Mohan M., Advertising Management, Tata McGraw Hill, New York. Khan M., Sales and Distribution Management, Excel Books, Noida.
- Gupta S.L., Sales and Distribution Management, Excel Books, Noida.
- Ingramn T.N., La Forge R.W. and Avila R.A., Sales Management Analysis and Decision Making, Harcourt College Publishers, California.
- Stanton W.J. and Spiro R., Management of Sale Force, McGraw Hill/Irwin, New York.
- Services Marketing- S.M. Jha, Himalaya Publishing Company, 1998, Mumbai
- Services Marketing- Principles and Practice - palmer, Prentice Hall, 1995

MBA
(Program Code: ET-4/01)

CATEGORY -1
ET-4/01-R
Project Management

MBA 3rd Semester 2nd year

Advanced Operations Management

Course Code: MBA OM1		
Course Credit: 03	**Lecture:** 03 (Hours/Week)	
Course Type:	Discipline Elective	
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 Objectives

1. Align operations decisions with business strategy and competitive priorities.
2. Apply Lean/JIT/TOC tools to improve flow, productivity, and responsiveness.
3. Use quality and process control methods (SPC, capability, DMAIC) for improvement.
4. Make planning decisions using forecasting, S&OP, MPS/MRP, and capacity planning.
5. Optimize inventory and service performance using analytical decision tools.
6. Understand digital and sustainable operations for resilient performance.

Unit	Course Content	Hours
I	**Operations Strategy & Performance Management:** • Operations strategy and competitive priorities (cost, quality, delivery, flexibility) • Process choice and product–process alignment • Productivity and performance measurement (OEE, throughput, cycle time, OTIF, FPY, COPQ) • Operations scorecards and KPI dashboards • Strategy deployment basics (Hoshin concept) and operating review structure	5
II	**Lean Operations & JIT Systems :** • Lean principles; wastes (muda), variability (mura), overburden (muri) • Value Stream Mapping (current vs future state) • Pull systems: Kanban, supermarkets, WIP control • Setup reduction (SMED), 5S, visual management	5
	• Kaizen and continuous improvement culture	

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III	**Theory of Constraints & Flow Improvement :** • Bottleneck identification and flow concepts • TOC Five Focusing Steps • Drum-Buffer-Rope and throughput thinking • Buffer management and priority rules • Application cases (manufacturing/service bottlenecks)	5
IV	**Quality Engineering & Six Sigma :** • Quality concepts, quality costs, COPQ, CTQs • Statistical Process Control (variables/attributes charts) • Process capability (Cp, Cpk) interpretation • Six Sigma DMAIC framework and tools • Root cause analysis (Fishbone, 5-Why) and basic improvement planning	5
V	**Advanced Planning, Scheduling & Capacity** • Forecasting review (trend/seasonality overview) • S&OP and aggregate planning strategies • Master Production Schedule (MPS) and basics of MRP • Capacity planning (RCCP/CRP) and capacity–load balancing • Scheduling concepts (finite vs infinite) and quick response systems	5
VI	**Inventory, Service Operations & Digital/Sustainable Operations** • Inventory control: ABC, safety stock, service levels • Continuous vs periodic review; basic uncertainty decisions • Service operations: waiting line basics, capacity vs demand matching • Digital operations: ERP–MES concept, analytics in operations (D→P→Prescriptive) • Sustainable & resilient operations: green lean, circular operations, risk & resilience basics	5

Course Outcomes (CO)

- **CO1:** Formulate operations strategy, performance objectives, and KPI dashboard.
- **CO2:** Apply Lean tools (VSM, 5S, Kaizen, SMED, Kanban) to improve processes.
- **CO3:** Apply TOC concepts to identify and manage bottlenecks for throughput improvement.
- **CO4:** Use SPC, capability analysis, and Six Sigma DMAIC for quality improvement.
- **CO5:** Develop planning solutions using forecasting, S&OP, MRP/MPS, and capacity planning.

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- **CO6:** Propose digital, sustainable, and resilient operations interventions for modern organizations.

Suggested Readings

1. Heizer, Render & Munson – *Operations Management*
2. Stevenson – *Operations Management*
3. Slack & Brandon-Jones – *Operations and Process Management*
4. Chopra – *Supply Chain Management: Strategy, Planning and Operation*
5. Goldratt – *The Goal* (TOC concepts)

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MBA 3rd Semester 2nd year

Total Quality Management (TQM)

Course Code: MBA OM2		
Course Credit: 03	**Lecture:** 03	
Course Type:	Discipline Elective	
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 Objectives

1. Understand TQM principles, customer-focused quality, and continuous improvement culture.
2. Apply quality tools for problem solving, process improvement, and decision-making.
3. Use statistical quality control concepts to monitor and control process performance.
4. Understand quality systems, standards, auditing, and documentation requirements.
5. Learn contemporary quality approaches such as Six Sigma and benchmarking.
6. Develop a framework for implementing TQM in organizations.

Unit	Course Content	Hours
I	**Introduction to TQM & Quality Concepts** • Meaning, evolution, and scope of quality and TQM • Quality as a strategic advantage; customer focus and CTQ (critical to quality) • Dimensions of quality (product and service) • Quality philosophies: Deming, Juran, Crosby, Ishikawa, Taguchi • Leadership, culture, employee involvement and teamwork in TQM	5
II	**TQM Frameworks & Quality Planning** • PDCA cycle and continuous improvement • Quality planning and policy deployment (Hoshin overview) • Voice of Customer (VOC) and translating customer needs • Quality Function Deployment (QFD) and House of Quality • Standardization and documentation for quality management	5
III	**Quality Tools for Continuous Improvement**	5
	• 7 QC tools: check sheet, histogram, Pareto, cause–effect, scatter, control chart, flow chart • Problem solving approach (8D / QC story concept) • Root cause analysis: 5 Why, Fishbone	

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	• Process mapping and SIPOC • New QC tools: affinity diagram, tree diagram, matrix diagram	
IV	**Statistical Quality Control & Process Capability** • Basic statistics for quality: mean, variance, normal distribution • SPC: control charts for variables and attributes (concept + selection) • Interpretation of control charts and corrective actions • Process capability: Cp, Cpk (meaning and interpretation) • Acceptance sampling (basics and applications)	5
V	**Quality Cost, Standards, Audits & Benchmarking** • Cost of quality: prevention, appraisal, internal & external failure • Quality assurance vs quality control • ISO 9001 overview: quality management system requirements • Quality audits: types, audit process, reporting and corrective actions • Benchmarking: types, process and best-practice comparison	5
VI	**Six Sigma, Quality Improvement Programs & Implementation** • Six Sigma overview: concepts, roles, DMAIC approach • Basic Lean–Six Sigma integration (waste + variation) • Taguchi loss function and robust design • TQM implementation: steps, barriers, success factors • Quality awards/models overview: Malcolm Baldrige / EFQM	5

Course Outcomes (CO)

After completion of the course, students will be able to:

- **CO1:** Explain TQM concepts, principles, and quality leadership philosophies.
- **CO2:** Use quality tools (7 QC tools, new QC tools) for problem-solving and improvement.
- **CO3:** Apply SPC and basic statistical methods to control and improve processes.
- **CO4:** Interpret quality costs, capability, and improvement results for managerial decisions.
- **CO5:** Describe quality systems/standards (ISO), auditing, and documentation practices.
- **CO6:** Propose and design TQM/Six Sigma improvement projects and implementation plans.

Suggested Readings

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1. Dale H. Besterfield – *Total Quality Management*
2. Oakland – *Total Quality Management*
3. Evans & Lindsay – *Managing for Quality and Performance Excellence*
4. Montgomery – *Introduction to Statistical Quality Control*
5. ISO 9001 standard documentation (overview notes)

MBA 4th Semester 2nd year

Lean Manufacturing & Six Sigma

Course Code: MBA OM3		
Course Credit: 03	**Lecture:** 03	
Course Type:	Discipline Elective	
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 Objectives

1. Understand Lean philosophy, waste types, and flow-based improvement.
2. Apply Lean tools for process mapping, layout/flow redesign, and productivity enhancement.
3. Understand Six Sigma concepts, roles, and DMAIC problem-solving approach.
4. Use basic quality/statistical tools (SPC, capability, Pareto, Fishbone) for improvement.
5. Integrate Lean + Six Sigma for measurable process performance gains.
6. Design and present an improvement project (Lean/Six Sigma) with metrics.

Unit	Course Content	Hours
I	**Foundations of Lean & Operational Excellence (5 Lectures)** • Introduction: Lean thinking and operational excellence • Customer value, value-added vs non-value-added • 3Ms: Muda (waste), Mura (variation), Muri (overburden) • 8 wastes (TIMWOODS) and identification in processes • Basic performance metrics: cycle time, lead time, takt time, throughput, OEE	5
II	**Value Stream Mapping & Flow Improvement (5 Lectures)** • Process mapping and SIPOC • Current-state Value Stream Mapping (VSM): symbols and data box • Identifying bottlenecks, queues, and non-value activities • Future-state VSM design: flow, pull, leveling • Kaizen planning and implementation roadmap	5
III	**Core Lean Tools & Techniques (5 Lectures)** • 5S and visual management • Standard work and work measurement basics • SMED (setup reduction) and quick changeover	5

	• Poka-Yoke (mistake proofing) and Jidoka (quality at source) • Continuous improvement culture: Kaizen events, suggestion systems	
IV	**Lean Systems: JIT, Kanban & TOC (5 Lectures)** • JIT concepts and prerequisites • Pull systems: Kanban rules, cards, WIP limits • Heijunka (level scheduling) basics and line balancing concept • Theory of Constraints (TOC): bottleneck management, DBR overview • Lean in services (hospitals, banks, education) – applications	5
V	**Six Sigma Fundamentals & DMAIC (5 Lectures)** • Six Sigma: concept, sigma level, DPMO • Roles and structure (Champion, Black Belt, Green Belt) • DMAIC overview and project selection • Define phase: problem statement, CTQ, SIPOC, VOC overview • Measure phase: basic data collection plan, baseline metrics, MSA overview	5
VI	**Statistical Tools, Control & Lean Six Sigma Integration (5 Lectures)** • Analyze tools: Pareto, Fishbone, 5-Why, scatter plot (application) • SPC basics: control charts concept (variables/attributes selection) • Process capability: Cp, Cpk interpretation • Improve phase: solution generation, pilot, risk check (FMEA overview)	5

Course Outcomes (CO)

After completion, students will be able to:

- **CO1:** Explain Lean principles, wastes, and flow concepts in operations.
- **CO2:** Create Value Stream Maps and propose future-state improvements.
- **CO3:** Implement core Lean tools (5S, Kaizen, SMED, Kanban, Poka-Yoke) appropriately.
- **CO4:** Apply Six Sigma DMAIC approach to define, measure, analyze, improve, and control processes.
- **CO5:** Interpret SPC and process capability (Cp, Cpk) to evaluate process performance.
- **CO6:** Prepare a complete Lean Six Sigma project report with baseline, improvements, and control plan.

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Suggested Readings

- George – Lean Six Sigma
- Womack & Jones – Lean Thinking
- Montgomery – Introduction to Statistical Quality Control
- Besterfield – Total Quality Management (tools + quality basics)
- Pyzdek & Keller – The Six Sigma Handbook

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MBA 4th Semester 2nd year

Operations Strategy and Process Optimization

Course Code: MBA OM4		
Course Credit: 03	**Lecture:** 03	
Course Type:	Discipline Elective	
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 Objectives

1. Understand operations strategy concepts and align them with business strategy.
2. Design process structures for efficiency, quality, speed, and flexibility.
3. Analyze and optimize processes using flow, bottleneck, and capacity methods.
4. Apply Lean and TOC approaches to improve throughput and reduce waste.
5. Use quantitative tools for process optimization, inventory, and service performance.
6. Develop an implementation roadmap with KPIs and control mechanisms.

