SCHEME OF EXAMINATIONS & SYLLABUS

FOR

MASTER OF BUSINESS ADMINISTRATION (MBA)
(Effective from Academic Session 2011)

DEPARTMENT OF MANAGEMENT STUDIES
DEENBANDHU CHHOTU RAM UNIVERSITY OF SCIENCE AND TECHNOLOGY
MURTHAL (SONIPAT), HARYANA - 131039
SCHEME AND INSTRUCTIONS FOR MBA EXAMINATION

1. This is an intensive programme of study for two academic sessions.
2. The programme is divided into four semesters and there shall be an examination at the end of each semester.
3. Each paper shall be of 5 Credits. Theory classes will be held 4 hours per subject per week. In case of practical papers, theory classes will be held 3 hours per week and one hour per week practical will be held.
4. Every theory course shall carry a total of 100 marks. There shall be 70 marks for semester end examination and 30 marks for internal examination until and unless indicated otherwise.
6. Teaching Pedagogy for MBA Programme shall include case study based teaching methodology. A minimum of 03 (Three) and maximum of 08 (Eight) will be discussed by the faculty members in each course, wherever possible and applicable.
7. In the beginning of the each Semester student will be provided text books for each subject as well as Study material prepared by the concerned faculty for respective course.
8. The span period of the programme is four years from the date of registration in the programme. A student to be eligible for award of degree has to clear all the papers offered during the two year programme within the span period.

CRITERIA FOR INTERNAL ASSESSMENT
The internal assessment of the students (out of 30 marks) shall be as per the criteria given below:

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Components</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>A)</td>
<td>THEORY COURSES:</td>
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</tr>
<tr>
<td>1.</td>
<td>Minor Test – I</td>
<td>10</td>
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<tr>
<td>2.</td>
<td>Minor Test – II</td>
<td>10</td>
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<tr>
<td>3.</td>
<td>Individual Presentation/Viva-Voce/Group Discussion/Quiz/Case Study Discussion/Class participation</td>
<td>10</td>
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<tr>
<td>B)</td>
<td>LAB COURSES</td>
<td></td>
</tr>
<tr>
<td>1.</td>
<td>Objective test/MCQ</td>
<td>10</td>
</tr>
<tr>
<td>2.</td>
<td>Lab. Work / Project</td>
<td>10</td>
</tr>
</tbody>
</table>

Note:

a) Case study discussion and participation is compulsory in the subjects wherever possible. Concerned Teacher will discuss at least 03(Three) cases maximum Eight (08) cases in each course.

b) To the extent possible, minor test should include the case analysis.

EXTERNAL EVALUATION
There shall be a semester-end external examination of 70 marks for all theory courses until and unless indicated otherwise. The external examiner will set eight questions selecting two questions from each unit. The candidate has to attempt five questions in all selecting at-least one question from each unit.
PRACTICAL EXAMINATIONS
Practical Examinations shall be conducted jointly by the external and Internal Examiners. Internal examiner will be appointed by Chairman of the concern department of the institute and external examiner will be appointed by the University on the recommendation of Chairman, PGBOS.

SUMMER INTERNSHIP REPORT EVALUATION
All the students will submit their Summer Internship Report in a format as prescribed in the “Detailed Guidelines for Summer Internship” within a period of one month in the concerned department of their institute; this period shall be counted from the last date of completion of their Summer Internship. Students will have to give a presentation on the work done during the internship and his/her performance out of 30 marks will be evaluated on the basis of this presentation by a committee constituted by the Chairman of the Department. The evaluation of the remaining 70 marks shall be made by external examiner appointed by the University on the recommendation of PGBOS.

PROJECT REPORT
Every student will be required to submit a research proposal by the end of the Third Semester and it will be pursued by him/her under the supervision of an internal supervisor. The completed Project Report in the format as prescribed in the “Detailed Guidelines for Project Report” will be submitted by the students prior to the date of the commencement of the Final Examinations for the Fourth Semester and this date will be notified by the Controller of Examinations, DCRUST, Murthal.

PROJECT REPORT EVALUATION
The Project shall be evaluated by External (70 marks) and Internal (30 marks) Examiners. The internal assessment shall be done by the concern supervisor of the candidate. The external assessment shall be done on the basis of Viva Voce and the project report by an external expert appointed by the University on the recommendations of Chairman, PGBOS.

COMPREHENSIVE VIVA- VOCE
The Comprehensive viva-voce shall be taken by an external expert appointed by the University on the recommendation of Chairman, PGBOS
THE MBA PROGRAMME
The Master of Business Administration (MBA) is a two-year full time programme divided into four semesters. The course structure of the programme is given here under:

FIRST YEAR

<table>
<thead>
<tr>
<th>Paper code</th>
<th>Subject Name</th>
<th>Credits</th>
<th>External Marks</th>
<th>Internal Assessment</th>
<th>Practical</th>
<th>Total Marks</th>
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</thead>
<tbody>
<tr>
<td>MBA-101</td>
<td>Management Concepts &amp; Applications</td>
<td>05</td>
<td>70</td>
<td>30</td>
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<tr>
<td>MBA-103</td>
<td>Managerial Economics</td>
<td>05</td>
<td>70</td>
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<tr>
<td>MBA-105</td>
<td>Financial Accounting For Managers</td>
<td>05</td>
<td>70</td>
<td>30</td>
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<tr>
<td>MBA-107</td>
<td>Business Statistics</td>
<td>05</td>
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<tr>
<td>MBA-109</td>
<td>Business Communication#</td>
<td>05</td>
<td>50</td>
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<tr>
<td>MBA-111</td>
<td>Computer Application in Management*</td>
<td>05</td>
<td>50</td>
<td>20</td>
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<tr>
<td>MBA-113</td>
<td>Business Environment</td>
<td>05</td>
<td>70</td>
<td>30</td>
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<tr>
<td>MBA-115</td>
<td>Human Resource Management</td>
<td>05</td>
<td>70</td>
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</table>

# In addition to the internal assessment, a workshop shall be conducted by a panel consisting of one internal and one external examiner. Internal examiner will be appointed by the Chairman of the Department and external examiner will be appointed by the University on the recommendation of the PGBOS.

* In addition to the internal assessment, practical examination shall be conducted by a panel consisting of one internal and one external examiner. Internal examiner will be appointed by the Chairman of the Department and external examiner will be appointed by Vice Chancellor on the recommendation of PGBOS.

Second Semester

<table>
<thead>
<tr>
<th>Paper code</th>
<th>Subject Name</th>
<th>Credits</th>
<th>External Marks</th>
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<tbody>
<tr>
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<td>05</td>
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<tr>
<td>MBA-104</td>
<td>Organisational Behaviour</td>
<td>05</td>
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<tr>
<td>MBA-106</td>
<td>Management Accounting</td>
<td>05</td>
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<tr>
<td>MBA-108</td>
<td>Corporate Finance</td>
<td>05</td>
<td>70</td>
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<tr>
<td>MBA-110</td>
<td>Production and Operation Management</td>
<td>05</td>
<td>70</td>
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<tr>
<td>MBA-112</td>
<td>Business Research Methods</td>
<td>05</td>
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<tr>
<td>MBA-114</td>
<td>International Business</td>
<td>05</td>
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<tr>
<td>MBA-116</td>
<td>Legal Aspects of Business</td>
<td>05</td>
<td>70</td>
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<tr>
<td>MBA-118</td>
<td>Computer Networks and Internet*</td>
<td>05</td>
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</table>

* In addition to the internal assessment, practical examination shall be conducted by a panel consisting of one internal and one external examiner. Internal examiner will be appointed by the Chairman of the Department and external examiner will be appointed by Vice Chancellor on the recommendation of PGBOS.

SUMMER INTERNSHIP
Immediately after the completion of the second semester examination, the students shall proceed for their Summer Internship of 6-8 week duration. The Summer Internship Report (SIR) prepared after the completion of Summer Internship shall be assessed in the third semester as a compulsory paper.

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iii
## SECOND YEAR

### Third Semester

<table>
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<tr>
<th>Paper code</th>
<th>Subject Name</th>
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<tbody>
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<td>05</td>
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<td>MBA-203</td>
<td>Strategic Management</td>
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<tr>
<td>MBA-205</td>
<td>Management Information System</td>
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<td>70</td>
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<tr>
<td>MBA-207</td>
<td>Summer Internship Report*</td>
<td>05</td>
<td>70</td>
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<tr>
<td>MBA-209</td>
<td>Project Report Writing*</td>
<td>02</td>
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<td>Specialisation I- Elective I</td>
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<td>Specialisation I- Elective II</td>
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<td>Specialisation I- Elective III</td>
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<td></td>
<td>Specialisation II- Elective IV</td>
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<td></td>
<td>Specialisation II- Elective V</td>
<td>05</td>
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<td></td>
<td>Specialisation II- Elective VI</td>
<td>05</td>
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</table>

**Note:** All students must specialize in two functional areas. In MBA 3rd and MBA 4th Semester, Three (03) optional papers must be taken for the one specialization area and Three (03) papers for another specialization area.

+ Please refer to Summer Internship Evaluation guidelines.

* For project report writing, teaching workload will be ½ hour per student per week.

### Fourth Semester

<table>
<thead>
<tr>
<th>Paper code</th>
<th>Subject Name</th>
<th>Credits</th>
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<tbody>
<tr>
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<td>Entrepreneurship</td>
<td>05</td>
<td>70</td>
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<tr>
<td>MBA-204</td>
<td>Corporate Governance, Ethics and Values</td>
<td>05</td>
<td>70</td>
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<tr>
<td>MBA-206</td>
<td>E-Commerce</td>
<td>05</td>
<td>70</td>
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<tr>
<td>MBA-208</td>
<td>Research Project*</td>
<td>05</td>
<td>70</td>
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<td>MBA-210</td>
<td>Comprehensive Viva Voce*</td>
<td>05</td>
<td>100</td>
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<td>Specialisation I- Elective VII</td>
<td>05</td>
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<td>Specialisation I- Elective VIII</td>
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<td>Specialisation II- Elective X</td>
<td>05</td>
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<td>Specialisation II- Elective XI</td>
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<td>Specialisation III- Elective XII</td>
<td>05</td>
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</tbody>
</table>

**Note:** In forth semester, students will opt three papers from Specialization I and three Specialization II (the choice of specializations will remain same as opted in the third semester)

# Please refer to Project Report Evaluation guidelines. For Project report guidance, teaching workload will be ½ hour per student per week.