Unit	Course Content	Hours
I	**Operations Strategy & Competitive Priorities** • Operations strategy: role, scope, and alignment with business strategy • Competitive priorities: cost, quality, delivery, flexibility, innovation • Trade-offs vs cumulative capabilities; order winners & qualifiers • Performance measurement systems (KPI dashboard): OEE, OTIF, cycle time, FPY, COPQ • Strategy deployment basics (Hoshin overview) and operations governance	5
II	**Process Design & Process Mapping** • Process types: project, job shop, batch, line, continuous; service processes • Product–process matrix and process selection • Process mapping: flowcharts, swimlane maps, SIPOC, service blueprinting • Time analysis: cycle time, lead time, takt time; value-added vs non-value-added	5
	• Process documentation and standard work basics	

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III	**Capacity, Bottlenecks & Throughput Optimization** • Capacity concepts: design vs effective capacity; utilization and efficiency • Bottleneck identification and line balancing basics • Little's Law (concept) and WIP–throughput relationship • Theory of Constraints (TOC): Five Focusing Steps • Drum-Buffer-Rope (DBR) and buffer management	5
IV	**Lean Process Optimization** • Lean principles and waste (TIMWOOD); variability and flow • Value Stream Mapping (current state → future state) • Pull systems: Kanban, WIP limits, supermarkets • Setup reduction (SMED) and quick changeover • Kaizen, 5S, visual management; mistake-proofing (poka-yoke)	5
V	**Inventory, Scheduling & Service Process Optimization** • Inventory strategy: cycle stock, safety stock; service levels • ABC analysis and inventory control policies (continuous vs periodic review) • Scheduling basics: priority rules, finite vs infinite concepts • Service operations: demand variability, waiting lines, capacity matching • Process improvement in services (banks, hospitals, universities, retail)	5
VI	**Continuous Improvement, Governance & Implementation** • Continuous improvement frameworks: PDCA, A3 thinking • Root cause analysis (Pareto, Fishbone, 5-Why) • Process performance control: control plans, audits, visual KPIs • Change management for process improvement; resistance handling • Project presentations + integrated revision	5

Course Outcomes (CO)

After completion, learners will be able to:

- **CO1:** Develop operations strategy and define competitive priorities and KPIs.
- **CO2:** Select and justify process designs using product–process alignment and service layouts.
- **CO3:** Conduct process mapping and bottleneck analysis to improve flow and productivity.
- **CO4:** Apply Lean tools (VSM, 5S, Kaizen) and TOC to optimize throughput.

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- **CO5:** Make capacity, inventory, and scheduling decisions using analytical approaches.
- **CO6:** Create a process optimization project plan with measurable improvements and controls.

Suggested Readings

1. Slack & Brandon-Jones – *Operations and Process Management*
2. Heizer, Render & Munson – *Operations Management*
3. Hill & Jones (Ops strategy chapters) / Relevant strategy notes
4. Goldratt – *The Goal* (TOC concepts)
5. Womack & Jones – *Lean Thinking*

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MBA
(Program Code: ET-4/01)

CATEGORY -1
ET-4/01-Q
Operations Management

MBA 3rd Semester 2nd year

Project Planning, Scheduling and Control

Course Code: MBA PM1		
Course Credit: 03	**Lecture:** 03	
Course Type:	Discipline Elective	
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 Objectives

1. Create comprehensive project plans using scope, WBS, and responsibility assignment.
2. Develop schedules using network techniques and Gantt charts.
3. Estimate time and costs and allocate resources effectively.
4. Monitor and control project progress using EVM and variance analysis.
5. Manage schedule risks, delays, and corrective actions.
6. Use reporting, dashboards, and control systems for successful project delivery.

Unit	Course Content	Hours
I	**Project Planning Framework** • Project life cycle; planning importance; constraints (scope–time–cost–quality) • Project charter, stakeholders, and requirements baseline • Scope definition and Work Breakdown Structure (WBS) • Responsibility Assignment Matrix (RAM/RACI) • Project planning documents: assumptions, constraints, milestones	5
II	**Scheduling Tools and Techniques** • Bar charts and Gantt charts; milestones and baselines • Network planning: precedence relationships, activity-on-node (AON) • Estimating activity duration; dependencies and constraints • Introduction to project scheduling software concepts (MS Project overview concept) • Schedule baseline and schedule management plan	5
III	**CPM and PERT** • CPM: forward pass, backward pass, critical path, float calculations • Time–cost trade-off • PERT: three-time estimates (optimistic, most likely, pessimistic)	5

	• Expected time, variance, probability of meeting deadlines • Numerical problems and case practice	
IV	**Resource Planning, Leveling & Schedule Compression** • Resource planning basics: resource breakdown structure (RBS) • Resource allocation and leveling; resource smoothing • Scheduling under resource constraints; overload handling • Schedule compression: crashing and fast-tracking • Managing multi-project environments	5
V	**Project Control and Monitoring Systems** • Monitoring methods: status reports, review meetings, control cycles • Earned Value Management (EVM): PV, EV, AC • Variances: SV, CV; indices: SPI, CPI; forecasting EAC/ETC • Change control: baseline changes, re-baselining • Quality and procurement controls linked with schedule	5
VI	**Risk Scheduling, Reporting, and Project Closure** • Schedule risk identification and buffers (contingency reserves) • Risk register link with schedule; mitigation planning • Project dashboards and performance reporting (KPI, S-curve concept) • Project closure: deliverable acceptance, handover, documentation • Lessons learned and post-project review	5

Course Outcomes (CO)

- **CO1:** Prepare project plans with scope statement, WBS, and baseline schedules.
- **CO2:** Apply CPM/PERT and identify critical path and floats.
- **CO3:** Perform resource allocation, leveling, and schedule compression (crashing/fast-tracking).
- **CO4:** Monitor schedule and cost using EVM (PV, EV, AC, CPI, SPI).
- **CO5:** Prepare control reports, dashboards, and corrective action plans.
- **CO6:** Execute project closure controls and lessons learned documentation.

Suggested Readings

1. Kerzner – *Project Management: A Systems Approach*
2. Harold Kerzner / Meredith & Mantel – *Project Management*
3. PMBOK® Guide (for standard processes)

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4. Gray & Larson – *Project Management: The Managerial Process*
5. MS Project basics / scheduling tool notes

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MBA 3rd Semester 2nd year

Project Risk and Quality Management

Course Code: *MBA PM2*		
Course Credit: 03	**Lecture:** 03	
Course Type:	Discipline Elective	
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 Objectives

1. Understand risk management processes and integrate them into project planning and control.
2. Identify and classify project risks and build effective risk registers.
3. Apply qualitative and quantitative risk assessment methods for prioritization.
4. Design risk response strategies and contingency planning for project uncertainty.
5. Implement project quality management: planning, assurance, and control methods.
6. Use quality tools for defect prevention, corrective actions, and continuous improvement.

Unit	Course Content	Hours
I	**Introduction to Project Risk & Quality** • Concept of risk and uncertainty in projects; types of risk • Risk management framework and benefits • Relationship between scope–time–cost–quality and risk • Quality concepts in projects: fitness for use, conformance, customer satisfaction • Overview of integrated risk and quality governance	5
II	**Risk Identification and Risk Register** • Risk identification techniques: brainstorming, Delphi, interviews, checklists • WBS/RBS-based risk identification; assumptions analysis • Cause–effect and SWOT for risk identification • Risk register structure: triggers, owners, responses	5
	• Risk categories: technical, schedule, cost, resources, external, compliance	

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	• Schedule baseline and schedule management plan	
III	**Qualitative and Quantitative Risk Analysis** • Qualitative analysis: probability–impact matrix, ranking, risk scoring • Risk appetite, thresholds, and prioritization • Quantitative analysis: Expected Monetary Value (EMV) • Decision tree analysis and basic sensitivity analysis • Schedule risk basics (buffers and critical path sensitivity concept)	5
IV	**Risk Response Planning and Risk Control** • Risk response strategies: avoid, mitigate, transfer, accept • Contingency reserves and management reserves • Risk response planning and assignment of owners • Risk monitoring tools: risk audits, risk reviews, trend analysis • Managing issues and change control linkage	5
V	**Project Quality Planning, Assurance and Control** • Quality management plan: standards, metrics, acceptance criteria • Quality assurance vs quality control in projects • Process approach: SOPs, checklists, inspections, audits • Cost of quality: prevention, appraisal, failure costs • Supplier quality and procurement quality controls	5
VI	**Quality Tools, Continuous Improvement & Project Excellence** • 7 QC tools: Pareto, Fishbone, histogram, check sheet, scatter, flowchart, control chart • Root cause analysis and corrective/preventive action (CAPA) • Basics of SPC for project processes (where applicable) • Six Sigma/Lean overview for project environments	5

Course Outcomes (CO)

After completion of the course, students will be able to:

- **CO1:** Prepare a comprehensive risk management plan and risk register for projects.
- **CO2:** Perform qualitative risk analysis using probability–impact matrices and prioritization.
- **CO3:** Apply quantitative approaches (EMV, decision tree, sensitivity) for key risks.
- **CO4:** Design risk response strategies and monitor risks through the project life cycle.
- **CO5:** Develop a project quality plan and implement QA/QC practices and audits.

- **CO6:** Apply quality tools (Pareto, Fishbone, check sheets, basic SPC) for defect reduction.

Suggested Readings

1. PMBOK® Guide (Risk & Quality knowledge areas)
2. Kerzner – *Project Management: A Systems Approach*
3. Gray & Larson – *Project Management: The Managerial Process*
4. Montgomery – *Introduction to Statistical Quality Control* (SPC basics)
5. Besterfield / Oakland – *Quality Management* references

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MBA 4th Semester 2nd year

Strategic Project Management

Course Code: MBA PM3		
Course Credit: 03	**Lecture:** 03	
Course Type:	Discipline Elective	
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 Objectives

1. Understand the strategic role of projects, programs, and portfolios in executing business strategy.
2. Apply project selection and prioritization methods aligned with organizational objectives.
3. Design governance structures, PMO roles, and decision frameworks for strategic projects.
4. Manage stakeholders, leadership, communication, and organizational change for project success.
5. Measure and realize benefits using value management and performance dashboards.
6. Address strategic risks, sustainability, and resilience in project decisions.

Unit	Course Content	Hours
I	**Strategy, Projects, Programs & Portfolios** • Strategy execution through projects: why projects are strategic • Projects vs programs vs portfolios (scope, governance, value focus) • Strategic alignment: mission, vision, objectives, and project fit • Strategic objectives and KPIs for projects • Overview of strategic project success factors	5
II	**Project Selection, Prioritization & Business Case** • Project selection criteria: strategic fit, urgency, compliance, risk • Business case preparation: problem/opportunity, options, costs/benefits • Financial evaluation: NPV, IRR, payback, BCR (managerial interpretation)	5
	• Scoring models and ranking methods	---

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	• Stage-gate approach and investment decisions	
III	**Governance, PMO & Strategic Control** • Governance structures: steering committee, sponsor, escalation paths • PMO types (supportive/controlling/directive) and functions • Policies, standards, templates, and decision rights • Strategic control: milestones, tolerance limits, dashboards • Benefits governance and accountability	5
IV	**Stakeholder Leadership, Communication & Negotiation** • Stakeholder identification, power–interest mapping • Communication strategy and influence management • Leadership styles for project environments; team motivation • Conflict management and negotiation in projects • Ethics, culture, and cross-functional collaboration	5
V	**Benefits Realization & Organizational Change Management** • Benefits vs deliverables: outcomes and value creation • Benefits realization plan (BRP) and tracking mechanisms • Change management: readiness, resistance, adoption, training plan • Managing strategic transformation projects (digital, process reengineering) • Post-implementation review and learning loops	5
VI	**Strategic Risk, Sustainability & Agile/Hybrid Approaches** • Strategic risk in projects: market, technology, regulatory, reputation • Scenario planning and resilience thinking for major initiatives • Sustainability/ESG in project selection and delivery • Agile, hybrid project management for strategic initiatives • Future of strategic PM: digital tools, analytics, AI in PM	5

Course Outcomes (CO)

- **CO1:** Explain strategic project management, program and portfolio concepts, and strategic alignment.
- **CO2:** Evaluate and select projects using NPV/IRR, scoring models, and strategic fit criteria.
- **CO3:** Propose governance and PMO structures for strategic control and decision-making.
- **CO4:** Design stakeholder engagement and change management plans for strategic projects.
- **CO5:** Develop benefits realization plans and KPI dashboards to track value delivery.

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- **CO6:** Integrate strategic risk, sustainability, and ethics into project strategy and execution.

Suggested Readings

1. Project Management Institute – PMBOK® Guide (overview)
2. Strategic Project Management Made Simple
3. Project Management: The Managerial Process
4. Project Management: A Systems Approach to Planning, Scheduling, and Controlling
5. Portfolio Management in Practice *(for selection and portfolio thinking)*

MBA 4th Semester 2nd year

Agile and Digital Project Management

Course Code: MBA PM4		
Course Credit: 03	**Lecture:** 03	
Course Type:	Discipline Elective	
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 Objectives

1. Understand Agile mindset and compare Agile with traditional project management.
2. Apply Scrum and Kanban practices to plan and deliver iterative project outcomes.
3. Use Agile estimation and planning techniques and track progress using Agile metrics.
4. Design hybrid project management approaches suitable for digital transformation.
5. Use digital project management tools for planning, collaboration, and reporting.
6. Address risks, quality, change, and governance in digital and Agile environments.

Unit	Course Content	Hours
I	**Foundations of Agile & Digital Projects** • Digital transformation and project uncertainty; VUCA context • Agile values and principles (Agile Manifesto overview) • Traditional vs Agile vs Hybrid (when to use what) • Agile lifecycle: iterative and incremental delivery • Roles, responsibilities, and team structures (cross-functional teams)	5
II	**Scrum Framework for Project Delivery** • Scrum pillars and values; Scrum events • Scrum roles: Product Owner, Scrum Master, Developers • Product backlog creation; user stories and acceptance criteria • Sprint planning, daily Scrum, review, retrospective • Definition of Done (DoD) and quality in Scrum	5
III	**Kanban & Flow-Based Delivery** • Kanban principles and practices; visual workflow	5
	• WIP limits and flow efficiency • Lead time, cycle time, throughput; cumulative flow diagram	

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	• Service classes and prioritization • Scaling Kanban in teams	
IV	**Agile Planning, Estimation & Metrics** • Agile planning levels: roadmap, release, sprint • Estimation: story points, planning poker, t-shirt sizing • Velocity, burn-down/burn-up charts (interpretation) • Risk management in Agile (spikes, progressive elaboration) • Managing scope changes and backlog refinement	5
V	**Digital Project Tools, Governance & Hybrid Models** • Digital PM tool concepts: task boards, sprints, workflows, dashboards • Collaboration tools: documentation, versioning, approvals (concept) • Hybrid project approaches: Agile + stage-gate, Agile + PRINCE2 (overview) • Governance for digital projects: controls, reporting, compliance • Cybersecurity/data privacy awareness in digital project delivery (overview)	5
VI	**Delivery Excellence in Digital & Agile Projects** • Quality assurance in Agile (test strategy overview, CI/CD concept) • Stakeholder management and customer collaboration • Managing distributed/remote Agile teams • Product delivery & benefits realization for digital projects • Future trends: AI-enabled PM, analytics, automation (concept)	5

Course Outcomes (CO)

- **CO1:** Explain Agile principles, values, and key frameworks (Scrum, Kanban, hybrid).
- **CO2:** Prepare product backlog and sprint plan using user stories and acceptance criteria.
- **CO3:** Apply Agile estimation methods and track work using velocity and burn-down charts.
- **CO4:** Manage Agile teams, stakeholders, communication, and Agile governance mechanisms.
- **CO5:** Use digital PM tools (Jira/Trello/MS Project/Asana—conceptual) for planning and reporting.
- **CO6:** Propose delivery strategies for digital transformation projects including risk and change controls.

Suggested Readings

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1. Project Management Institute – Agile Practice Guide (overview)
2. Scrum: The Art of Doing Twice the Work in Half the Time
3. Kanban
4. Agile Project Management with Scrum
5. Lean Startup *(product thinking for digital projects)*

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MBA
(Program Code: ET-4/02)

CATEGORY-II

PLANT AND MACHINERY VALUATION

MBA 3rd Semester 2nd year

BUSINESS ANALYSIS AND VALUATION

Course Code: MBA (P&MV)-01		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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: The objective of the course is to teach students about Concepts related to valuation of a business and its assets.

UNIT	Course Content	Hours
I	Financial Statement: An Overview; Balance Sheet ; Profit and Loss Account ; Economic versus Accounting Profit ; Statement of Changes in Financial Position . Financial Statement Analysis: Users of Financial Analysis ; Liquidity, Leverage and Profitability Analysis ; Financial Ratios as Predictor of Failure ; DuPont Analysis (Evaluation of a Firm's Earning Power); Comparative Statements Anaysis ; Trend Analysis ; Intra-firm & Inter-firm Analysis ; Analyzing Historical and Forecasting Future Performance	4
II	Business Valuation: Basics ; Concept of Value, Principles & Techniques of Valuation Discounted Cash Flow Valuation: Steps, Assumptions, Applications, Value Drivers ; Relative Valuation: Steps, Applications, Advantages & Disadvantages, Valuation Multiples ; Impact of Different Stakeholders in terms of Business Valuation ; Priorities of Different Stakeholders in terms of Business Valuation ; Value based Management	8
III	Valuation of Assets and Liabilities: Valuation of Fixed Assets ; Valuation of Inventories ; Valuation of Financial Investments and Marketable Securities ; Valuation of Goodwill; Patents and Copyrights ; Valuation of Brands ; Valuation of Real Estate ; Valuation of Liabilities.	6
IV	Business Alliances: Various Forms of Business Alliances, Strategic Choice of Type of Business Alliance, Basic Concepts in M&A, Forces driving M&A Activities, Types of Merger, Motives behind Mergers, Theories of M&A, Operating, Financial and Managerial Synergy of Mergers, Merger Process, Legal Procedures, Major Challenges to success of Mergers, Due Diligence Corporate Restructuring: Reasons, Broad Areas, Techniques, Implications	6
V	Valuation Of M&A: Valuation Approaches, Discounted Cash Flow Valuation, Relative Valuation, Valuing Operating & Financial Synergy, Pricing of M&A Deals,	6

	Estimating Merger Gains and Costs, Methods of Payment in Merger Transactions, Comparable Companies or Transactions Approach, Mergers as a Capital Budgeting Decision, Cost of Capital, Financing the Mergers and Takeovers, Tax Planning for M&A, Ethical Issues of Merger and Take-over, Legal and Regulatory Framework of M & A, Provisions of Company's Act 1956, Indian Income Tax act 1961, SEBI Takeover Code, Provisions of Competition Act.	

Course Outcomes:

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

CO1	Understand principles of plant and machinery valuation.
CO2	Evaluate plant and machinery and its depreciation
CO3	Appreciate financial aspects of assets of a company and arrive at the current value of the plant and machinery.

Text and Reference Books

1. Prasanna Chandra. (2011), Corporate Valuation and Value Creation. (ISBN: 9780071078221). Tata McGraw Hill.
2. B Rajesh Kumar (2010). Mergers & Acquisitions: Text & Cases. McGraw Hill Education.
3. Chandrashekar Krishna Murthy & Vishwanath S.R (2008). Merger Acquisitions & Corporate Restructuring. Sage Publication.
4. Edward Nelling. (2011). Business Valuation Demystified. (ISBN: 9780071702744). Tata McGraw Hill.
5. Robert Reilly, Jr., Robert Schweihs (2004). The Handbook of Business Valuation and Intellectual Property Analysis. (ISBN: 9780071429672). Tata McGraw Hill.
6. Ashwath Damodaran (2010). Corporate Finance – Theory And Practice. John Wiley & Sons
7. RavindharVadapalli (2007). Mergers Acquisitions and Business Valuation; Excel books, 1/e
8. SudiSudarsanam (2003). Value Creation from Mergers and Acquisitions. Pearson Education, 1/e
9. Weston, Mitchel AndMulherin (2003). Takeovers, Restructuring And Corporate Governance. Pearson Education.

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MBA 3rd Semester 2nd year

BUSINESS ENVIRONMENT FOR VALUATION

Course Code: MBA (P&MV)-02		
Course Credit: 03	**Lecture: 03**	
Course Type:	**Discipline Elective**	
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: The objective of the course is to teach students to appraise the business environment and its impact on the company whos valuation is being done.

UNIT	Course Content	Hours
I	Factors having direct bearing on Value (Valuation Maxims) like Physical, Legal, Social, Economic, Utility, Marketability, Transferability, Scarcity, Present Worth of Future Benefits and Intangible Rights	4
II	Total Economic Life, Economic Balance Life, Physical Life and their importance in Valuation. - Factors affecting Life both in terms of years or hours used based on Type of Assets, Sources of Economic Useful Life, Study of Maintenance Schedules of Plant.	8
III	Difference Between Historical Cost, Acquisition Cost, Book Cost, Written Down Value and Net Book Value. - The Items of Building to be treated as Plant and Machinery-like Chimneys to the Boiler, Brick, Concrete or RCC Foundation for Plant and Machinery, Water and Sewerage Installations, Effluent Treatment Plant etc.	6
IV	Cost, Price, Value and Valuation: Types of Market, Demand and Supply Curve, Bell Curve for overall sales performance (Probability Distribution) - Annuities, Capitalization, Rate of Capitalization, Years Purchase, Sinking Fund, Redemption of Capital, Reversionary Value - Construction and use of Valuation Tables; Investment Property, Marketable Non-Investment Property, Non-Marketable -Non-Investment Property with their characteristics and approaches to Value.	6
V	Broad categories of machines to be encountered by plant and machinery valuers in actual practice - Valuation of a machine for which current cost of identical brand-new machine is available - Valuation of a machine for which current cost of identical brand-new machine is not available - Valuation of a machine which is no longer manufactured . The reasons for the differences in the prices of the machines with same technical specifications and features by different manufacturers	6

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Course Outcomes:

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

CO1	Understand balance sheets, cash flow statements and debt status.
CO2	Appreciate the financial condition of organization.
CO3	Access loan, debt, equity status to arrive at a good valuation.

Text and Reference Books

1. Accounting and Its Business Environment, Fred Mcleary, Juta and Co Pvt. Ltd. 0702151580, 9780702151583
2. European Valuation Standards 2003, Tegova, Taylor & Francis, 2014, 1135322988, 9781135322984

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MBA 3rd Semester 2nd year
PLANT AND MACHINERY VALUATION

Course Code: MBA (P&MV)-03		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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:

The student will study the issues to be considered in the valuation of plant and machinery are the specific utility or usefulness of industrial property, its contribution to the production of goods and services for which it is designed and deployed.

It also covers estimation in monetary terms the worth of the plant and machinery in existing use or their contribution to the profitability of the business after considering the market situation or standard of maintenance.

UNIT	Course Content	Hours
I	Introduction: Basis of Valuation, Definition of Value to different parties and in different situations. Definitions of the various terms: - Plant and Machinery, Furniture, Fixtures and Fittings – the judicial interpretation of these terms - Market value, Highest and Best Use Value,	4
II	Installed Capacity of the Plant, Actual Production, Raw Material Availability, Level of Technology used such as Current or Obsolete, Issues if any regards to these. • Part, Fraction and Whole Valuation • Relationship of Earnings and Assets • Difference Between Business Specific Economic Viability and Economic Obsolescence. Efficiency of Plant Layout, Imbalances in different production sections and their relevance in valuation.	8
III	Process of Valuation - Identification of Plant and Machinery, Check list for Inventory, Technical Specifications and Visual Inspection, Identification of Productive, Non-Productive, Surplus and Off-Balance Sheet Assets.ABC analysis - The items to be treated as Plant and Machinery - The items to be treated as Land and Buildings - Physical Verification (Survey and Inspection) - Data Collection and Valuation Analysis under Replacement Cost New Method (Cost Approach)	6
IV	Report writing - Reports-Quality, Structure, Style. - Report writing for various purposes like Sale/Purchase, M & A, Insurance, Liquidation and any other purposes for which a valuer is normally called upon for advice in general practice.	8
V	Contents of the report: The Instructions (including basis of valuation) received	6

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	from the clients showing scope of work, Date as on which valuation is required, Date of Valuation, Date of Report, Date of Inspection, Purpose of Valuation, Location of Assets, Valuation Definition considered, Approach/Method of Valuation, Procedure Adopted, Summary of Valuation, Assumptions and Limiting Conditions including Caveats, Schedule of Plant and Machinery with Make, Model, Description, Year, Condition, Values.	

Course Outcomes:

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

CO1	Understand principles of plant and machinery valuation.
CO2	Evaluate plant and machinery and its depreciation
CO3	Appreciate financial aspects of assets of a company and arrive at the current value of the plant and machinery.

Text and Reference Books

1. Valuation of Plant and Machinery: Theory and Practice,KiritBudhbhatti, **ISBN** 8190152319, 9788190152310
2. Guide to Plant and Machinery Valuation,M. Adebayo Belo, Armitage Books, 2011, ISBN 0954468619, 9780954468613
3. Valuation of Plant and Machinery,*Volume 5 of Property valuation handbook*, C. J. C. Derry, University of Reading. Centre for Advanced Land Use Studies College of Estate Management, 1985, **ISBN** 0947763058, 9780947763053

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MBA 3rd Semester 2nd year

FINANCIAL ASPECTS OF VALUATION

Course Code: MBA (P&MV)-04		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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: The objective is to help students learn different financial aspects of valuation.

UNIT	Course Content	Hours
I	Meaning of the term Depreciation for Wear and Tear, Factors influencing Depreciation-its measurements and application by Valuers of Plant and Machinery. Concept of Salvage Value and Scrap Value along with the basis of the same; Depreciation under Income Tax Act, 1961 as well as Companies Act 2013. - Useful Lives to compute depreciation as per Schedule II of Companies Act,2013 - Factors to be considered for Componentization of Assets. - Methods of Depreciation – Observed Deterioration, Straight Line, Diminishing Balance (WDV), - Difference between Accounting and Technical Depreciation - Factors to be taken into consideration for selection of Depreciation Method - Obsolescence-Technological, Functional and Economic - DRC Course to Potential Profitability.	4
II	Cost approach - Reproduction Cost New, Replacement Cost New, Depreciated Reproduction Cost/Depreciated Replacement Cost (DRC), Difference and similarity in DRC and Market Value - Difference between Reproduction Cost New and Replacement Cost New - Methods of Computation of Reproduction Cost New - Market Inquiry of Current Cost of Brand New Machine with Identical Specifications from same manufacturer i.e. Replica - Indexation and its limitations The factors to be considered while adopting Cost Approach. • Data Collection and Valuation Analysis under -Cost, Market and Income Approaches	8
III	Cost to Capacity Method and its limitation - Methods of Computation Of Replacement Cost New when Identical Machine/Plant is not available i.e. Machine/Plant of like Kind and Type-Factors to be taken into consideration - Direct and Indirect Costs for Estimation of Reproduction New /Replacement Cost New – Limitations of Cost Approach.	6
IV	Market Approach-Sales comparison method - Data Collection - Elements of	8

	Comparability and application of appropriate Weightages to Identified Comparable to Estimate Value of Course Plant and Machinery Asset being valued. Instances when Sales Comparison Method is not feasible and limitations of Sales Comparison Method.	
V	Income Approach - The concept of Income Approach - Gross Income-Outgoings, Net Income and Year's Purchase - Actual Income Vs Potential Income - Terminal Income; Remunerative and Accumulative Rates of Interest and various methods of determining the same - Capitalization of Earnings Method - Discounted Future Earnings Method (DCF Technique) - Pitfalls of DCF Technique	6

Course Outcomes:

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

CO1	Understand balance sheets, cash flow statements and debt status.
CO2	Appreciate the financial condition of organization.
CO3	Access loan, debt, equity status to arrive at a good valuation.