* Comprehensive Viva voce will be conducted by an external examiner appointed by Vice chancellor on the recommendation of Chairman, PGBOS.
### LIST OF ELECTIVES

#### Specialization: FINANCIAL MANAGEMENT

<table>
<thead>
<tr>
<th>Paper code</th>
<th>Paper Name</th>
<th>Credits</th>
<th>Internal Assessment</th>
<th>External Marks</th>
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<tbody>
<tr>
<td>FM-01</td>
<td>Investment Management</td>
<td>05</td>
<td>70</td>
<td>30</td>
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<tr>
<td>FM-02</td>
<td>Financial Derivatives</td>
<td>05</td>
<td>70</td>
<td>30</td>
<td>100</td>
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<tr>
<td>FM-03</td>
<td>International Financial Management</td>
<td>05</td>
<td>70</td>
<td>30</td>
<td>100</td>
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<tr>
<td>FM-04</td>
<td>Financial Institutions and Markets</td>
<td>05</td>
<td>70</td>
<td>30</td>
<td>100</td>
</tr>
<tr>
<td>FM-05</td>
<td>Management of Financial Services</td>
<td>05</td>
<td>70</td>
<td>30</td>
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<tr>
<td>FM-06</td>
<td>Corporate Restructuring</td>
<td>05</td>
<td>70</td>
<td>30</td>
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<tr>
<td>FM-07</td>
<td>Management Control System</td>
<td>05</td>
<td>70</td>
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<td>FM-08</td>
<td>Financial Engineering</td>
<td>05</td>
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<tr>
<td>FM-09</td>
<td>Corporate Taxation</td>
<td>05</td>
<td>70</td>
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<tr>
<td>FM-10</td>
<td>Indian Capital Market</td>
<td>05</td>
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<td>FM-11</td>
<td>Commodity Derivatives</td>
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#### Specialization: MARKETING MANAGEMENT

<table>
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<th>Paper code</th>
<th>Paper Name</th>
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<tbody>
<tr>
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<td>70</td>
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<td>MM-02</td>
<td>Service Marketing</td>
<td>05</td>
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<tr>
<td>MM-03</td>
<td>International Marketing</td>
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<tr>
<td>MM-04</td>
<td>Consumer Behaviour</td>
<td>05</td>
<td>70</td>
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<tr>
<td>MM-05</td>
<td>Product &amp; Brand Management</td>
<td>05</td>
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<td>MM-06</td>
<td>Retail Management</td>
<td>05</td>
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<tr>
<td>MM-07</td>
<td>Sales &amp; Distribution Management</td>
<td>05</td>
<td>70</td>
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<td>MM-08</td>
<td>Advance Marketing Research</td>
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<td>70</td>
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<tr>
<td>MM-09</td>
<td>Customer Relationship Management</td>
<td>05</td>
<td>70</td>
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<tr>
<td>MM-10</td>
<td>Event Marketing Management</td>
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Verified

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v
### Specialisation: HUMAN RESOURCE MANAGEMENT

<table>
<thead>
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<th>Paper code</th>
<th>Paper Name</th>
<th>Credits</th>
<th>Internal Assessment</th>
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<tbody>
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<td>HRM-02</td>
<td>Compensation Management</td>
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<tr>
<td>HRM-03</td>
<td>Human Resource Accounting</td>
<td>05</td>
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<td>HRM-04</td>
<td>Human Resource Planning</td>
<td>05</td>
<td>70</td>
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<tr>
<td>HRM-05</td>
<td>Industrial Relations &amp; Labour Laws</td>
<td>05</td>
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<td>HRM-06</td>
<td>Training and Development</td>
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<td>HRM-07</td>
<td>Personal Growth &amp; Interpersonal Effectiveness</td>
<td>05</td>
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<td>Global Human Resources Management</td>
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<td>Performance Management</td>
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<td>HRM-10</td>
<td>Strategic Human Resource Management</td>
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<td>Competency Mapping</td>
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### Specialisation: INFORMATION TECHNOLOGY MANAGEMENT

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<tr>
<td>IT-01</td>
<td>Database Management System*</td>
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<td>Enterprise Resource Planning</td>
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<td>Object Oriented Analysis &amp; Design*</td>
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* In addition to the internal assessment, practical examination shall be conducted by a panel consisting of one internal and one external examiner. Internal examiner will be appointed by the Chairman of the department and external examiner will be appointed by the University on the recommendation of PGBOS.

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vi
## Specialisation: INTERNATIONAL BUSINESS MANAGEMENT

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## Specialisation: OPERATIONS MANAGEMENT

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MBA – 101
MANAGEMENT CONCEPTS AND APPLICATIONS

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course objective:
The objectives of this course is to expose the students to basic concepts of management and to enable
them to gain appreciation for emerging ideas, techniques, procedures and practices in the field of
management.

Course Contents
Unit I: Introduction: Definition, nature, functions, levels of management, Types of managers,
managerial roles, managerial skills and competencies, Evolution and various schools to management
thought, continuing management themes – quality and performance excellence, global awareness,
learning organization, characteristics of 21st century executives, Social responsibility of managers

Unit II: Planning: Meaning and nature of planning, types of plans, steps in planning process;
Objectives: meaning, setting objectives – MBO method: concept and process of managing by
objectives; Strategies: definition, levels of strategies; Policies: meaning, formulation of policies;
Programs; Decision making, steps in decision making, approaches to decision making, types of
decisions and various techniques used for decision making.

Unit III: Organizing: Organizing as managerial function – organization structures – functional,
divisional, matrix, team structure, network structure, boundary less structure. Organizing – chain of
command, span of control, delegation and decentralization, organizational design.

Unit –IV: Leading and Controlling: Motivation- concept, techniques to increase motivation. Leading
as a function of management, Leadership traits, Leadership styles, Likert’s four systems, managerial
grid, Controlling: control function in management, the basic control process, types of control – feed
forward, concurrent and feedback controls, control effectiveness.

Recommended Books:
   Delhi.

Reference Books
1. Hellregel, Management, Thomason Learning, Bombay.
4. Satya Raju, Management- Text & cases, PHI, New Delhi.

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor
    at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five
questions in all selecting one question from each unit.

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Course objective
The paper seeks to equip the students with the analytical tools of Economics and apply the same to rational managerial decision-making. It further seeks to develop economic way of thinking in dealing with practical business problems and challenges.

Course Contents
Unit I: Introduction to Managerial Economics: Scope of Managerial Economics and other disciplines, Basic economic concepts in decision-making, Distinction between Micro and Macroeconomics, Marginal analysis, Objective of a firm

Unit II: Theory of demand- demand functions, determinants, elasticity, income and substitution effect, demand distinctions, concept of consumer’s equilibrium; demand forecasting- techniques, demand forecasting for new products; supply- basic concepts and equilibrium.

Unit III: Production and cost analysis - production function, laws of production, cost curves, cost relationships, producer’s equilibrium; breakeven analysis (introductory concepts). Market structure, pricing theory and practice- perfect competition, monopoly, monopolistic competition, oligopoly; general and export pricing strategies and practices-marginal pricing, cost plus pricing, skimmed pricing, penetration pricing, transfer pricing, dual pricing.

Unit IV: National income-alternative concepts and measurement of National Income; Inflation-type, measurement and control; Fiscal Policy- Taxes & Expenditure, Fiscal imbalance, implications and reforms; Monetary Theory and Policy- Money Demand and Supply.

Recommended Books:

Reference Books
1. Craig H Petersen, W. Chris Lewis & Sudhir K Jain, Managerial Economics, Pearson Education, New Delhi

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
MBA-105
FINANCIAL ACCOUNTING FOR MANAGERS

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective
The main objective of this course is to promote an in-depth understanding of fundamental accounting concepts and practice as well as to enhance users’ ability to apply such concepts to make better-informed managerial decisions.

Course Contents
Unit I: Introduction to Finance, Accounting as an information system, Accounting principles, conventions and concepts, Generally Accepted Accounting Principles (GAAP), Balance sheet and related concepts, the profit and loss account and related concepts, Users of accounting statements. An overview of Accounting Standards (AS) in India

Unit II: Accounting Cycle, Measurement of business income and financial position: Constructing corporate financial statements i.e. Journal, Ledger, Trial Balance, Profit and Loss Account, Balance Sheet, Cash flow statement, Provision affecting preparation, presentation & analysis of Audit reports & Director’s reports

Unit III: Accounting for Tangible & Intangible Assets: Fixed Assets and Depreciation Accounting, Inventory Valuation, Valuation of Goodwill.


Recommended Books:

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Verified
MBA-107
BUSINESS STATISTICS

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective
The objective of this course is to enable candidates to develop a knowledge and understanding of some basic statistical techniques and ability to apply this knowledge and understanding in solving business problems.

Course Contents
Unit I: Definition and role of statistics: Application of inferential statistics in managerial decision-making; Measures of central tendency: mean, median and mode and their implications; Measures of Dispersion: range, skewness, standard deviation and mean deviation.

Unit II: Introduction, Objectives of Time Series, Identification of Trend - Variations in Time Series: Secular Variation, Cyclical Variation, Seasonal Variation, and Irregular Variation-Methods of Estimating Trend; Index Numbers: Definition; uses; types; Simple Aggregate Method and Weighted Aggregate Method – Laspeyre’s, Paasche’s, Fisher’s and CPI. Construction of Index Numbers and their uses.

Unit III: Meaning of correlation, types of correlation: positive correlation, negative correlation, perfect correlation, linear and non-linear correlation; scatter diagram, Karl Pearson’s coefficient of correlation, properties of correlation coefficient, probable error of correlation coefficient, meaning of multiple and partial correlations; multiple and partial correlation coefficients. Meaning of regression, types of regression: simple and multiple regression, linear and non-linear regression, statement of regression lines, definition of regression coefficients, properties of regression coefficients.


Recommended Books

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Verified ____________________________ ____________________________ ____________________________
Course Objective
To acquaint students with the required skills for effective communication in business organizations

Course Outline
Unit I: Nature and Process of Communication: Definition, classification, purpose and process. Barriers to communication, conditions for successful communication, importance of communication in management, communication structure in organization.

Unit II: Listening: listening process, types of listening, essentials of good listening. Nonverbal communication: classification of non-verbal communication, body language, gestures, handshakes, gazes, smiles, hand movements, styles of walking, voice modulations, guidelines for developing non-verbal communication skills. Presentation skills: elements of a presentation, designing your presentation.