Text and Reference Books

1. Valuation and Investment Appraisal, *Financial World/Association of Corporate Treasurers Series Global Professional Series*, Ross Geddes, Global Professional Publishi, 2002, ISBN 0852976348, 9780852976340
2. How to Value, Buy, or Sell a Financial Advisory Practice: A Manual on Mergers, Acquisitions, and Transition Planning, Mark C. Tibergien, Owen Dahl, John Wiley and Sons, 13-May-2010

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MBA 3rd Semester 2nd year

PRINCIPLES OF INSURANCE AND LEASING

Course Code: MBA (P&MV)-05		
Course Credit: 03	Lecture: 03	
Course Type:	Core Course	
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
10	10	10	30

Course Objective:

The student learns how insurance principles apply to plant and machinery valuation. The course also helps a student to understand the aspects of leasing plant and machinery for use.

UNIT	Course Content	Hours
I	Principles of Insurance and Loss Assessment - Principles and legal concepts in relation to Insurance of Plant & Machinery. The Contract of Insurance. Insurable Interests and Liability to Insure. Duties of the Insurer and the Insured. - The types of Fire Policies, Reinstatement Cost Policy and policies for other perils, Terms and Conditions, Perils, Beneficial And Restrictive Clauses. - Value at Risk, Sum Insured and Condition of Average, Over and Under Insurance, Inflation Provisions, other contents, Depreciation, Obsolescence and Betterment. - Preparation of Claim for Damages due to Insured Perils. - Obligations and Rights of Insurer and Insured.	4
II	Introduction to Under-writing & Claims :Acceptance of New Business, Procedure, Risk analysis & assessment, Risk Inspection, Risk Management. Preliminary Procedure, Investigation & Assessment, Surveyors & Loss assessors. In-house survey. Claims Documents, Arbitration, Limitation, Settlement of claims. Loss Minimization, Recovery and salvage disposal.	8
III	Leasing of plant and machinery - Definition of Lease - Leasing, Hiring and Renting - Obligations of Supplier of Asset, User of Asset, Hire Purchase Company/Lessor in cases of Loan, Supplier's Credit, Hire Purchase and Leasing; Leasing as an Instance of Bailment, Nature of the Bailment Agreement, Features of Bailment, Contracts Law on Bailment	6
IV	Risk and Return trade-off Valuation of leased plant and machinery; Valuation of machine tools, factory and utility equipment; Valuation of plant and machinery for following purposes: - Mergers and Acquisitions (including Purchase Price Allocation) - Financial Statements - Impairment - Auction - Insurance - Leasing - Disposal - Capital Raising - Corporatization and Privatization - Stamp Duty - Any	8

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	other purpose not referred above; Impact of Indian accounting standards, International Valuation Standards and Standards to be published by Ministry of Corporate Affairs, Government of India on Valuation of Plant and Machinery	
V	Leasing Rules - Types of Leases and their characteristics - Steps in the structuring of a Lease Contract - Leasing from point of view of Lessor/Lessee - Limitations of Leasing – The structure of a Lease Agreement - Treatment of Leased Assets in Company Accounts – Accounting Practice for Leased Plant and Machinery as per Indian Accounting Standard - Assessment of Lease related risk	6

Course Outcomes:

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

CO1	Understand principles of insurance and leasing.
CO2	Appreciate long term aspects related to leasing.
CO3	Develop ability to access the insurance coverage necessary to cover the value of the plant and machinery.

Text and Reference Books

1. Insurance Principles and Practices: Property and Liability, Robert Riegel, Jerome S. Miller, Chester Arthur Williams, Prentice-Hall, 1976

2. Principles of Valuation, John Armatys, Phil Askham, Mike Green, Taylor & Francis, 11-Oct-2013

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MBA 4th Semester 2nd year

LEGAL ASPECTS OF PLANT & MACHINERY VALUATION

Course Code: MBA (P&MV)-06		
Course Credit: 03	**Lecture: 03**	
Course Type:	**Discipline Elective**	
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
10	10	10	30

Course Objective:

The course teaches about the aspects of laws related to plant and machinery valuation.

UNIT	Course Content	Hours
I	Law - Plant and Machinery - Sale of Goods and Agreements to Sell, Seller's Obligations as to delivery Time, Title, Description, Fitness, Quality and Quantity; Exclusion of Obligations, Sales by Sample, Passing of Property in Goods; Transfer of Title by Non-owner, Remedies for Breach of Contract; Rights of Unpaid Seller against Goods.	8
II	- Licensing of Industries and regulation of industrial activities under various laws; viz. Industrial Licensing Laws etc. - Salient features of various acts such as the Factory Act, 1948, the Electricity Act, 2003, Labour laws withregards to regulatory measures for industrial undertakings.	8
III	Tort: General Principles of Tort, Tort affecting Valuation. - Law of Arbitration and Conciliation: Salient Features - Auction: Authority of Auctioneer, Duties of Vendor, Purchaser and Public, Mis-description and Misrepresentation, Advertisements, Particulars and Catalogues, Statements on the Rostrum, Conduct of Sale, Reservation of Price and Right to Bid, Bidding Agreements. Memorandum of the Sale. The Deposit, Rights of Auctioneer against Vendor and Purchaser.	8
IV	Laws of Evidence: Burden of Proof, Presumptions, Conclusive Proof. - Salient Features of the Insolvency and Bankruptcy Code, 2016 concerning Valuation. - Salient Features of the Companies (Registered Valuers And Valuation) Rules, 2017	8
V	- Salient Features of the Securitization and Reconstruction of the Financial Assets and Enforcement of Security Interest Act, 2002 (SARFAESI Act, 2002) concerning Valuation - Section 5(n) of the Banking Regulation Act, 1949 on "Secured Loan or Advance" - The Companies Act 2013: Sections 192(2), 230 (1,2,3), 231, 232, 247(1), 281(1)	8

Course Outcomes:

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

CO1	Understand and interpret the laws governing valuation of plant and machinery
CO2	Ability to infer the liquidity laws related to companies
CO3	Appreciate the legalities of buying ans selling plant and machinery.

Text and Reference Books

1. Law of Court Fees & Suits Valuation, Stamp, Registration and Supreme Court Rules, Dr. Ashutosh, Universal Law Publishing, 2010

2. Valuation of Plant and Machinery: Theory and Practice,KiritBudhbhatti, **ISBN** 8190152319, 9788190152310

3. Guide to Plant and Machinery Valuation,M. Adebayo Belo, Armitage Books, 2011, ISBN 0954468619, 9780954468613

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MBA 4th Semester 2nd year

ENVIRONMENTAL AND PROFESSIONAL ETHICS

Course Code: MBA (P&MV)-07		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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
10	10	10	30

Course Objective:

The Environmental Professionals have to conduct their personal and professional lives and activities in an ethical manner. ... It is their duty to interest themselves in public welfare, and to be ready to apply their special knowledge for the benefit of mankind and their environment. The course aims at developing this ethical outlook.

UNIT	Course Content	Hours
I	Environment and Valuation - Differences between the 'Market Price and the Negative Value Consequent on Environmental Impact. - Environmental Issues of Air Pollution, Water Pollution, Environmental Factors and their effects, Measures to Restore the Damage, Cost to Cure.	8
II	Outlines of Environmental Legislations: The Environment (Protection) Act,1986, The Forest Act, 1927,	8
III	The Water (Prevention and Control of Pollution) Act, 1974, The Air (Prevention and Control of Pollution) Act,1981,	8
IV	Laws related to Industrial Health & Safety.	8
V	Role, Functions and Responsibilities of a Plant and Machinery Valuer. Model Code of Conduct as notified by MCA under the Companies (Registered valuers and valuation) Rules 2017 - Other Engagement Considerations. Code of Ethics for Professional Valuers.	8

Course Outcomes:

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

CO1	Understand environmental standards and their implications in plant and machinery.

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CO2	Appreciate environmental ethics and their relevance in manufacturing industry
CO3	Develop professional ethics and integrity in the field of plant and machinery valuation

Text and Reference Books

1. Environmental Impact Assessment, Canter, Mc Graw Hill
2. Environmental Impact Analysis, R.K. Jain et al
3. Environmental Strategy and Concern, Diwan
4. Water Pollution (Prevention) Control Act, 1974, Govt. of India
5. Air Pollution (Prevention) Act, 1981, Govt. of India Environment (Protection) Act, 1986, Govt. of India
6. Guidelines for Environmental clearance of various projects, Dept. of Environment, Govt.of India. Forest Conservation Act, 1980, Govt. of India
7. Environment and Business, Alasdair Blair, David Hitchcock, Routledge, 02-Aug-2004

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MBA
(Program Code: ET-4/04)

CATEGORY-II

HOTEL AND TOURISM MANAGEMENT

Tourism Marketing			Course Code : MBA(H&T)-01
Semester : III	L/T/P (Per week)	2/0/0	Credits : 02

Objective	The subject aims to enable the students to enhance their ability to understand the concepts of Services Marketing with special focus on hospitality marketing and are able to apply it in service business. This course deals with the intricacies of services mix and the importance of customer satisfaction through service quality.		
Course Outline	Topic	Hours	
		Lecture	Tutorial
Unit 1	**Introduction to services** • Definition • Characteristics of services • Management strategies for service business • Difference between goods and services • Emerging Scenario of Hospitality sector in India	3	0
Unit 2	**Services Marketing Mix – 7 Ps** • Product ➢ Hospitality products ➢ Service life cycle ➢ Development of new service product ➢ Product differentiation ➢ Definition and importance of branding • Place ➢ Distribution Channels for services ➢ Hospitality intermediaries and their role ➢ Functions of intermediaries in distribution of services • Promotion ➢ Tools of promotion in services marketing ➢ Introduction to Personnel selling, Advertising and sales promotion, PR and	9	0

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	Publicity, Direct marketing, Social media network. ➢ Concept of e-commerce • Pricing ➢ Factors involved in pricing a service product ➢ Methods of pricing for hospitality products • People ➢ Key role of service employees in a service business ➢ Services Triad , Service profit chain ➢ Tools of Motivation and empowerment for employees ➢ Importance of internal Marketing • Physical Evidence ➢ Importance of physical evidence in service ➢ Elements of physical evidence(Exterior facilities, Interior facilities and other tangibles) • Process ➢ Service Encounter (Moment of Truth) ➢ Factors affecting the operations design ➢ Service Blue Print and its advantages		
Unit 3	**Customer satisfaction** • Customer satisfaction and its importance • Monitoring and measuring customer satisfaction • Service Recovery – Handling complaints effectively • Relationship Marketing and stages of relationship marketing	6	0
Unit 4	**Service Quality**	6	0

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	• Define Service quality and its benefits • Service quality model- Five Gap Model and strategies to overcome gaps • Dimensions of Service quality		
Unit 5	**Managing Demand and Capacity** • Management strategies to manage changing demand • Management strategies to manage supply • Management strategies to manage productivity	6	0
Total Hours		**30**	**00**
Reference Books	• Services Marketing – M.K. Rampal& S.L. Gupta- Galgotia publishing concept,Application& Cases Co. New Delhi • Marketing for Hospitality & tourism – Philip Kotler, Bouren&Makens Prentice – HallInc. • Services Marketing – Kenneth Clow, David Kurtz, Big tantra – New Delhi • Services Marketing Text and Cases by Steve Baron, Kim Harris, Toni Hilton, Publishedby Palgrave maclillan • Services marketing – Zeithaml, Bitner, Parashuraman		
E-resources			
Course Outcome	At the end of the course the students would be able to: 1. Differentiate between goods and services 2. Explain 7 Ps of marketing 3. Measure customer satisfaction and take necessary actions 4. Discuss service quality 5. Manage demand and supply		

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Applications of Computers in Hospitality & Tourism			Course Code : MBA(H&T)-02
Semester : III	L/T/P (Per week)	2/0/0	Credits : 02

Objective	The subject aims to give a basic knowledge about Computers and its operations. It enables students to operate Computers and its allied Hardware and Software. It also gives insight in Internet, Email and other social media.		
Course Outline	Topic	Hours	
		Lecture	Tutorial
Unit 1	**Computer Fundamentals** • Computer definition, Features of Computer System • Block Diagram of Computer System • Input and Output Units of Computer System ➢ Input devices (Keyboard, Pointing devices - Mouse, Joystick, Touch Screen, Light Pen, Stylus) Scanning devices (Optical Scanners, Bar Code readers, MICR, OCR, OMR),Image capturing devices(Digital Camera, Digital video camera),Audio input names ➢ Output devices : Monitors Printers (Inkjet printer, Laser printer, Thermal printer, Dot matrix printer, Plotter, Photo printer) Audio output device – (Speakers, Headphones) • CPU, RAM, ROM • Software – System, Application S/W • Networks – Types - LAN, MAN, WAN &Topology • Viruses – Types, Precautions **E-Commerce and ERP** • Concepts of B-to-B, B to C • ERP concept, SAP Concepts	6	0
Unit 2	**WINDOWS** • Windows Features • Terminologies - Desktop, Desktop Properties (Popup Menu), Windows, Wallpaper, Icons, File,	6	0

	Folder • Windows Explorer- (Assignment with files, folders) • Accessories – Paint, Notepad, Calculator, Remote Desktop Connection **DOS – (Disk Operating System)** • Introduction & Features • Internal Commands – DIR, CLS, VER, VOL, DATE,TIME, COPY, TYPE, REN, DEL, CD, MD, RD • External Commands - , ATTRIB, SCANDISK,TREE, MORE, EDIT • Wildcards (question mark?, asterisk *)		
Unit 3	**MS-WORD** • File Menu: Save, Save As, Print, Page Setup • Home Menu: Cut, Copy, Paste,. Find, Replace, Format Painter, Bullets & Numbering, Change Case • Insert Menu: Table, Pictures, Shapes, Smart Art, Chart, Hyperlink, Header & Footer, Text Box, Drop Cap, Symbol • Page Layout: Margins, Page Break, Indent, Line Spacing • Mailings Menu: Mail Merge • Special Tools: Spelling & Grammar check, Word Count **MS-EXCEL** • File Menu: Save, Save As, Print, Page Setup • Home Menu: Drawing, Find and Replace • Insert Menu: Table, Pictures, Charts, Filter, Hyperlink, Word Art • Page Layout Menu: Print area, Cell Width, Height, Scale • Formulas Menu: Insert function, AUTOSUM,AVG,	6	0

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	PER, MAX, MIN, COUNT, IF, Date & Time, Round • Review Menu : Protect sheet		
Unit 4	**MS-POWERPOINT** • File Menu: Save, Save As, Print, Page Setup • Home Menu: Cut, Copy, Paste, Find, Replace, Format Painter, Bullets & Numbering, Change Case • Insert Menu: Table, Pictures, Shapes, Smart Art, Chart, Hyperlink, Header & Footer, Video, Audio, Symbol • Design Menu: Themes, Variants, Customize • Transitions: Slide, Timing • Animations: Add Animation, Effects • Slide Show: Start slide show, Setup, Monitor **M S-ACCESS** • Table Creation, Fields, Data Type • Primary Key Concept • Add, Edit, and Delete records	6	0
Unit 5	**INTERNET / E-MAIL** • History • Pre-requisites for Internet, Role of Modem • Services – Emailing, Chatting, Surfing, Blog • Search Engines, Browsers, Dial Up, Domains, www, HTTP, URL • Broadband, Concepts of Web uploading, downloading, Skype • Threats – Spyware, Adware, Spam **Cloud computing &Social Media** • What is cloud computing? One drive, Create Hotmail/outlook/ live.in account, Sway presentation (using Hotmail /outlook/ live.in)	6	0

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	• What is Social Media and its usage/ advantages and disadvantages (Whatsapp/ Facebook) • Define Twitter and its usage.		
Total Hours		**30**	**00**
Reference Books	• Computer Fundamentals – P.K. Sinha • A First Course In Computers – Sanjay Saxena • DOS Guide – Peter Norton • Mastering MS-OFFICE – Lonnie E. Moseley & David M. BoodeyBPBPublication)		
E-resources			
Course Outcome	At the end of the course the students would be able to: 1. Recognize different components of computer and their uses 2. Identify different operating system 3. Recall importance of MS Office 4. Describe the role of internet and social media in hospitality industry		

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Tourism Operation			Course Code : MBA(H&T)-03
Semester : III	L/T/P (Per week)	3/1/0	Credits : 04

Objective	Travel & Tourism industry has witnessed a rapid growth in recent years. It includes varied constituents ranging from tourist, to local population to government and non-government organizations. This course aims to acquaint the students to all aspects of Tourism Industry. The student will gain the preliminary knowledge of the role of a travel agent and understand the career opportunities available in this field.

Course Outline	Topic	Hours	
		Lecture	Tutorial
Unit 1	**The Tourism Phenomenon** • Definition: Tour, Tourist, Travel, Visitor, Excursionist, Traveler, Tourism • Domestic & International Tourism • Inbound and Outbound Tourism • Destination, origin • Importance of tourism **Meaning and Functions of Tourism Personnel** • Travel Agent • Tour Operator • Tour Guide • Tour Escort	9	3
Unit 2	**Infrastructure of Tourism** • 4 A's of Tourism – Attraction, Accessibility, Accommodation, Amenities **Impact of Tourism** • Economic • Social and Cultural • Environment • Political	9	3
Unit 3	**Role and Functions of Tourism Organization** • International organizations: UNWTO, IATA, PATA	9	3

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	• National organizations: TAAI, FHRAI • Government organizations: MTDC, India Tourism (DoT) • Role of NGO in making responsible tourist		
Unit 4	**Travel Documentation** • Domestic Travel ➢ Special permits for restricted areas • International Travel ➢ Passport – Definition, types ➢ VISA – Meaning, Types, on arrival VISA • Requirements for different countries ➢ Vaccinations- compulsory and recommended ➢ Travel Insurance-process and benefits ➢ Customs regulations **Itinerary Planning** • Meaning • Basic information required • Process of Itinerary Planning	9	3
Unit 5	**Types of Tourism** • Tourism Motivators: 4 S, leisure, culture, visiting friends and relatives (VFR), business • Types of Tourism: Holiday, Business, Social, Cultural, conference, MICE, Religious/Pilgrimage, Family, Sports, Political, Medical (health), Senior citizen, Sustainable tourism, Adventure • Alternative tourism / Special Interest Tourism, Eco–tourism, Farm tourism, rural tourism, Ethnic tourism, Camel safaris, etc. **Travel Trends** • Introduction of Latest Trends	9	3

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	➢ Heritage walks ➢ Virtual tourism ➢ Food Tourism ➢ Disaster tourism ➢ Wine tourism ➢ Space Travel		
Total Hours		**45**	**15**
Reference Books	• Tourism Operations and Management – SunetraRoday, Archana Biwal and Vandana Joshi, Oxford University Press, New Delhi, 2009 • Tourism Principles and Practices - Sampad Swain Jitendra Mishra, Oxford UniversityPress, New Delhi, 2012 • The Business of Tourism Concepts & Strategies - A.K. Bhatia, Sterling Publishers, 2006 • Introduction to Tourism and Hospitality Industry - Sudhir Andrews, Tata McGraw-HillPublishing Company Limited, New Delhi, 2008 • Basic of Tourism - Krishan K. Kamra&Mohinder Chand, Kanishka Publication, NewDelhi, 2002		
E-resources			
Course Outcome	At the end of the course the students would be able to: 1. Explain importance of tourism and function of travel agent, tour operator, etc 2. Discuss impact and infrastructure of tourism 3. Describe the role of different organization for promoting tourism 4. Recall various travel documents required while planning for a tour 5. Classify different types of tourism		

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Food Science			Course Code : MBA(H&T)-04
Semester : III	L/T/P (Per week)	2/0/0	Credits : 02

Objective	The subject aims to develop the knowledge and awareness about hygiene, nutrition & balanced diet in Hotel Industry. It also helps to understand the relation between food and human health.		
Course Outline	Topic	Hours	
		Lecture	Tutorial
Unit 1	**Introduction to Food Nutrition** • Define Food, Nutrients , Nutrition • Carbohydrate – Definition, sources, functions, effect of Heat, Dietary Fiber • Protein - Definition, sources, functions, effect of Heat • Fat - Definition, sources, functions, effect of Heat • Vitamins – Definition, classification, sources, functions, deficiency • Minerals – Classification, sources, functions, deficiency (Sodium, Iron, Calcium, Iodine) • Ways to prevent nutrients loss while cooking food	6	0
Unit 2	**Food Adulteration** • Food Standards in India (Compulsory – Fruit product order, Meat product order, milk & milk product order, Solvent extracted Oils and Vegetable products control order and Standards on weights and measures. Voluntary – Bureau of Indian Standards and Agmark) • Common food adulterants and the test to detect them in following Food Stuffs: Milk, Sugar, Turmeric, Chilli Powder, Tea, Coffee, Semolina, Ghee, Butter and Oil	6	0
Unit 3	**Food Additives** • Definition • Types of Food Additives **Food Preservation and Storage** • General guidelines and rules for storage of all types	6	0

	of food stuffs • Different storage area (Dry, Refrigerated, Freezer) ➢ Requirements of each ➢ Pasteurization, Canning		
Unit 4	**Personal Hygiene for Food Handlers** • Necessity of personal hygiene • Good health of Staff • Sanitary practices while holding and cooking food • Protective clothing **Microbiology** • Harmful and useful micro-organisms In Food Industry (Bacteria, Yeast, Mould, Fungi) • Difference between food poisoning and food infection	6	0
Unit 5	**Hygiene and Sanitation in Food Production and Service area** • Danger Zone • Cross Contamination • Protective display of food • Pest Control (Importance and control measures for common pest in Hotel Industry) • Food Spoilage (Detection and Prevention) • HACCP (Importance and Usage)	6	0
	Total Hours	**30**	**00**
Reference Books	• Hand book of Food and Nutrition- by M. Swaminathan • Nutrition and Dietetics - by Shubhangini Joshi • Food Hygiene and Sanitation - by SunetraRoday • Food Science and Nutrition - by SunetraRoday		
E-resources			

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Course Outcome	At the end of the course the students would be able to: 1. Memorize different nutrients component of food 2. Choose right control measures for food adulteration 3. Classify food additives and follow guidelines and rules for storage of food 4. Apply sanitary practices while preparing food and maintain personal hygiene 5. Discuss importance of HACCP

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Hotel Law			Course Code : MBA(H&T)-05
Semester : III	L/T/P (Per week)	3/1/0	Credits : 04

Objective	The aim of studying this subject is to acquire the knowledge of basic laws related to the hotel industry and to understand business laws related to day- to- day working.		
Course Outline	Topic	Hours	
		Lecture	Tutorial
Unit 1	**Business Law** • The Indian Contract Act, 1872 ➢ Definition of Contract and essential elements of a contract ➢ Valid, void and voidable contracts ➢ Free Consent and Consideration ➢ Performance and Discharge of Contract ➢ Breach of contract and remedies for breach of contract • The Sales of good Acts, 1932 ➢ Meaning of contract of Sale ➢ Difference between sale and agreement to sell ➢ Rights and duties of seller and buyer ➢ Unpaid seller • The Partnership Act, 1932 ➢ Nature of partnership ➢ Rights and duties of partner • The Companies Act, 1956 ➢ Essential features of company ➢ Legal aspects of corporate social responsibility	9	3
Unit 2	**Industrial Law**	9	3

	• The Bombay Shops and establishment Act, 1948 ➢ Provisions applicable to hotel industry • The Industrial disputes Act, 1947 ➢ Definition of industry ➢ Industrial disputes ➢ Settlement of industrial disputes ➢ Strike, lock-out, lay off, retrenchment and closure. • Definition and brief description of others industrial laws ➢ The Payment of Wages Act, 1936 ➢ The Minimum Wages Act, 1948		
Unit 3	**The Food Safety And Standards Act, 2006** • Duties and Responsibilities of Food Inspector • Food Safety and Standards Authority of India • General Principles of Food Safety • General Provisions as to Articles of Food • Provisions Relating to Import • Special Responsibilities as to Food Safety • Offences and Penalties **The Consumer Protection Act, 1986.** • Who is consumer? • Consumer complaint • Remedies for deficiency in services	9	3
Unit 4	**The Sexual Harassment of Women at Workplace** • Prevention, Prohibition and Redressal Act, 2013. ➢ Acts constituting Sexual Harassment. ➢ Internal and Local Complaints Committee	9	3