Unit III: Negotiation skills: need to negotiate, factors affecting negotiation, stages of the negotiation process, negotiation strategies, Communication skills for Interviews and Group Discussions, Business etiquettes: telephone etiquette, business dining, business manners of people of different countries.

Unit IV: Written Business Communication: Principles of effective writing, Report writing, circulars, notices, memos, agenda and minutes, business letter format, style of letter arrangement, types of letters, developing resume

Recommended Books

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

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MBA-111
COMPUTER APPLICATION IN MANAGEMENT

External Marks: 50
Internal Assessment: 20
Practical: 30
Time: 3 Hours

Course objective
To familiarize participants with the basic organization of computer hardware, software and computer applications in business

Course Contents

Unit II: Introduction to Data Processing and Management- Basic of Data Processing: Data and Information, Data Processing Activities, Representation of data in computer memory (Binary, Octal and Hexadecimal system), ASCII and EBCDIC codes. File management and organization: Types of files, Basic file management operations. Introduction to Database Management: Concept, Models and Characteristics, Schema and Sub-schema.

Unit III: Introduction to Data Communication and Computer Networks, Fundamentals of Data Communication: Data Signals-Analog and Digital, Bandwidth, Types of Transmission, Computer Networks: Evolution, Advantages, types of computer networks, basic components of computer networks, Internet: Concept, features, how it works, Internet applications in business

Unit IV: Software Packages for Office Applications, Word Processing using MS Word: Basic features, formatting text, creating and managing tables, inserting images and graphs, mail merge, managing page layout and printing, Spreadsheets using MS Excel: Spreadsheet features, uses and advantages, autofill features, inserting formulas and functions, Inserting charts and graphs, macros, managing page layouts and printing. Presentations using MS Powerpoint: Basics of presentations, conventions and advantages, managing different views, adding and managing animations, managing slide transitions, managing slide templates, setting up slide shows.

Recommended Books
1. Introduction to Computers, Peter Norton, TMH, Delhi
2. Computer Today, Basandara, Galgotia Publication, Delhi

Reference Books
1. Introduction of Information Technology, Rajaraman, PHI, Delhi.
2. Computer Networks. Tannenbaum, PHI

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases/ practical exercises shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

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MBA-113  
BUSINESS ENVIRONMENT  

External Marks: 70  
Internal Assessment: 30  
Time: 3 Hours

Course Objective
The objective of this course is to sensitize towards the overall business environment within which an organization has to function and to provide insight to students of its implication for decision making in business organizations.

Course Outline
Unit I: The concept of Business Environment, significance and nature. Environment Scanning: meaning, nature and scope, the process of environmental scanning, interaction between internal and external environments, basic philosophies of Capitalism and Socialism with their variants. Concepts of Mixed Economy.

Unit II: Overview of Political, Socio-cultural, Legal, Technological and Global environment. An introduction to MRTP, CCI, FEMA, SEBI Act, Consumer Protection Act; The changing dimensions of these laws and their impact on business.

Unit III: Current industrialization trends and industrial policy; environment for the SME sector; infrastructure development and policy; public sector reforms and performance; public-private partnership; intellectual property regime and the R&D environment; trends in service sector growth; banking reforms and challenges; business opportunities in the rural sector.

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

Recommended Books

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty.  
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

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7
Course Objective
To help the students develop an understanding of the management of human resources and develop abilities and skills required to manage them.

Course Contents
Unit I: Human Resource Management - meaning, definition, nature and scope of HRM, evolution of HRM, Difference between Personnel Management and HRM, features of HRM, HRM functions, objectives of HRM, policies, line and staff responsibility, role of personnel manager and HR manager, qualities of HR Manager, factors influencing HRM, Evaluating HRM Effectiveness.

Unit II: Job design: definition, approaches, Job analysis: definition, process, benefits of job analysis .Job evaluation, HR planning: introduction, objectives of, need for HRP, benefits of HRP, factors affecting HRP, process. Recruitment: definition, objectives, factors affecting recruitment policy, recruitment sources, recruitment techniques. Selection: meaning, selection procedure, various types of tests, different types of interviews and interview process, placement and induction.


Recommended Books
3. Aswathappa, Human Resource Management, Tata McGRAW Hill. New Delhi

Reference Books
1. Ivancevich, Human Resource Management, Tata  McGRAW Hill. New Delhi

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

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8
MBA-102
MARKETING MANAGEMENT

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective
The purpose of this course is to develop and understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.

Course Contents


Recommended Books

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

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**Course Objective**
To familiarize the students with basic organizational processes to bring about organizational behavior.

**Course Contents**

**Unit I:** Definition, concept of Organizational Behavior, foundations of OB, contributing disciplines to the OB field, challenges and opportunities for OB, emotional intelligence in contemporary business.

**Unit II:** Individual behavior, Attitudes and values; Perception - concept, process, errors and applications; Personality - concept, determinants, theories and applications; Learning - concept and theories of learning, reinforcement.

**Unit III:** Motivation – concept, theories of motivation; Group behavior – concept, types of group, group development, group dynamics; Teams – types, creating effective teams; Empowerment: significance, process and prerequisites; Conflict- concept, sources, types, management; Organizational power and politics.

**Unit IV:** Job design – definition, techniques; organizational learning; organizational culture; organizational change – concept, resistance to change, managing resistance to change, Lewin’s three-step model of change; Stress – sources, consequences and management.

**Recommended Books**

**Reference Books**

**Note:**
1. A minimum of Three (03) and maximum of Five (05) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective
The objective of this course is to develop an insight into the utilization of financial and cost accounting information for planning, controlling and decision making in the business. Besides this to have clear understanding of other important tools useful for financial, cost and price related decision making.

Course Contents

Unit II: Marginal Costing: Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi product pricing, replacement, sales etc. Differential Costing and Incremental Costing: Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying etc.

Unit III: Budgeting: Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control. Standard Costing: Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications.

Unit IV: Responsibility Accounting & Transfer Pricing: Concept and various approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility centres and its managerial implications, Transfer Pricing : concept, types & importance ; Neo Concepts for Decision Making: Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing, Decision involving alternative choices.

Recommended Books

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

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11
Course Objective
The purpose of this course is to acquaint the students with the broad framework of financial decision-making in a business unit.

Course Contents


Unit II: Investment Decision: Appraisal of project; Concept, Process & Techniques of Capital Budgeting and its applications; Risk and Uncertainty in Capital Budgeting; Leverage Analysis – financial, operating and combined leverage alongwith implications; EBIT-EPS Analysis. Capital budgeting practices in Indian companies.

Unit III: Financing Decision: Long-term sources of finance, potentiality of equity shares, preference shares, debentures and bonds as sources of long-term finance, Innovative source of finance ; Concept and Approaches of capital structure decision : NI, NOI, Traditional and Modigliani Miller Approach; Cost of Capital : Cost of equity, preference shares, debentures and retained earnings, weighted average cost of capital and implications.


Recommended Books
1. Damodaran, A., Corporate Finance- Theory & Practice, Wiley Publication

Reference Books
1. Brealey and Myers, Principles of Corporate Finance, Tata McGraw Hill, New Delhi

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
MBA-110
PRODUCTION AND OPERATION MANAGEMENT

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective
The objective is to get the students acquainted with the design aspects of operations and material management and to develop relevant skill.

Course Contents


Unit III: Materials Management - Concepts, Objectives, Functions Purchasing Management - Objectives; Functions; Methods; Procedure Management - Types of Stores; Functions; Coding Methods. Value Analysis – Concepts Inventory Management – Objectives, Factors, Process, Inventory control techniques- ABC, VED, EOQ, SED, FSN analysis. Maintenance Management - Concepts; Objectives; Functions; Types of Maintenance

Unit IV: Quality management: Introduction; Meaning; Quality characteristics of goods and services; Tools and techniques for quality improvement: check sheet, histogram, scatter diagram, cause and effect diagram, Pareto chart, process diagram, statistical process control chart; Quality assurance; Total quality management (TQM) model; Service quality, concept of Six Sigma and its application. Advanced Manufacturing Technologies: JIT, TOC, Lean/ Green Manufacturing, WCM etc. and safety concepts

Recommended Books
1. Bedi, Production & Operations Management, 2/e, Oxford University Press.

Reference Books
1. Adam & Ebert, Production & Operation Management, Prentice Hall India, New Delhi.

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
MBA-112
BUSINESS RESEARCH METHODS

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective
To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision-making.

Course Outline
Unit I: Introduction: Concept of research and its applications in the various functions of management; Types of research, Types of business problems encountered by the researcher; Problems and precautions to the researcher in India, Process of research: Steps involved in research process.

Unit II: Concept and Importance in Research - Features of a good research design – Exploratory Research Design – concept, types and uses, Descriptive Research Designs - concept, types and uses. Experimental Design: Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group. Qualitative and quantitative research, Concept of measurement, causality, generalization, replication, Merging the two approaches.

Unit III: Data collection: Sampling procedure; Sample size; Determination and selection of sample member; Types of data and various methods of collecting data; Preparation of questionnaire and schedule; Precautions in preparation of questionnaire and collection of data.

Unit IV: Analysis of data: Coding, editing and tabulation of data; various kinds of charts and diagrams used in data analysis; Data Processing, Analysis and Estimation, Hypothesis Testing, Bi-variate Analysis: Chi square, Correlation, Rank Correlation, Regression Analysis, Analysis of Variance, Uses of Data Analysis Tools like SPSS and Excel, Report Preparation: Types and layout of research report; Precautions in preparing the research report; Bibliography and Annexure in report.

Recommended Books

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Verified
MBA- 114
INTERNATIONAL BUSINESS

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective
The objective is to impart knowledge and skill of analysis of operational processes of business between two or more nations.

Course Contents
Unit I: Introduction to International Business; Concept and Definition of International Management; Reasons for Going International, International Entry Modes, Their Advantages and Disadvantages, process of internationalization, Strategy in the Internationalization of Business, Global Challenges; Entry Barriers, India’s Attractiveness for International Business.

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


Recommended Books

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Verified
Course Objective
The purpose of this course is to acquaint students with various laws, forces and regulatory measures governing business operations in India.