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	➢ Complaint and inquiry into complaint ➢ Duties of employer		
Unit 5	**Licenses and Permits** • Licenses and permits required for running Star category of hotels (3 star and above) only ten important licenses to be taken • Procedure for applying and renewal of licenses and permits • Provisions for suspension and cancellation of licenses • By laws for operating Permit Rooms and Bar	9	3
Total Hours		**45**	**15**
Reference Books	• Prevention of Food Adulteration – ShriRohitUpadhyay • Personal Management and Industrial Relations - D.C. Shejwalkar and Adv.ShrikantMalegaonkar • The Law of Contract – DrAvtar Singh • Universal's Practical Guide To Consumer Protection Law – ShriAnup K Kaushal • Social Security Law in India - Shri Debi S. Saini • Commercial and Industrial Law - N. D. Kapor • Principles of Hospitality Law - Michael Boella and Alan Pannett		
E-resources			
Course Outcome	At the end of the course the students would be able to: 1. Recall all the business acts applicable to hotel industry 2. Memorize all the industrial acts 3. Describe all safety and protection acts 4. Discuss the measures taken to prevent sexual harassment of women at work place 5. Identify various licenses and permits required for the hotel		

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Food & Beverage Control			Course Code: MBA(H&T)-06
Semester : III	L/T/P (Per week)	3/1/0	Credits : 04

Objective	The student will gain comprehensive knowledge on various aspects of control procedures, adopted by the Food and Beverage department.		
Course Outline	Topic	Hours	
		Lecture	Tutorial
Unit 1	**Cost and Sales Concept** • Introduction • Cost Concepts • Sales Concepts • Cost to Sales Ratio: Cost Percent **Control Process** • Introduction • Control • The Control Process • Control Systems • Cost Benefit Ratio •	12	4
Unit 2	**Control Cycle** • Purchasing • Receiving • Storing • Issuing **Menu Engineering & Analysis** • Introduction • Menu Engineering • Menu Analysis	12	4
Unit 3	**Controlling Food Sales** • Introduction	9	3

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	• The goals of sales control • Optimizing the number of customers • Maximising the profit • Controlling Revenue • Revenue Control using manual means • Revenue Control using computers		
Unit 4	**Beverage Control** • Beverage Purchasing, Receiving, Storing and Issuing Control • Beverage Production Control • Inventory turnover • Beverage Sales Control • Guest Checks and Control **Labour Control** • Labour Cost Considerations • Establishing Performance Standards • SOP • Standard Staffing Requirements • Preparing job descriptions • Training of Staff • Monitoring Performance • Taking Corrective action to address discrepancies between standards and performance	12	4
	Total Hours	**45**	**15**
Reference Books	• Food and Beverage Control - Richard Kotas& Bernard Davis • Food and Beverage Management - Bernard Davis & Sally Stone • Theory of catering - Ronald Kinton, Victor Ceserani , David Foskett		

E-resources	
Course Outcome	At the end of the course the Students will be able to: 1. Understand the complexities of controlling the Cost, Food & Beverage products, Labour and revenue in Food & Beverage operations and maximizing profit without sacrificing the quality or quantity of the food or beverage which goes to the guest.

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Customer Relationship Management in Hospitality			Course Code : MBA(H&T)-07
Semester : III	L/T/P (Per week)	3/1/0	Credits : 04

Objective	CRM ensures proficiency to manage interaction of organization with customers, clients and sales prospects with the aim to understand, anticipate, manage and personalize the needs of the current and potential customers. Needless to say hospitality being the customer centric industry the need of CRM is unquestionable as it is the strongest tool and the most efficient approach in maintaining and creating relationships with customers. The course therefore enables the students to have a customer sense as CRM is the latest buzzword across industries and definite key to drive business to new levels of success.		
Course Outline	**Topic**	**Hours**	
		Lecture	**Tutorial**
Unit 1	**Introduction to CRM** • Concept, definition and evolution • Need , Importance and advantages of CRM • Elements of CRM • Essential features of CRM • Benefits of CRM to organization, customers and market • Types of CRM	9	3
Unit 2	**Relationship Marketing** • Understanding customers – Types , Orientation, Profiling of Customer / Segmentation • Customer Relationship – Stages and attributes, satisfaction , delight and Wow effect • Levels of CRM – financial, structural and social • Role of CRM- CRM and HRM, CRM and Marketing, CRM and communication CRM and sales , CRM and technology	9	3
Unit 3	**Service Quality** • Customer service – Definition , meaning, best practices • Customer Service Model	9	3

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	• Customer Service / Sales Profile • Customer expectation – Factors determining • Expectation • Measuring Customer Satisfaction in Sales Process		
Unit 4	**Customer Loyalty and Satisfaction 08 08** • Customer Loyalty – factors and drivers • Attitudinal and behavioural components of loyalty • Customer Loyalty Ladder • Loyalty programs • Customer Equity- strategy and Customer Life Time Value (CLV) • Customer Satisfaction – meaning , importance, influencing factors • Measuring customer satisfaction- C SAT score	9	3
Unit 5	**C ustomer Retention and Feedback** • Customer QRC Management – query, request and complaint resolution, capturing voice of customer, moments of truth • Customer Retention - meaning, importance, advantages, acquisition cost Win back and acquisition strategy • Strategy and Methods for customer retention • Customer Satisfaction Survey – designing, planning, collection, analysing • Drawing conclusion and report preparation , following up and implementation **CRM System** • CRM process / cycle • Implementing CRM – analysis , strategy selection, construction, communication and training, system	9	3

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	test and installation • CRM in service and hospitality sector, various softwares used • Future of CRM - role of blogs and other social media , next generation CRM – big data		
Total Hours		**45**	**15**
Reference Books	• Customer Relationship Management A step By Step Approach – H Peeru Mohamed and A Saga Devan / Visas publishing house • Understanding CRM – Seema Girdhar / Excel books • Customer Relationship Management –William G Zikmund, Raymond McLeod, Faye W. Gilbert / Wiley India Pvt Ltd • Customer relationship management – Shraddha M Bhome, Dr. Amarpreet Singh Ghura / International Book House • Customer relationship management – Kristin Anderson and Carol Kerr / Tata McGraw-Hill		
E-resources			
Course Outcome			

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Facility Planning			Course Code : MBA(H&T)-08
Semester : III	L/T/P (Per week)	2/0/0	Credits : 02

Objective	The subject aims to impart to the student the basic knowledge and practices of Facility Planning.		
Course Outline	Topic	Hours	
		Lecture	Tutorial
Unit 1	**Introduction to Facility Planning** • Classification of Hotels under star category • Design considerations for a hotel project – ➢ Location and site ➢ Building plans-Modular, slip, arc, cylinder ➢ Design plans for room layout • Structural regulations laid down by Municipal Authorities • Systematic layout planning – Flow Diagram • Thumb rules for allocation of space in operational areas – Food Production Department, Food and Beverage department, House-keeping and Front Office department • Feasibility report • Blue print- Concept and Purpose	3	0
Unit 2	**Restaurant and Bar Facility Designing** • Types of restaurants • Designing and Planning of restaurant • Space allowance for seating and space for circulation • Equipment and space needs • Ambience and décor ➢ Lighting and color scheme	9	0

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	➢ Floor finish ➢ Wall covering • Checklist for effective design. • Bar Designing ➢ Points to be considered while planning a bar ➢ Equipment and space need ➢ Furniture items / bar counters ➢ Space allowance for various bar styles ➢ Special spaces if needed for smoking zones, DJ booth		
Unit 3	**Kitchen Layout & Design** • Areas of the kitchen with recommended dimension • Factors that affect kitchen design • Placement of equipment • Flow of work • Kitchen layouts – Types (Multi-cuisine, Specialty, Coffee shop, Bakery & Patisserie) • Automation in designing	6	0
Unit 4	**Designing of Front Office Department** • Various types of lobbies and Front Desk • Recommended dimensions for Front Desk according to the type of the hotel • Factors that affect Front Office design. • Equipment requirement and its placement • Ambience and décor – ➢ Lighting and color scheme ➢ Floor finish ➢ wall covering	6	0

Unit 5	**Designing of House-keeping Department** • Factors to be considered while designing of House-Keeping Department • Factors to be considered while designing of Laundry Department – ➢ Space management in laundry ➢ Equipment required ➢ Linen Chute, Storage area • Guest Rooms – ➢ Room types ➢ Ambience and décor (Fixtures and fittings, Furniture and furnishings, Lighting and Color scheme, Floor finishes, Wall covering)	6	0
	Total Hours	**30**	**00**
Reference Books	• Hotel Facility Planning – Tarun Bansal • The Professional Housekeeper – Margaret Schneider and Georgina Tucker • Catering Management – Mohini Sethi • The Bar and Beverage Book – Mary Porter • Front Office Operations- Jatashankar Tiwari		
E-resources			
Course Outcome	At the end of the course the students would be able to: 1. Categorize different types of hotels 2. Design layout of restaurant and bar 3. Plan a kitchen layout and design 4. Discuss factors affecting front office design 5. Explain space management in housekeeping		

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Event Management			Course Code : MBA(H&T)-09
Semester : IV	L/T/P (Per week)	2/0/0	Credits : 02

Objective	Event management is one of the promising career options for budding hospitality professionals. The syllabus is designed in such a manner that it will enable the students to enhance their theoretical knowledge and practical skills in planning and organizing varied events ranging from small parties to weddings to corporate events.		
Course Outline	Topic	Hours	
		Lecture	Tutorial
Unit 1	**Introduction to Event management** • Types of Events • Characteristics of Events **Planning an Event** • Principles of planning • Steps in Planning • Consult with the Client ➢ Set Objectives ➢ Choose a Date ➢ Decide Who to Invite ➢ Create Your Theme ➢ Set the Event Agenda	6	0
Unit 2	**Organizing the Event** • Pre-event ➢ Establish an Event Committee ➢ Timeline Schedule ➢ Budgets(Components of budget) ➢ Crisis and Backup Planning • During the event ➢ Crowd management ➢ Managing Media	6	0

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	➢ Risk Management - (Natural , Financial ,Legal) • Post Event ➢ Closing of accounts ➢ Obtain Customer Feedbacks		
Unit 3	**Legal Compliance** • Business Registration • Liquor Licensing • Security Legislation • Insurance • State Laws and regulations	3	0
Unit 4	**Planning Venues** • Finding a Venue • Space Requirements • Creating Request for Proposal (RFP) • Site Inspection • Site Confirmation • Pre-Event Meeting	6	0
Unit 5	**Marketing the Event** • Tools used for Marketing ➢ Advertising ➢ Publicity ➢ Sponsorship ➢ Media **Dealing with Vendors** • Types of Vendors • Choosing Vendors • Vendor Contracts	9	0

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Total Hours		**30**	**00**
Reference Books	• Event Management: For Tourism, Cultural, Business and Sporting Events by Lynn Vander Wagen, Pearson Hospitality Press, 2007 • Event Management by R.K Singh, Aman Publication, New Delhi • Event Management by Sita Ram Singh, APH Publishing Corporation		
E-resources			
Course Outcome	At the end of the course the students would be able to: 1. Classify events and identify steps involved in planning an event 2. Organize events 3. Recall legal compliance 4. Plan venue for the event 5. Choose and deal with the vendors		

Laundry Management			Course Code : MBA(H&T)-10
Semester : IV	L/T/P (Per week)	3/1/0	Credits : 04

Objective	The course familiarizes students with different linen used in the hotel and their cleaning process. Also provides horticulture knowledge.		
Course Outline	Topic	Hours	
		Lecture	Tutorial
Unit 1	**Housekeeping Supervision** • Role of Supervisor • Specific Functions of Supervisors - Guestroom inspection, Inspection of VIP rooms, Linen Inventory • Checklist for inspection • Dirty dozen and Quick six inspection **Contract Cleaning** • Definition & Concept • Jobs given on contract by Housekeeping • Advantages & Disadvantages • Pricing a contract	9	3
Unit 2	**Laundry Operations** • Types of Laundries- OPL, Commercial • Layout of a typical laundry • Laundry equipment& uses (Commercial Laundry Equipment- calendaring machine, Hydro extractors, Washing machine, Steam press, Suzie, Flat press etc.) • Laundry Process • Stain Removal • Dry-cleaning • Flow Chart of Handling Guest Laundry-Laundry list and Valet Service	9	3
Unit 3	**Linen Room**	9	3

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	• Layout of Linen Room • Classification & Selection of Linen • Classification of Bed, Bath, & Restaurant Linen • Sizes of Linen • Storage facilities and conditions • Par stock, Factors affecting par stock • Linen Control – Linen Inventory & Control • Discard management • Storage of uniforms • Issue and exchange of uniforms		
Unit 4	**Managing Housekeeping Personnel** • Recruiting, Selecting, Hiring, Orientation and Training • Motivating Employees • Performance Appraisal • Teamwork, Leadership • Employee welfare, Discipline	9	3
Unit 5	**Horticulture** • Essential components of Horticulture • Landscaping • Indoor Plants • Bonsai in the Hotel properties	9	3
	Total Hours	**45**	**15**
Reference Books	• Hotel Hostel and Hospital Housekeeping – Joan C Branson & Margaret Lennox (ELBS). • Hotel House Keeping – Sudhir Andrews Publisher: Tata McGraw Hill. • Hotel Housekeeping Operations & Management – Raghubalan, Oxford University Press. • Housekeeping and Front Office – Jones • Security Operations By Robert McCrie, Publishe: Butterworth – Heinemann		