Course Outline
Unit I: The Indian Contract Act: Essentials of a valid contract, void agreements, performance of contracts, breach of contract and its remedies, Quasi-Contracts

Unit II: The Sale of Goods Act: Contract of sale of goods, conditions and warranties, transfer of property, rights of an unpaid seller; the negotiable instruments act: nature and types; negotiation and assignment; holder-in-due course, dishonour and discharge of a negotiable instrument, arbitration

Unit III: The Companies Act, 1956: Nature and types of companies; formation; memorandum and articles of association; prospectus, shares and share capital, allotment of shares

Unit IV: Membership; borrowing powers; management and meetings; accounts and audit; compromise arrangements and reconstruction; prevention of oppression and mismanagement; winding up; Consumer Protection Act and Cyber Law

Recommended Books

Reference Books
4. Tulisian P.C., Business Law, TMH, New Delhi

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective
To familiarize participants with technologies like networking and internet and to build skills in applying these technologies to various business processes

Course Outline


Unit III: Internet: History and Development, how it works, control mechanism. WWW: Hypertext and Hyperlinks, Websites and web pages, URL, IP addressing and Domain Naming System. Internet and WWW tools and Applications: Browser, FTP, Telnet, Email, Information and Knowledge sharing using computer networks and the Internet


Recommended Books:
1. Dhunna, Mukesh and Verma, Deepak , Computer Networks and Internet, Vayu Education of India
2. Forouzan, B. A., Data Communication and Networking, Tata McGraw Hill
3. Tanenbaum, A. S., Computer Networks, Pearson Education

Reference Books
5. Prakash C. Gupta, “Data Comunications and Computer Networks”, PHI
6. Bertsekas & Gallager “Data Network”, PHI

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Verified
Course Objective
To introduce students to tools and techniques of OR and to equip them to make optimal managerial decisions.

Course Contents
Unit I: Introduction to OR, Importance of OR, Scope of OR in business activities, Optimization concept, OR Models: Linear programming, Introduction to LP, Problem formulation, product mix and various managerial applications and Graphical method of problem solving, Alternate solution of LP, Duality in LP, Formulation of dual problems, advantages, its economics interpretation.


Unit III: Queuing theory (waiting line), Single server/Single Queue, Essential features of queuing system, Single Queue, Operating characteristics of queuing system, Probability distribution in queuing system, Multi server. Goal programming - construction of goal programming models, Goal Programming Algorithms. Inventory models, Meaning and importance of inventory management, EOQ formula, economic lot size, Problems based in EOQ formula, Types of Inventory control methods

Unit IV: Network models, Introduction to PERT, CPM techniques, Network components, precedence, events, activities, errors and dummies, Critical path analysis, float, Probabilities in PERT analysis, project time calculations, Project crashing, time cost considerations. Decision Making: Decision making environment, decision under uncertainty, decision under risk, decision tree analysis.

Recommended Books
1. Sharma, J. K. “Operation Research”, Macmillan Publisher

Reference Books
1. Anderson, Sweeny and Williams, “Quantitative Methods for Business”, Thomson learning
6. Sharma, J. K. “Quantitative Techniques”, Macmillan Publisher

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Verified
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18
Course Objective
To emphasize on the role of strategies in the business and to familiarize the students with the process of strategy formulation, implementation and review process

Course Contents


Recommended Books

Reference Books
5. Peter F. Drucker, “Managing in a Time of Great Change”, Truman Talley Books / Plume Penguin Group,

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
MBA- 205
MANAGEMENT INFORMATION SYSTEMS

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective
To familiarize participants with the fundamental of management information systems and their application in effective business management

Course Outline

Unit II: Information system for strategic advantage, strategic role for information system, breaking business barriers, business process reengineering, Improving business qualities, Infrastructural requirements for information systems: hardware, software, data management and storage, networking/telecommunication platforms

Unit III: Developing Information systems: system development approaches and methodologies, information system analysis, design, implementation and maintenance. System Testing and documentation, conversion methods

Unit IV: Information System Applications: Financial and Accounting information systems, Marketing information systems, HR information systems

Recommended Books
1. O'Brien James, Marakas, George and Behl, Ramesh, Management Information Systems, 9/e: Tata McGraw Hill

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Every student of MBA (ITM) shall be required to undergo a practical training in an industrial organization approved by the Institute as per their scheme of examination. The evaluation of the Report will be done as per scheme of examination. A candidate shall submit her/his Project report as prescribed in scheme of examination. In case a candidate’s report is rejected or s/he is unable to complete it within the prescribed period for her/his category, s/he may be dealt as reappear in that paper and will be dealt accordingly.

The detailed guidelines for Summer Internship and the specific aspects and format of the report will be circulated by the Department.
Students will prepare the **synopsis of the project** to be prepared and submitted in the 4th semester of the programme under the guidance of a research supervisor. The synopsis will be evaluated by a committee constituted by the Chairman of the Department/Institute.
Course Objective
The main objective of the course is to expose the students to the growth of entrepreneurship in developing countries and acquaint with the establishment and running of a new enterprise.

Course Outline
Unit I: Entrepreneurship: Concept and Definitions; Entrepreneurship and Economic Development; Classification and Types of Entrepreneurs; Entrepreneurial Competencies; Factor Affecting Entrepreneurial Growth – Economic, Non-Economic Factors; EDP Programmes; Entrepreneurial Training; Traits/Qualities of an Entrepreneurs; Entrepreneur; Manager Vs. Entrepreneur

Unit II: Opportunity / Identification and Product Selection: Entrepreneurial Opportunity Search and Identification; Criteria to Select a Product; Conducting Feasibility Studies; Project Finalization; Sources of Information. Women Entrepreneurship – Role & Importance, Profile Women Entrepreneur, Problems of Women Entrepreneurs, Women Entrepreneurship Development in India

Unit III: Small Enterprises and Enterprise Launching Formalities : Definition of Small Scale; Rationale; Objective; Scope; Role of SSI in Economic Development of India; SSI; Registration; NOC from Pollution Board; Machinery and Equipment Selection; Project Report Preparation; Specimen of Project Report; Project Planning and Scheduling using Networking Techniques of PERT / CPM; Methods of Project Appraisal


Recommended Books
1. Rajeev Roy, Entrepreneurship 2/e, Oxford University Press.

Suggested Readings

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
MBA-204
CORPORATE GOVERNANCE, ETHICS AND VALUES

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective
This course seeks to educate the students about legal, social and ethical matters in business, and make them sensitive to the consequences of their decisions.

Course Outline
Unit I: Origin and Development of Corporate governance, Theories underlying Corporate Governance (Stake holder’s theory and Stewardship theory, Agency theory, Separation of ownership and control, corporate Governance Mechanism: Anglo-American Model, German Model, Japanese Model, Indian Model, OECD, emphasis on Corporate governance, Ethics and Governance, Process and Corporate Governance (Transparency Accountability and Empowerment).

Unit II: Role of Board of Directors and Board Structure, Role of Board of Directors, Role of the Nonexecutive Director, Role of Auditors, SEBI Growth of Corporate Governance. Role of Government, Corporate governance in India, Kumaramangalam Birla Committee, CII Code on Corporate Governance, Cadbury Committee, Clause 49 of Listing Agreement.


Recommended Books

Reference Books
2. Satish Kumar: Corporate Governance, Oxford University Press.

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
MBA-206
ELECTRONIC COMMERCE

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course objective
To familiarize participants with the growing role of electronic commerce and its application in business

Course Contents

Unit II: E-Commerce Infrastructure: Evolution of the Internet and key concepts, commercialization of Internet service, Network infrastructure for e-commerce comprising of hardware and software requirements, wireless and mobile networks for e-commerce, e-commerce enabling features of the Internet and WWW; Process involved and major considerations in the development of e-commerce website; Factors in optimizing websites for performance

Unit III: Online Payments systems; Security Threats and countermeasures in e-commerce environment; Costs, benefits and barriers to e-commerce; Understanding online audience and consumer behaviour; Online Marketing Technologies; Marketing and branding strategies for e-commerce; Ethical, social and political issues in e-commerce

Unit IV: E-Commerce Applications: Online Retailing; Online Content and Publishing; e-procurement and Supply Chain Management; Online auctions, e-commerce portals and Social networks and communities

Recommended Books:

Reference Books
1. Deitel H., Dietel P. and Steinbuhler K., e-Business and e-Commerce for Managers, Pearson Education
2. Chaffey, Dave, E-Business and E-Commerce Management, 3/e, Pearson Education

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
MBA-208
RESEARCH PROJECT

External Marks: 70
Internal Assessment: 30

PROJECT REPORT

Every student will be required to submit a research proposal by the end of the Third Semester and it will be pursued by him/her under the supervision of an internal supervisor. Two hard copies and a soft copy of the Project Report will be submitted by the students prior to the date of the commencement of the Final Examinations for the Fourth Semester and this date will be notified by the Controller of Examinations.

PROJECT REPORT EVALUATION

The Project shall be evaluated by External (70 marks) and Internal (30 marks) Examiners. The internal assessment shall be done by the concern supervisor of the candidate. The external assessment shall be done on the basis of Viva Voce and the project report by an external expert appointed by University on the recommendation of Chairman, Board of Post Graduate Studies and Research.

a) A candidate shall prepare her/his dissertation under the supervision of a teacher of the Department. Any joint supervisor (Intra-departmental, Inter-departmental, External Institution or Industry), may also be associated in supervision, if desirable, but the reasons for recommendation of Joint Supervisor will be recorded in the Dissertation Allotment proceedings. The inter-departmental or external supervisor can be appointed only as a joint supervisor and her/his prior written consent shall be submitted by the candidate to the Department.

b) Project Report will be evaluated as per scheme of examination. A candidate shall submit her/his Project report as prescribed in scheme of examination (if any). In case a candidate’s Project is rejected or s/he is unable to complete it within the prescribed period for her/his category, s/he may be dealt as reappear in that paper and will be dealt accordingly.

c) The student will defend her/his project work through presentation before the committee and the committee will award marks in percentage. A student scoring ‘F’ grade in the dissertation exam shall have to resubmit her/his project report after making all corrections/improvements & this dissertation shall be evaluated as above.

Detailed guidelines for the specific aspects and prescribed format of the Project and its report will be circulated by the Department.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

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26
Course Objective
The basic objective of the course is to acquaint the students to the investment decisions related to financial assets, the risks and the returns involved, to make them aware about the functioning of securities market alongside the theories and concepts involved in portfolio management.

Course Contents

Unit II: Valuation of securities-bond and fixed income instruments valuation -bond pricing theorems, duration of bond and immunisation of interest risk, term structure of interest rate, determination of yield curves, valuation of equity and preference shares (Dividend capitalisation & CAPM). Analysis of risk & return, concept of total risk, factors contributing to total risk, systematic and unsystematic risk, default risk, interest rate risk, market risk, management risk, purchasing power risk. Risk & risk aversion. Capital allocation between risky & risk free assets-Utility analysis


Recommended Books
2. Fischer, Donald E. and Jordan, Ronald J., “Security Analysis and Portfolio Management”, PHI

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective
The Objective of this course is to give an in depth knowledge of risk management using financial derivatives securities.

Course Contents


Unit III: Options Market – Meaning & Need – Options Vs futures – Types of Options Contracts-Call Options, Put Options, Trading Strategies Involving Options – Basic Option Positions –Margins – Options on stock Indices – Option Markets in India on NSE and BSE.


Recommended Books
1. Hull C. John, " Introduction to Options, Futures and Other Derivatives", PHI, New Delhi.

Reference Books
5. Kolb, W. Robert, “ Futures Markets” PHI, New Delhi

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective
This course enables students to understand the macro environments in which financial transactions are carried out. It also acquaints them with the problem and techniques of financial management in multinational corporations.

Course Contents


Unit III: Foreign exchange risk management, Meaning of Foreign exchange Risk and exposure. Types of exposures, measurement of different types of exposure. Management of Foreign Exchange Risk – Translation Exposure, Transaction Exposure and Economic Exposure, Hedging, Managing operating exposure


Recommended Books

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective
The main objective of this course is to help students to learn the various financial services and their role in the overall financial system.

Course Contents


Recommended Books

Reference Books
1. Fabozzi & Modigliani, “Capital Markets Institutions and Instruments”, PHI.

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective
The main aim of this course is to familiarize the students with various financial services and their management.

Course Contents
Unit I: Financial Services - Meaning, types and their importance. Merchant Banking - Origin and development of merchant banking in India, scope, organizational aspects and importance of merchant bankers. Latest guidelines of SEBI w.r.t Merchant bankers. Mutual funds and AMCs - concept, origin and growth of mutual funds, constitution & management of MFs - Sponsors, Trustees, AMCs, and custodians. Classification of mutual fund schemes, advantages and disadvantages in mutual fund schemes, NAV and pricing of mutual fund units. State of mutual funds in India.

Unit II: Insurance service- Need and importance Life and non life insurance- Players in life and non life insurance- Essentials of insurance contracts - Risk appraisal and selection - Life and non life insurance products including unit linked plans. Leasing-concept and development of leasing, business difference between leasing & hire purchase, types of leasing business, advantages to lessor and lessee. Factoring - development of factoring types & importance, procedural aspects in factoring, financial aspects, prospects of factoring in India. Plastic Money — Concept and different forms of plastic money - credit and debit cards, pros and cons. Credit process followed by credit card organisations. Factors affecting utilization of plastic money in India.

Unit III: Credit rating - the concept and objective of credit rating, various credit rating agencies in India and International credit rating agencies, factors affecting credit rating & procedural aspects. Venture capital - concepts and characteristics of venture capital, venture capital in India, guidelines for venture capital. Call money market: introduction, meaning, participation, location, volume of call loans, call rates, recent developments. Treasury bill market-introduction, 91 days, 182 days treasury bill market, Commercial bill market - introduction, bills of exchange, size of market, schemes, rates, factors behind under development of


Recommended Books

Reference Books
5. Resources from SEBI and RBI websites.

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective
The main objective is to provide an understanding of all aspects of strategic decision of corporate restructuring; valuation of the firms; law and practical issues affecting and arising out of corporate restructuring.

Course Contents
Unit I: Forms of corporate restructuring, early merger movements, mergers types and characteristics framework of analysis of mergers. Role of industry life cycle. Theory of the firm and corporate finance corporate capital structures and dividend policies. Theory of multinational enterprises, reason for international M&As basic stock repurchase model. Theory behind repurchase, take over refuse – financial diffusive measures, coercive offers and defuse, anti take over, position fill defies, targeted shares repurchase and standstill agreements etc.

Unit II: Theory of mergers and take over and tender offers – efficiency theories information and signalling agency problems and managerialism, free cash flow, market power, taxes, Demergers: Divestitures, Spin off, Equity carved out, Split off, Split up, Reconstruction, Modes of Demerger, Tax aspects, Advantages and Procedure, Reverse merger: Requirements, Takeover by reverse bid.

Unit III: Valuation and Exchange Ratio, Modes of valuation, Fixing price for acquisition, Determination of share, exchange ratio on merger, Feasibility analysis for cash acquisition, Valuation practices in India, Funding of Merges and Acquisitions: Financing alternatives, Management buyouts, Leveraged Buy - Outs.


Recommended Books
1. Fred Weston, Kwang S Chung, Susan E Hoag, “Mergers, Restructuring And Corporate Control”, Pearson Education
3. Aurora: Mergers & Acquisitions, Oxford University Press.

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective
To acquaint the students with the process of evaluating, monitoring, and controlling the various sub-units of the organisation so that there is efficient and effective allocation and utilisation of resources in adhering to the predetermined goals.

Course Contents
Unit I: Management Control System: Basic concepts, nature and scope, Control environment Concept of goals and strategies. Behavioral considerations. Responsibility Centers: Revenue and expense centers, Profit centers, Investment centers.


Recommended Books

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective
The main objective of the course is to equip students with various innovations in finance.

Course Contents


Recommended Books

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Verified
Course Objective
The basic objective of this course is to provide an in-depth insight into the concept of corporate tax planning and to equip the students with a reasonable knowledge of tax planning devices.

Course Contents

Unit II: Taxation of Companies: Residential Status & Tax Liability, Scope of total income, concept of Permanent Establishment, Business Connection in India, taxability of BPO units. Income from Salary – Scope, allowances and perquisites, deductions from salary. Income from House Property – Coverage and deductions.

Unit III: Income from Business & Profession – Express allowances and disallowances, tax incentives on R & D expenses, Depreciation allowance, method of accounting. Income from Capital Gains – Concept of Capital Asset and Transfer, short term and long term capital assets, exemptions. Income from Other Sources. Set off and carry forward of losses, Tax planning.

Unit IV: Deductions Under Chapter VIA - incentives to infrastructure sector, hotels, etc. Taxation of companies – MAT, calculation of book profits, credit for MAT Assessment of Income including reassessment, appeals, rectification and revisions, ITAT. Tax Deduction at Source, International Taxation, Transfer Pricing, Double Taxation Avoidance Agreements

Recommended Books
2. Bhagwati Prasad, “Direct Taxes Law & Practice”, Wishwa Prakashan

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective
To familiarize the students about the operations of Indian Capital Market

Course Contents


Unit II: Trading Membership ( Brokering service ) :- Stock Brokers-introduction, Membership in NSE, Sub-Brokers, Broker Client relations, know your client (KYC) unique client code, Margins from clients, execution and accumulation of orders , contract note, Payment/ delivery of securities to the clients, brokerage, securities transaction Tax, Stamp Duty, Sub-Broker client relation, orders , purchase / sale notes, dispute, arbitration and appeal, code of advertisement internet brokering.

Unit III: Trading in Stock Market: Information Bolt and Neat System, Neat Seiren: Invoking an enquiry serous corporate hierarchy Market Phases - Opening, open phase, Market class, Sours logging m & log off exit from the application; order ancestry trade management - informing orders, Order & Advise order trade modification order Auction order and trade cancellation, order machines, limits physical Market trading information downloaded to members, wireless application Protocol.

Unit IV: Clearing and settlement :- introduction transaction cycle, settlement process settlement agencies risks in settlement, settlement cycle, fund settlement, Shortage handling, Risk containment measures ISIN, Demat, electronic transfer of securities, investor protection fund, clearing software, Reports File transfer Protocol.

Recommended Books
2. Aggarwal, Snajiv , “Guide to Indian capital Market” ,Bharath Law House, Delhi

Reference Books
4. NCFM (Capital Market Dealers module work book) www.nseindia.com
5. Indian Securities Market by NSEIL Publication

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Verified
Course Objective
The Course equips the students with the knowledge and skills required for understanding of Commodities Market.

Course Contents

Unit II: Commodity derivatives: difference between financial and commodity derivatives, global derivative exchanges, commodity exchanges in India( regional and national ) commodities permitted for trading, kabra committee report, commodity specific issues, instruments available for trading, types of instruments( futures and options ) types of commodity futures, basics and pay off.

Unit III: Pricing and application of commodity derivatives: investments assets V/s consumption asset, the costs of carry model, the future basis, application of commodity derivatives markets/ hedging, speculation and arbitrage.

Unit IV: Commodity stock exchanges: the NCDEX and MCX plat form – NCDEX exchange membership, rules regulation, bye-laws, types of commodities traded on NCDEX, trading on the NCDEX and MCX plat form- contract specifications, trading system, entities in the trading system, trader work station, order types and conditions, exposure limits.Clearing, Settlement and Risk Management: calendar and settlement schedule, Position determination settlement mechanism and price, margining final settlement and exception handling.

Recommended Books
1. Kolb, Robert W. “Futures options and swaps”, PHI, New Delhi

Reference Books
2. Helmerger, Peter G. and Jean-Paul Chavas, “The Economics of Agricultural Prices”, Prentice Hall.
3. NCFM (commodity derivatives module work book)
4. Trading commodities and financial futures - Step by step guide to mastering the markets by George Kleinman,

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective
This course aims at enhancing the in-depth knowledge of students about the importance of integrated marketing communication concepts in the increasingly competitive business environment.

Course Contents

Unit I: Introduction to Integrated marketing communication (IMC)-Concept of marketing communication, Evolution of IMC, Definition of IMC, Key features and its role in marketing, The promotion Mix (tool for IMC), Models in Marketing Communication, The MARCOM decision process model, AIDA, FCB Planning Model and FCB Grid, Other models of communications.

Unit II: The IMC Planning Process- Identifying TA, SWOT Analysis, Determining Communication Objective, Developing strategies and tactics, setting budget, Evaluation. Advertising- An integral part of IMC- Concepts of Advertisement and Advertising Campaign, Role of Advertising in Marketing Mix; Types of advertising; Structure of advertisement agency, function of various departments, Agency Compensation.

Unit III: Message Strategy and Design- Copy Platform, Appeals and Execution Styles, Components of copy, Story Board, Copywriting for various media, Ad Film production. Media Planning and Strategy- Basic Terms and Concepts; Media Brief, Media Plan, Media Objectives and Strategies, Media Mix, Deciding on reach and frequency, Media Classification, Evaluation of media, Setting Objectives and Budget for IMC, Determining Promotional Objectives, Communications Objectives, DAGMAR Approach; Budgeting Approaches, The Support Media Out of Home Media, In-Store Media, Transit Advertising, Specialty Advertising; Advertising in Movie Theatres, Product Placements, In-flight Advertising.