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	• The Professional Housekeeper – Tucker Schneider,; Wiley Publications
E-resources	
Course Outcome	At the end of the course the students would be able to: 1. Explain the role of housekeeping supervisor 2. Identify different laundry equipments and select appropriate method for stain removal 3. Classify different types of linen used in hotels 4. Discuss advantages and disadvantages of contract cleaning 5. Describe importance of horticulture

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Commerce

Advanced Baking			Course Code : MBA(H&T)-11
Semester : IV	L/T/P (Per week)	3/1/0	Credits : 04

Objective	This module provides theoretical foundation in Baking practices. It includes Selection of ingredients, Proper mixing and Baking techniques involved in preparation of Breads, Cakes, Flour Pastry, Cookies and Icing.		
Course Outline	Topic	Hours	
		Lecture	Tutorial
Unit 1	**Introduction to Bakery & Confectionery** • Definition • Principles of Baking • Bakery Equipment (Small, Large, Tools etc.) • Formulas & Measurements • Physical & Chemical changes during baking	6	2
Unit 2	**Characteristics & Functions of Ingredients used in Making of Bread, Cake and Flour Pastry** • Flour • Shortening agents • Sweetening agents • Raising agents • Dairy products • Eggs • Sundry materials - Setting Agents, Chocolate, Cocoa Powder, Fruits & Nuts, Salt Spices Flavorings, Extracts, Emulsions & Alcohol	9	3
Unit 3	**Yeast Dough's (Fermented Goods)** • Types – (Rich / Lean) • Stages / Steps in Bread Making • Methods of Bread Making (No time Dough, Straight Dough, Ferment & Dough, Sponge and Dough, Salt Delayed, Continuous Bread making process and Chorleywood Bread making process)	9	3

	• Bread Disease • Bread Improvers		
Unit 4	**Cake Making** • Factors to be considered while cake making- (Combining ingredients, Forming of air cells and Developing texture) • Method of Cake Making (Sugar batter, Flour batter, Foaming, Boiled, All in one, Blending) • Scaling, Panning, Baking and Cooling • Faults & Remedies **Icings** • Introduction to Icings • Definition & Uses • Classification (Flat & Fluffy) • Ingredients used in preparation of Icings	12	4
Unit 5	**Flour Pastries** • Introduction & Classification with examples • Recipes, Methods of Preparation, (Short Crust, Choux, Hot Water Crust, Flaky, Puff, Danish) • Do's and Don'ts while preparing Pastry **Cookies** • Definition & Introduction • Characteristics and their Causes • Mixing Methods • Types of Cookies (Piped / Bagged, Dropped, Rolled, Moulded / Stamped, Ice box / Refrigerator, Bar, Sheet and Stencil) • Panning, Baking & Cooling • Cookie Improvers	9	3
Total Hours		**45**	**15**

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Reference Books	• Theory of Cookery:KrishnaArora Publisher: Frank Brothers • Food Production Operations: Parvinder S Bali, Oxford University Press • Modern Cookery (Vol- I) By Philip E. Thangam, Publisher: Orient Longman • Practical Cookery ByKinton&Cessarani • Practical Professional Cookery by Kauffman &Cracknell • Professional Cooking by Wayne Gislen, Publisher Le Cordon Bleu • Purchasing Selection and Procurement for the Hospitality Industry By Andrew Hale Feinstein and John M. Stefanelli
E-resources	
Course Outcome	At the end of the course the students would be able to: 1. Describe principles of baking and identify different bakery equipment 2. Discuss characteristics and functions of ingredients used in making of bakery product 3. Distinguish methods of bread making 4. Identify different methods of cake making and classify icings 5. Classify different types of pastries and cookies

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Soft Skills Management			Course Code: MBA(H&T)-12
Semester : IV	L/T/P (Per week)	3/1/0	Credits : 04

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

Course Outline	Topic	Hours	
		Lecture	Tutorial
Unit 1	**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.	12	4
Unit 2	**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)	9	3
Unit 3	**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.	12	4
Unit 4	**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.	12	4
	Total Hours	**45**	**15**

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

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	Hall of India. • Wren & Martin, (2008), English Grammar and Composition, Sultan chand& Sons.
E-resources	
Course Outcome	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

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MBA
(Program Code: ET-4/03)

CATEGORY-II

REAL ESTATE VALUATION

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MBA 3rd Semester 2nd year

REAL ESTATE MANAGEMENT

Course Code: MBA (REV)-01		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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: To study the valuing and some financing aspects of real estate, including the methods and techniques used in the valuation of real property rights, along with the attributes, amenities, and social policies affecting the value of those rights which include theories on the valuation of real property, methodological issues in valuation models, empirical/economic-effect studies, and financing analysis for real estate market participants.

UNIT	Course Content	Hours
I	Concept of management in real-estate development and administration; aims, objects and practices renewal of leases and alternate methods for efficient estate management. Urban development finance with particular reference to real-estate : role of Housing Finance Development Corporation and other financial institutions and agencies.	4
II	Private development enterprises by developers and promoters; regulatory laws for construction of multi-storied buildings, transfers and administration. Management of co-operative housing, apartment housing, corporate housing and public buildings.	8
III	Sources of rating law in India. Difference between rating law in India, England and U.S.A. Valuation and levy of tax on property for municipal taxation purposes in the Indian context.	6
IV	Gross Value - annual letting value – reasonable letting value - hypothetical rent - principle of communibus annis and rebus sic stantibus –considerations for fixing rateable value - statutory deductions.	6
V	Unit of assessment : incidence of tax – owner's share, and occupier's share. Municipal taxes as percentage of annual value : straight-line method and graduated scale method. Methods of assessing rateablevalue : rental method - comparison method - profit basis and contractor's method. Effect of rent laws in fixing rateable value. Judicial decisions on rating.	6

Course Outcomes:

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

CO1	Understand the concepts and models for real estate management.
CO2	Identify and analyse issues relating to real estate management
CO3	Appreciate changes in real estate business scenario and formulate strategy for its management.
CO4	Construct written work which is logically and professionally presented.

Text and Reference Books

1. Commentaries on the West Bengal Municipal Act, D.N. Banerjee
2. Theory and Practice of Valuation, Roshan H. Namavati
3. Principles and Practice of Rating Valuation, Rogeremeny(Estate Gazette)
4. Property Appraisal and Assessment Administration, Joseph K. Eckert (USA) (ISBN-088329-080-4)
5. Civic Property Tax, D.B. Angadi, Radha Publication
6. Principles of Estates Management, Michael Thorncroft.
7. Urban Estates Management Vol.I and II, W.A. Leach.
8. Housing Management (Estate Gazettes), John P. Macey
9. Economics of planning development, Lichfield

MBA 3rd Semester 2nd year

ELEMENTARY SURVEYING

Course Code: MBA (REV)-02		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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: Introduction to the care and use of optical surveying instruments; transits, total stations and auto levels. Use of cloth tapes, steel tapes and electronic distance machines. Reduction of slope measurements to horizontal and vertical components. Measurement, field data reduction and adjustment of a closed traverse. Horizontal and vertical curves, earthwork, and coordinates. Extensive field work, field notes, and electronic data collection. Introduction to systematic and random errors.

UNIT	Course Content	Hours
I	Introduction: Surveying and levelling, plane and geodetic surveys; control points; different types of maps; conventional symbols; map reading.	4
II	Classification of surveys and surveying methods: Surveying instruments, Errors and error propagation. Linear Measurement : Measuring instruments, errors in measurement, corrections.	8
III	Directions and Bearings: use of compass; local attraction errors; angular measurements; Theodolite traversing, Gale's traverse table, optical distance measurement; measuring vertical components.	6
IV	Elevation Measurement: Principles of different methods; spirit leveling, barometric leveling; leveling instruments, contours definition, contour Internal, horizontal equivalent characteristics of counter lines and contour maps; areas and volumes. Horizontal and vertical control for mapping.	6
V	Basic idea of Preparation of Plans and Maps: Introduction to plane tabling. Photogrammetry, Introduction to remote sensing and interpretation, Total Station. Digital plan meter, digital theodolite EDM.	6

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Course Outcomes:

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

CO1	Understand the concepts and methods used in surveying.
CO2	Identify and analyse issues relating to surveying and real estate valuation.
CO3	Appreciate constraints presented by surveying in assessment of real estate.
CO4	Construct written work which is logically and professionally presented for management decision making.

Text and Reference Books

1. Surveying, ShriR.C.Bhavsar& Shri R.M. Khetani
2. Surveying Volum -1, Punamia B.C.
3. Elementary Surveying, Kulkarni
4. Elementary Surveying, Kanetkar
5. Elementary Surveying, Prof. B.N. Ghosh
6. Surveying, Arora Vol.1

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MBA 3rd Semester 2nd year

BUILDING CONSTRUCTION

Course Code: MBA (REV)-03		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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: The main objective of the course is to help learn different types of construction materials used so that accurate valuation can be done.

UNIT	Course Content	Hours
I	Building Materials : Soils-Types, Characteristics, general properties of soil materials, Bricks - Standard size of bricks, general physical characteristics, Types of brick. Lime-Types, Mixtures, Glass- Various types of glasses and glazier's putty, Paints and varnishes-Types, Functions and Characteristics. Metals- Types, Functions and Characteristics, Ferrous and non-ferrous metals, alloys, Timber-Types, uses and characteristics, Plastics doors, windows, Ventilators and tanks. Mortars and concrete mixtures for mortars and concretes, Miscelleneous materials used in construction.	4
II	Reading land map records & building drawings: Drawing - land maps/survey maps, contour/location, block plan/ownership records 7/12, city survey, property cards, etc. Building Drawings - Plan/elevation/section/3D views/orthographic views, Municipal drawings, Working drawings, Structural Drawings & Calculations. Detailed Drawings – specifications, Presentation Drawings .	8
III	Planning Considerations - Principles of Planning, Regional Plans, Master plans, Development Plans, approved layout plans, site plans, building designs. Building Byelaws - D. C. Rules, commencement cert., completion cert. and drawing. Environmental aspects, Architectural style, Site potential - Existing and future / means of access, Heritage value - conservation & recycle. Factors influencing assessment of individual properties. Units of measurements of various building materials and services of single and multistoried buildings including high rise buildings. Preparation of specifications of building materials of single and multistoried buildings including high rise buildings.	6
IV	Structural Components of a Building- Foundation - Important - Tests & reports. Bearing capacity. Masonary foundation, Types of Structures - Load Bearing	8

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	Structure, Framed Structure, Composite Structure, Temporary Structure, Plinth Structure, Super Structure - Plinth/Ground Floor - Upper floors - Roofing/Roof terrace floor. Building Components (Non-structural components)-Walling, Doors & Windows, Floor Finish, Wall Finishings, Ceiling finishings and False ceilings. Building Services: Water Supply, Sanitation - refuge collection & disposal. Electrification, Light, Ventilation, comfort, conditions - AC (air conditioning), Fire fighting, Insulation systems - Heat/sound Vertical circulation system - stairs, lift, ramps, escalators. Site Visit & inspection: Existing Buildings. Construction Site & Developments. Heritage Structures- Interior Design schemes and systems,	
V	Universal Building and space design concepts - (Barrier free, Accessible space designs for disabled), The Green Building Concepts (Leed grades), The sick Building Syndrome, B.M.S. Systems - Alarm systems, c.c.t.v., Electronic identification, Disaster Management and operations (Hs. code provisions) Methods of measurement, recording and pricing of work : Building survey for assessment of damage due to fire, explosion, earthquake or any other peril for insurance purpose and preparation of estimate for insurance claim. Maintenance of plants providing services and refurbishment cost in use and prediction of performance in building.	6

Course Outcomes:

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

CO1	Understand the concepts and methods used in building construction.
CO2	Identify and analyse building material used in construction and their relative value.
CO3	Appreciate the contribution of building material in over all valuation and development for real estate.
CO4	Construct written work which is logically and professionally presented for management decision making.

Text and Reference Books

1. Text Book of Building construction, Punamia B.C.
2. Text Book of building Construction, Arora and bindra.
3. National Building Code of India, Bureau of Indian Standards.
4. Materials of Construction, G. N. Ghosh (McGraw Hill)
5. Material of of Construction, Surendrasingh.
6. Text book of building Construction, Susheel Kumar
7. Building Construction, B. N. Roy.

MBA 3rd Semester 2nd year

URBAN LAND ECONOMICS & TOWN AND REGIONAL PLANNING

Course Code: MBA (REV)-04		
Course Credit: 03	**Lecture: 03**	
Course Type:	**Discipline Elective**	
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: To introduce students to the regional and city planning practices in India so that they can learn to appreciate the need for reforms and potential for innovations.