Unit IV: The Marketing Communication Tools - Corporate Advertising and Public Relations; Publicity; Sales promotion; POPs; Sponsorships; Event Management; Packaging; Internet and Interactive Media; Direct Marketing; Customer Service; Neuro Marketing; Mobile Advertising Monitoring, Evaluation and Control. Measuring Communication Effectiveness, Advertising Testing Process – pre & post testing tools & techniques; Testing and Evaluating other Promotional Tools of IMC, Issues and regulations in marketing communication - Environmental, Regulatory, and Ethical Issues in Marketing Communications.

Recommended Books

Reference Books
2. Kenneth, Clow and Donald, Baack “Integrated advertising, promotion and marketing Communication”, Prentice Hall of India, Delhi.

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
MM-02
SERVICE MARKETING

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective
This course aims at providing the students with an understanding of the principles and practical issues in the Marketing of Services.

Course Contents
Unit I: Service Products, Consumers and Markets, Introduction to Services Marketing: distinctive marketing challenges; differences among services, integrating with other functions, focus on both customers and markets Customer behavior in service encounters: Customer interaction, Purchase process, Needs & expectations, Evaluating Services, Service Business as a system. Positioning Services: Focus & competitive advantage, Segmentation, Positioning for brand distinction, Internal, Market & Competitor Analysis, Positioning maps for competitive strategy, Changing positioning

Unit II: Services Marketing - Key Elements, Creating the Product: Planning & creating services, Supplementary Services, Planning & branding service products, new service development. Designing the Communications Mix for services: Role, challenges & opportunities, Setting objectives, The Marketing Communications mix, Branding & Communications, the Internet. Pricing & Revenue Management: Objectives & foundations for price settings; Cost-based, value-based & competition-based pricing; Revenue management, Putting pricing into practice. Distribution of Services: Options for delivery; place & time decisions, Delivery in cyberspace; Intermediaries; International distribution.

Unit III: Managing Services Delivery- Designing and Managing Services Processes: Creating valued experiences & productive operations, Service Process Redesign, Customer as co-producer. Balancing Demand & Capacity: Demand fluctuations & capacity constraints, Demand patterns, Managing demand, Waiting & reservations Planning the Services Environment: consumer responses, dimensions; putting it all together. The People Element in Services: Role of Service Staff, HRM in service context, Service Leadership & culture

Unit IV: Implementing Services Marketing, Managing Relationships & Building Loyalty: understanding customer relationship, targeting, Managing the customer base, Building Customer loyalty, CRM, Customer Feedback & Service Recovery: Complaints & service recovery, Service guarantees, opportunistic behavior, learning from feedback, Improving Service Quality & Productivity: Integrating Service quality & productivity; Measuring & improving service quality, Organizing for Service Leadership: Synergy in a service organization; creating a leading service organization, In search of leadership

Recommended Books

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Verified
Course Objective
The objective of the course is to familiarize the students with the nature and practices of international marketing. After reading the course, students will be able to distinguish international marketing mechanics from the domestic marketing models and approaches.

Course Contents
Unit I: Introduction: Basic Concepts of International Marketing, Definition and Dimensions of International Markets, Differences between Domestic and International Marketing, Benefits of International Marketing, EPRG Framework in International Marketing.


Unit III: Product Decisions: Product planning for global markets; Standardisation vs Product adaptation; New product development; Management of international brands; Packaging and labeling; Provision of sales related services. Pricing Decisions: Environmental influences on pricing decisions; International pricing policies and strategies. Promotion Decisions: Complexities and issues; International advertising, personal selling, sales promotion and public relations.

Unit IV: Distribution Channels and Logistics: Functional and types of channels; Channel selection decisions; Selection of foreign distributors/agents and managing relations with them; International logistics decisions. Overseas Market research, Marketing Plan for Exports, New Techniques in International Marketing, International Sub-Contracting, Joint Ventures, Multinationals Exports Finance, Risk Export Documents and Procedures.

Recommended Books

Reference Books
1. Srinivasan, R. “International Marketing”, Prentice Hall of India, New Delhi

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective
To familiarize the students with the processes and factors influencing the buying behavior of consumers and implications of these factors in development of marketing strategies

Course Contents

Unit II: Consumer Decision Process: Need recognition, information search, evaluation of alternatives, purchase decision, consumption and post-purchase evaluation, Variables that shape decision process- individual differences, psychological processes, environmental influences, Types of decision process – complex decision making, variety seeking, impulse buying, loyalty, degree of involvement in buying. Individual Characteristics: Demographic and psychographic characteristics and market segmentation, Personality, personal values, lifestyle concepts and measurements.


Recommended Books

Reference Books
5. Nair, Suja R. “Consumer Behaviour in Indian perspective: Text and cases”, Himalaya Publishing House, Mumbai

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

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41
Course Objective
To familiarize the students with concepts, tools and frameworks required for managerial decisions related to Product and Brand Management.

Course Contents


Unit III: Brand Positioning: Concepts, Importance of Target Market and Competition, Points of Parity and Points of Difference, Positioning Guidelines, Brand Mantras: Definition and Process of Establishing the Same Internal Branding, Brand Audits, Brand Marketing Programmes Brand Elements: Criteria for Choosing and integrating with strategic options and tactics, Designing a Marketing Programme to Build Brand Equity, Integrating Marketing Communications to Build Brand Equity Leveraging Secondary Brand Associations to Build Brand Equity


Recommended Books

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

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Course Objective
This course aims at providing students with a comprehensive understanding of the theoretical and applied aspects of retail Management.

Course Contents
Unit I: Retail Management: Introduction, meaning, Characteristics, Retail industry India, role of retailing Trends in Retailing, Emergence of organisations of retailing, History and theories of retail development; Retail organization structure; Retail management process.

Unit II: Overview of Retail Market Segmentation and Retail Customer, Understanding Shopper Behavior; Shopping Process; Shopper’s Profiling, Retail Formats Classification of formats; Value based model of format choice, Retail Location Importance & levels of location decisions, Types of retail location, Site Selection Criteria. Atmospherics and Retail Space Management: Retail Layout Plan, Circulation Movement/Types of layout, Elements of atmospherics; Color Planning; Retail Space Design

Unit III: Merchandise and Channel management- Merchandise plan; Merchandise buying and handling, Category management; Merchandise presentation; channel, criteria for selection of suppliers. Channel choice, product movement; Store Management, Retailing Strategy, Retail pricing strategies, Retail promotion strategies, Retail sales promotion, publicity; Human resource strategy; Vendor relation and Distribution strategy

Contemporary Issues

Unit IV: Relationship Marketing in Retailing: Management of Relationship, Evaluation of Relationship Marketing, Relationship, Marketing Strategies, Retail Research and Retail Audits, Technology in Retailing; Career in Retailing.

Recommended Books
2. Berman, Barry & Evans, Joel R. “Retail Management & Strategic Approach”

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective
To develop an understanding of Sales and Distribution Channel Management with regards to Business Development and in correlation to the Marketing Management as Process in coherence with the complete Supply Chain Management System.

Course Contents
Unit I: Introduction to Sales Management: The Sales Management Function – Scope and Importance; Personal Selling Process and Approaches; The Evolving Face of Personal Selling; Sales Organization Structure; Sales Forecasting; Sales Territory Design.

Unit II: Sales Force Management: Sales Force Job Analysis and Description; Recruiting and Selecting Sales Personnel; Training Sales Personnel; Motivating the Sales Force; Sales Force Compensation; Evaluating Sales Performance; Ethical and Legal Issues in Sales Management.

Unit III: Distribution Planning and Control: Role and Function of Intermediaries; Selection and Motivation of Intermediaries; Distribution Analysis; Control and Management; Channel Dynamics – Vertical Marketing Systems; Horizontal Marketing Systems; Multichannel Marketing Systems; Channel Conflict and Management.

Unit IV: Distribution System and Logistics: Physical Distribution System – Decision Areas; Different Modes of Transport in India; Their Characteristics; Logistics Introduction – Functional Areas of Logistics; Logistics Integration for Customer Satisfaction; Distribution Costs; Control and Customer Service; Supply Chain Management (SCM); Integration of Sales and Distribution Strategy.

Recommended Books

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective
The course objectives is to help students to understand the central concepts of marketing research, the methods of conducting marketing research and how to use research to solve the problems faced by a marketing manager.

Course Contents

Unit II: Research Design- The sources of Marketing Information, types of error affecting research designs, methods for dealing with potential errors, choosing a research design. Techniques Of Obtaining Data & Experimentation, Types of information, Questionnaire Designing, Communication Interviewing media, use of panels, direct vs. indirect research techniques, Observation. Nature of experimentation, Models of experimental design, field experimentation in marketing.

Unit III: Measurement in Marketing Research- General concepts and instrument design, measurement & scaling, sampling procedures. Analyzing Associative Data- Analysis process, Chi square test, Indexes of agreement, Multivariate procedures, multiple & Partial regression, correlation, ANOVA and Covariance. , Advanced techniques in Analyzing Associative Data. Two- group Discriminant Analysis, Multiple Discriminant Analysis, factor analysis & clustering methods, multi dimensional scaling & conjoint analysis.

Unit IV: Applications of Marketing Research- Forecasting, brand positioning & Market Segmentation, Product Research, Advertising Research, Consumer Research, Market & Sales Analysis Research. Contemporary Issues in Marketing Research- Ethics in Marketing Research, Future of Marketing Research in India.

Recommended Books

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

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45
MM-09
CUSTOMER RELATIONSHIP MANAGEMENT

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective
This course provides students with a working knowledge of the principles and best practices for managing customer relationships that result in unsolicited testimonials and relationship annuities.

Course Contents
Unit I: CRM – Introduction and Value Proposition, Evolution of CRM & its scope, Difference between CRM, Relationship marketing and traditional marketing (transactional concept), Types of CRM (Operational, Collaborative and Analytical) Understanding Customers, their Value and Costs, Types of Customers, Customer Satisfaction and loyalty, Concept of customer value and cost, Customer Lifetime Value (CLTV) and management of customer value.

Unit II: Understanding Relationships - Types of relationships, Key principles of managing relationship; customer switching and retention, customer recall CRM and Technology - eCRM – Features, Advantages and technology, CRM Contact Center Tools (IVR, CTI, ACD), Front Desk Management, Sales Force Automation, Data management and construction of databases for Data Warehousing and Data mining, Considerations while choosing CRM technology

Unit III: Consumer Research - understanding consumer behavior and purchase process, to manage customer expectations and satisfaction. Implementing CRM Projects Planning for CRM, Building blocks of a CRM program, CRM implementation and organizational structure


Recommended Books

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Verified
MM-10
EVENT MARKETING MANAGEMENT

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective
To familiarize the students with fundamentals of event management, its concept and design, logistics, marketing and promotion

Course Contents
Unit I: Introduction to event management, Events as marketing communication tool, Types and Size of events, Strategic Event Marketing. Event Feasibility, Concept and Design.

Unit II: Assessing Event Feasibility; The Feasibility Plan; Developing, Analyzing Designing and Logistics of the concept. Event STP- Segmentation and Targeting for events; Identifying Target Audience Profile

Unit III: Event Branding- Positioning for events; Concept of Event Property, Positioning and messaging framework. Event Marketing - The process of event marketing; Creative Materials, Promotional Items & Giveaways; Sales Collateral, Event Proposal and its role in event marketing


Recommended Books

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

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47
HRM-01
ORGANISATIONAL CHANGE & DEVELOPMENT

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective
To familiarize the students about issues involved in managing change in an organisation.

Course Contents
Unit I: Organisational Change - stimulating forces - planned change - change agents - unplanned change – Model of organisational change - Lewin’s three Step Model. Macro perspectives on OC. Resistance to change - individual factors - organisational factors – techniques to overcome change, Change process.

Unit II: Managing Organizational Change- change management principles, change transitions for individual employees, change management skill requirements; approaches to change management; measuring organizational effectiveness to OC- introduction and models.


Recommended Books

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

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48
HRM-02
COMPENSATION MANAGEMENT

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

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

Course Contents
Unit I: Role of compensation in organization: economic and behavioural theories related to compensation; strategic perspectives of compensation; compensation as motivational tool; compensation policy.

Unit II: Internal and external equities in compensation system; determining the worth of jobs; understanding inter and intra-industry compensation differentials, designing pay structure and administering compensation package; understanding different components of compensation package like fringe benefits, incentives and retirement plans; pay for performance plans.

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

Unit IV: Statutory provisions governing different components of reward system; working of different institutions related to reward system like wage boards, pay commissions, role of trade unions in compensation management; tax planning.

Recommended Books

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

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49
Course Objective
To sensitize the students about the importance of human resource accounting and various aspects of human resource accounting in organisation

Course Contents


Unit IV: HR Accounting – Design, Preparation & Implementation: Responsibility Accounting and Management Control; Management Control Structure and Process; Design of HR Accounting Process & Procedures for each of the HR Sub-system including Recruitment, induction, PA and Training; Classification of Costs in HR Accounting – Behavioural Aspects of Management Control – Social Control. HR Auditing and Accounting – HRA Software; HRA Oriented Reporting Processes including P & L Accounts & Balance Sheet.

Recommend Books

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

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HRM-04
HUMAN RESOURCE PLANNING
External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective
To enable the students to acquire knowledge and skill necessary for preparing the manpower plan of a business enterprise.

Course Contents

Unit II: Job Analysis; Job analysis, Problems associated with job analysis, Process of job analysis, Specific job analysis Techniques, Competency Based Approaches, Attitude analysis, Work study, External and Internal environment, Work norms, Sting diagram, Skill, Knowledge, KSA, Role Behaviour Analysis, Office layout, Time Motion study.

Unit III: HR Management: Surplus manpower handling, VRS policy, Retrenchment policy, atomizing, Downsizing, Outsourcing, Action plan. HR forecasting Process: Forecasting Activity categories, benefits of HR forecasting, Key Personnel Analysis conducted by HR Forecasters, Environmental and Organizational factor affecting HR forecasting. HR forecasting Time Horizons, Determining Net HR requirements.


Recommended Books

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

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Course Objective
The aim of the course is to help the students to understand the laws governing Human Resource Management and how to handle industrial relations.

Course Contents
**Unit I:** Industrial Relations: Meaning, Definitions, Characteristics, Factors Affecting IR, Approaches to Industrial Relations, Participation in IR, Objectives of IR and Human Relations, IR and Productivity, Various Dimensions of IR.

**Unit II:** Trade Unions- Introduction, meaning, definitions, nature of trade unions, reasons for joining trade unions, objectives, trade union movement in India, problems of trade union, suggestions, National Commission on 2nd Labour for Strengthening trade unions. Objects, definitions, appointment of registrar, Registration and Cancellation of registration, appeal, rights and Privileges of a registered TU, duties and liabilities, amalgamation of TUs, Dissolution of unions, power to make regulation.

**Unit III:** Employee Counselling - Types, Methods, Content, Problems, Consultative Bodies (Bipartite, Tripartite) and IR Strategies - A Discussion - Worker Development & Worker participation. Discipline and Grievance Redressal Machinery - Purposes and Procedures of Disciplinary Action - Grievance Redressal Procedures - Conciliation - Arbitration and Adjudication –


Recommended Books
2. Venkatratnam: Industrial Relations, Oxford University Press

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
HRM-06
TRAINING AND DEVELOPMENT

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective
To familiarize the students about the concept and process of training and development and its importance in an organization.

Course Contents
Unit I: Training – concept, and rationale; training process: role of stakeholders in training programme; Organization and Management of training function; Business strategy & HRD, Aligning training design with learning process; Training needs assessment – organizational analysis, operational analysis, person analysis; competency mapping.

Unit II: Designing the training programme: process of learning in training programme – attributes and factors influencing; learning process; learning styles; training climate and pedagogy; developing training modules; Training aids.

Unit III: Training methods and techniques – role playing, business games, in basket exercises, laboratory training; incidents and cases; seminars, syndicates and group discussion; lecture, programmed instructions; brainstorming, mind mapping, creative problem solving, MDPs, Out-bound training. Individual Development through Non-training - Job Redesign Programme; Job enlargement, Job Enrichment, Job Rotation, Suggestion Schemes, Career Planning, Counselling.

Unit IV: Development & implementation of training; Evaluation of training – need for evaluation, principles of evaluation, criteria and approaches; return on investment in training, process of calculating ROI in training; emerging trends in training and development; new perspectives on training – cross cultural training, e-learning.

Recommended Books
1. Agochia, Devendra, Every Trainer’s Handbook, New Delhi; Sage Publications

Reference Books
3. Goldstein, Training in Organization, Thomson Learning, Bombay
4. McGrath, Training for Life and Leadership in Industry, Prentice Hall of India, New Delhi

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Verified
HRM-07
PERSONAL GROWTH & INTER-PERSONAL EFFECTIVENESS

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective
To familiarize the students about the various aspects of personal growth and effectiveness in an organisation

Course Contents


Unit IV: Transactional Analysis- Ego states, types of transactions and time structuring. Life position, scripts and games. Experience learning methodologies-T-group, sensitivity training, encounter groups and human process labs.

Recommended Books

Reference Books
1. Whetten & Cameron, “Development Management Skills”, PHI, New Delhi

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Verified
HRM-08
GLOBAL HUMAN RESOURCES MANAGEMENT

Course Objective
To sensitize students to mechanics of Human Resource Management in International arena.

Course Contents
Unit I: GHRM- Introduction, nature and strategic IHRM; The differences between domestic and international Human Resources – The Various perspectives and approaches of International Human Resource Management.

Unit II: International environment: political, legal and technological; Recruitment and Selection – Staffing policies, approaches, Selection criteria - Relocation Performance management of international employees –performance appraisal in a global context.

Unit III: Orienting and training employees for global assignments – approaches to training . Motivation and leadership across cultures Compensation – various approaches – factors affecting compensation systems – Benefits- The adjustments and incentives.


Recommended Books

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

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55
HRM-09
PERFORMANCE MANAGEMENT

External Marks: 70  
Internal Assessment: 30  
Time: 3 Hours

Course Objective
This course is designed to develop appreciation and skills essential for designing and instituting effective performance management systems among students.

Course Contents
Unit I: Introduction: Definition of performance Management, the performance management contribution, dangers of poorly implemented PM systems, aims and role of PM Systems, characteristics of an ideal PM systems, performance management process, performance management and strategic planning..


Unit III: Conducting Staff Appraisals: Introduction, need, skills required, the role of the appraiser, job description & job specification, appraisal methods, raters errors, data collection, conducting an appraisal interview, follow up & validation, present thoughts & future directions..

Unit IV: Performance management & employee development: Personal Development plans, 360 degree feedback as a developmental tool, performance management & reward systems: performance linked remuneration system, performance linked career planning & promotion policy. Performance Counselling.

Recommended Books

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective
The main aim of this course is to provide strategic perspective of HRM in an organization. It aims to provide an understanding of forecasting, acquisition and management of human resources in effective implementation of strategy.

Course Contents
Unit I: Understanding Strategic HRM: Traditional vs. strategic HR, Typology of HR activities, “best fit” approach vs. “best practice” approach, HR strategy and the role of national context, investment perspective of human resources Management.

Unit II: Aligning HR systems with business strategy: Sustained competitive advantage – how HR adds value to the firm - HR as scarce resource – non substitutable resource, linking HRM practices to organizational outcomes - assessing and reducing costs, alternative HR systems - universalistic - contingency - configurational, congruence and integrated HR systems.


Recommended Books

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

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57
Course Objective
The main objective of the course is to help the students learn the key concepts involved in competency mapping.

Course Contents
Unit I: Introduction to competency method in Human Resource Management - Features of competency methods, scope, historical development, definitions, approaches to mapping and Need for competency frameworks.

Unit II: Competency mapping procedures and steps- business strategies, performance criteria, criteria sampling, tools for data collection, data analysis, validating the competency models, short cut method, mapping future jobs and single incumbent jobs, using competency profiles in HR decisions.

Unit III: Methods of data collection for mapping.-observation, repertory grid, critical incidence technique, expert panels, surveys, automated expert system, job task analysis, behavioural event interview. Developing competency models from raw data-data recording, analysing the data, content analysis of verbal expression, validating the competency models

Unit IV: Competency based HRM- Competency based selection process, competency based performance management system, competency by objectives, competency based Career management system and competency linked competitive remuneration system. Assessment centre-characteristics and objectives of assessment centre, Designing assessment centre, Assessing competencies in assessment centre, Documentation in assessment centre.