UNIT	Course Content	Hours
I	Growth of cities and towns, Features of growth : geographical area of settlement population and density – occupational pattern. Uses of urban land : factors in supply : effects of zoning and development control. Urban infra-structure : bulk delivery of civic services : communication and transportation.	4
II	Real-estate market : investments in real estate Development decisions : agencies for decisions Factors affecting urban land value Land prices in the major cities : determining forces : comparative variation : globalisation and its effect.	8
III	Desirability of Planning - planning practices in India - planning process and hierarchy of planning (Macro level to Micro level): Physical, Social and Economic Factors in relation to development. Site Planning – Preparation of layouts. Land use planning and management. Concept of city and town as a human settlement. Preparation of development plan, Land use zoning principles and its effect on real estate. Threshold theories for utility services.	6
IV	Development plan : agencies involved in plan preparation and implementation: Effect of Development Plan on Valuation, effects of 73rd and 74th constitutional amendments. Legal mechanism for enforcement of planning document ; Building rules & regulations of local / Municipal Authorities & Development Control & Regulations of different Development Authorities & their effect on valuation. Transferable Development Rights & Accommodation Reservation. Updating of planning document / Development or Regional and effect of planning document on valuers. Preparation of Draft Town Planning Scheme, Arbitration, & final Town Planning Scheme.	8
V	Regional Planning : aim and objectives and basic concepts, Theories on Regional	6

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	Planning e.g. delineation of region, types of region, Hierarchy of Regions, Human Settlements. Industrial Location Theory (WEBER and ISART), Force of in – migration and out migration.	

Course Outcomes:

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

CO1	Understand the concepts used in town and regional planning.
CO2	Identify and analyse issues related to urban land economics.
CO3	Appreciate the comprehensive development of real estate in purview of over all development plans
CO4	Construct written work which is logically and professionally presented for management decision making.

Text and Reference Books

1. The economics of Real Property, Ralph Turvay
2. Economics of Planned Development (Estate Gazettee)
3. Urban Land Economics, Richard U. Ratchiff Mc Graw Hill
4. Aspects of Land economics, W.Lean and Goodall (Estate Gazettee)
5. Economics of land use planning, Urban & Rural, Willian Lean (Estate Gazette)
6. Town Design, Fredrick Gibbered, London Architecture Press London.
7. Principles of Town & Country Planning, Lewis Keeble.
8. The Image of City, Kevin Lynch, M.I.T. Press, Cambridge, U.K.
9. Site Planning, Kevin Lynch, M.I.T. Press, Cambridge, U.K.
10. Urban Design as Public Policy, Jonathan Barnett, Architectural Record McGraw Hill Publication
11. Planning the Indian Cities, M.N. Buch

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MBA 3rd Semester 2nd year

VALUATION OF REAL ESTATE

Course Code: MBA (REV)-05		
Course Credit: 03	Lecture: 03	
Course Type:	Core Course	
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: To provide a foundation for the valuation of real estate and a comprehensive review of the concepts and tools used for placing an economic value on real property for purposes of acquisition, divestiture or investment.

UNIT	Course Content	Hours
I	COST APPROACH TO VALUE Advanced studies : land characteristics, belting theory, hypothetical plotting scheme, hypothetical building scheme, transfer of development rights, estimating cost of construction using building cost indices, replacement cost new, reproduction cost, reinstatement value	4
II	MARKET APPROACH TO VALUE Advanced studies : market comparison techniques, adjustment grid model, regression analysis, automated sales analysis, residual technique, comparison by weightages assigned to various factors to comparison.	8
III	INCOME APPROACH TO VALUE Advanced studies : principles of income approach sale analysis techniques and deriving rate of interest from sale transaction, rate of capitalisation, reversionary value of land, impact of other forms of investments on value of property and vice versa. Data collection, surveys, enquiries and investigations and analysis. Case Laws. Limitations of various approaches to value.	6
IV	Various purposes of valuation : Fiscal- Stamp duty on transfer of property, Rating, Direct Tax Acts - Income Tax including capital gains, Wealth Tax , Court fees including probate and partition. Non-Fiscal - Bank Finance and securitisation, Auction reserve, Compulsory acquisition, Insurance, Sale / Purchase, Betterment levy, Standard / fair rent under rent law,Various forms of obsolescence including depreciation.	8
V	Valuation of special types of properties : Hotels, Cinema, Petrol Pump, Hill station	6

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	properties – Time shared property. Valuation of transferable development rights : easement rights – life interest. Valuation of properties : forcible or unauthorised occupancies. Mass appraisals techniques : value contour maps. Valuation for financial statements : accounting treatment of reserve created by revaluation of assets. Introduction to Valuation Tables, discounted cash flow I.R.R., N.P.V., Layer approach, Ellwood approach, equitable yield and equated yield. Property portfolio analysis.	

Course Outcomes:

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

CO1	Understand principles of real estate valuation
CO2	Appreciate the involvement of all stakeholders of the land and its resources.
CO3	Understand cost and demand of real estate.

Text and Reference Books

1. Basic Real Estate Appraisal, Richard M.Betts& Silas J. Ely
2. Harrison's Illustrated Dictionary of) Publications of American Real Estate Appraisal) Society of Appraisers, (ISBN-0-8359-3037-8)) P.O. Box 17265) Washington DC 200 41
3. Income Property Appraisal and Analysis) Jack P. Friedman/Nicholas Ordway)
4. Readings in Real Estate Valuation) Publications of Appraisal
5. The Appraisals of Real Estate) North Michigan Avenue , Chicago ILL – 60611-4088, USA
6. The Real Estate Handbook, Maury Seldin & James H. Boykin (ISBN-087094-917-9)
7. Theory and Practice of Valuation, Roshan H. Namavati (v) Parks' Valuation – 5th Edition
8. Parks' Valuation – 5th Edition (1998), D.N. Banerjee, Eastern Law House, Calcutta.
9. Basic Real Estate Appraisal, Richard M.Betts& Silas J. Ely
10. Income Property Appraisal and Analysis, Jack P. Friedman/Nicholas Ordway (ISBN0911780-87-4)
11. The Real Estate Handbook, Maury Seldin & James H. Boykin (ISBN-087094-917-9)
12. Theory and Practice of Valuation, Roshan H. Namavati
13. Valuation Relating to Standard Rent, Roshan H. Namavati

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MBA 4th Semester 2nd year

LEGAL ISSUES IN REAL ESTATE

Course Code: MBA (REV)-06		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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: To become familiar with the basic concepts of real property law, including the nature and scope of real property, estates in land, landlord and tenant relationships, real estate transactions, mortgages, deeds, easements, land use, ownership rights and responsibilities, and environmental law, and to gain a broad understanding of the various legal issues associated with real property and real property transactions.

UNIT	Course Content	Hours
I	Laws Affecting Planning: Development plan, rules and regulations as prepared under the Town Planning Acts, Development Control Regulations, Ribbon Development Rules etc. Bombay Land Revenue Code and its important documents to be studied for Real Estate, Agencies involved in the preparation of Development Plan and Regional Plan under various Acts, Introduction to Municipal Corporation Acts, and Municipal Acts. Model Town and Country Planning Act.	8
II	Contract and Tort: Laws of contract and tort : formation of a contract, parties; void, voidable and unenforceable contract; contingent contract; mis-representation and fraud - effect thereof; termination of contract; remedies for breach; performance of contract; indemnity and guarantee; law of agency; general principles of tort; tort affecting valuation. Conveyancing, Outline procedure for sale of immovable property: contract and conveyance; preliminary inquiries, open contract; contract by correspondence. Title : requisition and searches. Effects : Completion and breaches.	8
III	Acquisition and requisition of immovable property – enactments, Land Acquisition Act, 1894 (1 of 1894), Provisions for acquisition of land under the municipal laws, Law of arbitration and conciliation: salient features, Rent control laws. Laws Relating To Immovable Property And Easement: Immovable property : meaning; ownership and possession; joint tenancy and tenancy in common; life interest, remainder and reversion. Co-ownership and concurrent ownership – co-operatives and condominiums, Transfer of Property Act, 1882, Transfer of	8

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	immovable property : sale, mortgage, gift, exchange, assignment, charge, lien, tenancies/sub-tenancies.	
IV	Lease : lessor and lessee; sublease, period of lease, ground rent; covenants of lease, terms and conditions; termination, expiration and renewal of lease. Lease granted by private and statutory bodies, impact of each on valuation. Indian Easement Act, 1882, Easement of air, light, water, way and support. Natural rights, profits a prendre, customary rights and public rights, Leave and licence. Dilapidations: The meaning of dilapidations. Liability from dilapidations. Nature of waste. Implied and statutory obligation to repair as between landlord and tenant under different tenancy/lease agreements. Fair wear and tear.	8
V	Emerging property concepts : Development rights, time shared property. Laws Of Evidence: Burden of proof, presumptions, conclusive proof. Effect of Laws Relating To Inheritance/Succession on Value. Personal laws affecting inheritance of property : Indian Succession Act : Will & testament; succession certificate	8

Course Outcomes:

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

CO1	Understand and interpret the laws governing valuation of plant and machinery
CO2	Ability to infer the liquidity laws related to companies
CO3	Appreciate the legalities of buying and selling plant and machinery.

Text and Reference Books

1. Principles of the Law of Transfer, S.M. Shah (N.M.Tripathi), Bombay 400 002
2. Mulla on Transfer of Property Act, M.C.Setalwad.
3. Law of Transfer of Property, Sarathi V.P. (Eastern Book Co. Lucknow-1)
4. Law of Easements &Licences, B.B. Katiyar
5. Land Acquisition & Compensation Volume I and II, V.G.Ramchandra
6. Indian Succession Act, Mulla
7. Principles of the Law of Transfer, S.M. Shah (N.M.Tripathi), Bombay 400 002
8. Mulla on Transfer of Property Act, M.C.Setalwad.
9. Law of Transfer of Property, Sarathi V.P. (Eastern Book Co. Lucknow-1)
10. Law of Easements &Licences, B.B. Katiyar
11. Land Acquisition & Compensation Volume I and II, V.G.Ramchandra
12. Indian Succession Act, Mulla
13. Hindu Succession Act, Mulla
14. Mohammedean Law, A.A. Fyzee
15. Law of Evidence, Ratanlal/Dhirajlal
16. Laws Relating to Partition, M.N. Das

MBA 4th Semester 2nd year

ENVIRONMENTAL AND PROFESSIONAL ETHICS

Course Code: MBA (REV)-07		
Course Credit: 03	Lecture: 03	
Course Type:	Discipline Elective	
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: The main objective is to teach students about professional ethics and environmental issues related real estate in India.

UNIT	Course Content	Hours
I	Introduction: Principles of Valuation Real Estate and Town and Regional Planning Environment: definition; air, land, water, vegetation, aquatic life, climate and the systems, which interact with nature. Why environmental studies? - a holistic' approach to environmental problems. Environment and valuation - Differences between the 'open market price and the negative value consequent on environmental impact; environmental issues of air pollution, acid rain, ozone layer depletion/destruction, water pollution etc.; environmental statement as to effects, negative or positive; measures to restore the damage; cost of cure. Stigma due to environmental factors.	8
II	Sustainability In Real Estate Development; Applicability Of Environmental Impact Assessment In Real Estate Development And Management; Methodologies, Environmental Assessment Of Sites For Real Estate Development, Eia Of Large-Scale Development I.E. Residential Complexes, Townships, Malls, Roads Etc.; Appropriate Technologies In Real Estate ;	8
III	Environmental issues. i) Baseline surveys and data collection on environmental levels and pollutants; ii) Recommended measures for short term reduction and long term elimination of negative effects;	8
IV	Outlines of environmental legislation : Forest Act, Mining Act, Industrial Health & Safety Act, Municipal Acts, Water Pollution Act, Air Pollution Act, Environment Protection Act, Wild Life (Protection) Act, Archaeological Monuments (Protection) Act etc. Environmental Audit In Real Estate ; Carbon Trading In Real Estate Development; Energy ; Issues In Real Estate Development; Green Buildings.	8
V	Environmental Standards & Certification In Real Estate Development – Ashrae	8

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	(Standard Of The American Society Of Heating, Refrigerating & Air-Conditioning Engineers), Leadership In Energy And Environmental Design (Leed) Green Building Rating System, Integrated Management Systems (Ims) Comprising Of Iso 9001, Iso 14001 Certification In Environmental Management System , Ohsas 18001 Certification In Occupational Health And Safety Management System (Ohsas). Environmental Laws Applicable To Real Estate Development ;	

Course Outcomes:

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

CO1	Understand environmental standards and their implications in Real Estate Valuation
CO2	Appreciate environmental ethics and their relevance in real estate development
CO3	Develop professional ethics and integrity in the field of real estate valuation

Text and Reference Books

1. Goeters, J.E, "Environmental Issues in Real Estate" Amazon Books
2. Witkin . J.B. "Environmental Aspects of Real Estate Transactions" Amazon Books
3. Environmental Impact Assessment, Canter, Mc Graw Hill
4. Environmental Impact Analysis, R.K. Jain et al
5. Environmental Strategy and Concern, Diwan
6. Water Pollution (Prevention) Control Act, 1974, Govt. of India
7. Air Pollution (Prevention) Act, 1981, Govt. of India Environment (Protection) Act, 1986, Govt. of India
8. Guidelines for Environmental clearance of various projects, Dept. of Environment, Govt.of India. Forest Conservation Act, 1980, Govt. of India

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