Recommended Books

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective
The objective of the course is to familiarize the students with the concept of database and its utility in organization of information.

Course Outline
Unit I: Concept of database and database management system, purpose, advantages and disadvantages of DBMS; DBMS Architecture; Entities and Relationships, schemas and sub-schema; and Data Independence; Types of DBMS – Hierarchical, Network, Relational, Object-oriented and Object relational

Unit II: Introduction to SQL; Components of SQL: DDL, DML, DCL; creating Tables, Views, Index, Sequences and Synonyms; inserting, updating and deleting data; database queries; joins and set operators; SQL functions.

Unit III: Database Design-basic considerations; Data Independence-Logical and Physical; Database Normalization – 1NF, 2NF, 3NF, BCNF, 4NF and 5NF; Denormalization; Integrity and Concurrency control

Unit IV: Database security; Back-up and Recovery; Advance Database concepts-Distributed databases, Internet databases, Multimedia databases, Digital libraries and Mobile databases.

Recommended Books:
1. Kahate, A., Introduction to Database Management Systems, Pearson Education

Reference Books:
1. Abraham, Korth , Data Base System concepts, McGraw Hill, New Delhi
3. Rob, Database System , Cengage Learning

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective
The objective of the course is to provide overall knowledge regarding the concepts and structure of ERP systems and imparts necessary managerial skills for ERP implementation in a business enterprise.

Course Outline
Unit I: Introduction to ERP and its evolution and the integrated systems approach; benefits and challenges in implementation of ERP systems; Business Process Re-engineering and process remodelling.

Unit II: ERP systems development process, Planning and requirement analysis; designing, re-engineering vs. customization, ERP design options, steps in ERP implementation.

Unit III: Critical factors in ERP implementation success; Risks involved in ERP implementation- Technological risks, Organizational risks, project size and HR aspects in implementation of ERP projects, Project related factors; Additional factors: User Training, reporting needs and technological challenges.

Unit IV: ERP Systems: Sales and Marketing; Accounting and Finance; Production and Material Management; Human Resources; Supply Chain Management; Future directions and developments in ERP.

Recommended Books

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective
The main objective of this course is to familiarize the students with object oriented methodology of analysis, design and programming.

Course Outline
Unit I: Object-oriented concepts object and classes, links and associations, inheritance and multiple inheritance, grouping of constructs, polymorphism, encapsulation.

Unit II: Object Oriented Modelling Concepts; Class Modelling: objects, classes, links and associations, generalization and inheritance, aggregation, constraints; State Modelling: Events, States, Transitions and conditions, state diagrams, nested states, signal generalization and concurrency; Interaction Modelling: Use case models, Sequence Models, Activity Models

Unit III: Object oriented analysis and design: process and development life cycle; System Conception, Domain analysis, Application analysis, System design, Class design, System Implementation.

Unit IV: Object Oriented Programming using C++: Classes and objects, functions, constructors and destructors, overloading, type conversions, Extending classes, pointers, virtual functions and polymorphism, input-output operations.

Recommended Books
1. Michael Blaha and James Rumbaugh, Object-Oriented Modeling and Design With UML, 2/e, Pearson Education, New Delhi
2. Balaguruswamy, OOPS with C++, TMH, New Delhi

Reference Books
2. Stroustrup, C++, Addison Wesley, USA.

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Verified
Course objective
The main objective of this course is to familiarize the students with the various aspects of technology management and its application in business organization.

Course Outline
Unit I: Basic concept of technology, technology and its relationship with knowledge, business and society, Classification of technology, Management of technology at firm and national levels, Conceptual framework for management of technology, critical factors in managing technology,

Unit II: Technology and management paradigms, technology and market interaction, technology life cycles, Process of technological innovation, factors affecting technological innovations

Unit III: Competitiveness: basic concepts and indicators, technology management for managing competitiveness, Formulation of technology strategy, Aligning business and technology strategy, Technology planning: forecasting technology, technology audits,

Unit IV: Acquisition of technology: methods and issues; Exploitation of technology, Technology creation using research and development, Technology transfers: Process and Issues

Recommended Books
1. Tarek Khalil, Management of Technology, Tata McGraw Hill, New Delhi

Reference Books
1. Norma Harrison and Danny Samson, Technology Management: Text and International Cases, TMH, New Delhi

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

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62
Course Objective
To familiarize the participants with the Knowledge Management and its application in business

Course Outline
Unit I: Basic concept of knowledge, intelligence and experience; data, information and knowledge; types of knowledge, implications of knowledge management, Knowledge management lifecycle.

Unit II: Knowledge creation; capturing tacit information, expert evaluation, fuzzy reasoning, interviews, onsite observations, brainstorming, protocol analysis, consensus decision making, Nominal Group Technique, Delphi method, Concept mapping, blackboarding; Knowledge codification.

Unit III: Quality Assurance; Knowledge testing, Logical testing, User acceptance testing; Knowledge system deployment, User training and deployment; post implementation review.

Unit IV: Knowledge transfer: prerequisites, methods and strategies; Role of internet in knowledge transfer, overview of data visualization, data mining, knowledge management portals, Ethical, legal and managerial issues in knowledge management

Recommended Books
1. Hislop, Knowledge Management, Oxford University, Press, Delhi.

Reference Books
1. Shukla & Srinivasan, Designing Knowledge Management Architecture, Sage, New Delhi
2. Warier, Knowledge Management, Vikas, New Delhi

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
The objective of the course is to familiarize the students with the software development process, software quality assessment, and testing for the optimum functionality at reasonable costing.

Course Contents

Unit I: Concept of software engineering, software characteristics, software metrics: categories, areas of applications, token count, function point analysis, data structure metrics. Software Development Life Cycle; Models: Waterfall model, Prototyping model, Spiral model, Rapid Application Development model.

Unit II: Software quality factors, cost estimations, COCOMO, project scheduling, quality assurance plans, project monitoring plans; Software risk management

Unit III: System design, design objectives, effective modular design (coupling, cohesion), design tools and techniques, prototyping, structured programming.

Unit IV: Coding, verification, monitoring and control, testing. testing fundamentals, test case design, functional and structural testing, test plan, activities during testing, unit and integration testing.

Recommended Books
1. Pressman, Software Engineering: A Practitioner’s Approach 6e, Tata Mc Graw Hill, New Delhi
2. Jain, Software Engineering, Oxford University Press, Delhi

Reference Books
2. Jalote, An Integrated Approach to Software Engineering 3e, Narosa

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
IT-07
INFORMATION SECURITY AND CYBER LAWS

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective
To acquaint the participants about various aspects of information security and cyber laws.

Course Outline
Unit I: Overview of basic concepts of security: Confidentiality, Integrity and Availability; Security threats, Information security principles, operational and human issues in information and network security; Security policies: types, development and management

Unit II: Authentication, Access control mechanism, Physical security control, Operations security, Cryptography: basic concepts, symmetric and asymmetric cryptography; Key management, Firewalls, Intrusion detection, malware detection

Unit III: Legal Issues in information and communication technology, cyber-crime and IT Act 2000, Legal resources against Hacking, Cyber fraud, defamation and abuse, pornography and other IT offences; Contracts in cyber world and Jurisdiction

Unit IV: Cybersquatting, legal and other innovative moves against cybersquatting, Copyright and protection of contents; Software piracy; E-Commerce Taxation, Protection of Cyber consumers in India

Recommended Books

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

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Course objective
The objective of this course is to familiarise the students with the practical approach of using Excel and SPSS like software in data analysis.

Course outline
Unit I: Understanding Data: Data, Types of Data and Levels of Measurements: Quantitative (Discrete and Continuous), Qualitative (Categorical and Ordinal); Basic Concepts of Analysis: Population and Sample, Descriptive and Inferential Statistics, Parameter and Statistic, Parametric and Non-parametric tests, Variables (Dependent and Independent); Preparing and coding data for analysis.

Unit II: Introduction to Excel: Understanding Spreadsheets, Workbooks and Worksheets, Navigating through cell, cell referencing, Data Entry (Manual and Autofill), Formulas and functions, sorting data; Creating and Managing Charts and Graphs, Managing Data Lists in Excel: Building, Sorting, Filtering and managing; Performing What-if Scenarios, Generating Pivot Tables; Basics of Building and running Macros; Using ‘Data Analysis’ Add-in in Excel for computing basic descriptive and inferential statistics

Unit III: Introduction to SPSS: Creating and Managing Data files, Defining variables, opening and reading data files from SPSSS and non-SPSS sources; Creating, printing and saving output files; Summarizing Data: Frequency Distribution, Graphical presentation, Computing select measure of central tendency and dispersion; Hypothesis testing for single population (One sample z-statistic and t-statistics); one-tailed and two-tailed test of hypothesis; Hypothesis testing for two populations

Unit IV: ANOVA, Chi-square test, Simple Linear Regression analysis, Multiple Regression Analysis, Factor Analysis; Basic Non-parametric statistics: One-sample K-S Test, Mann-Whitney U test, Wilcoxon Matched-pairs Signed Rank test, Kruskal-Wallis test, Friedman test and Spearman’s Rank Correlation

Recommended Books
1. Naval Bajpai, Business Statistics, Pearson
2. Whigham David, Business Data Analysis, Oxford University, Press, Delhi.

Reference Books

Note:
3. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
4. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective
To familiarise the students with data mining and warehousing and its application in business organizations

Course Outline
Unit I: Basic Concepts of Data Warehousing: Data Stores, Marts and Warehouses; Data Warehouse characteristics and environment; Implications of using data warehouses for the business: purpose, cost-benefit analysis/return on investment, impact on decision making and business functions; Risks involved and mitigation approaches.

Unit II: Data mining and its techniques: Classification, Association, Sequence, Cluster; Data Mining technologies and applications; Market Basket Analysis; Limitations and challenges to Data Mining; Overview of Online Analytical Processing (OLAP), Multidimensional Online Analytical Processing (MOLAP) and Relational Online Analytical Processing (ROLAP).

Unit III: Warehousing Strategy: Developing organizational context, Preliminary survey and source system audit, Identifying data sources and defining Warehouse architecture; Warehouse Management and Support: Capacity planning, purging rules, security measures, backup and recovery strategy; Data Warehouse planning

Unit IV: Data Warehouse implementation, Criteria for selecting and acquiring hardware and software for data warehouse implementation; Managing Warehouse Metadata; Warehouse Maintenance and Evolution, Data Warehouse applications; Emerging trends in Data Warehousing

Recommended Books
2. Pudi, Data Mining, Oxford University Press, Delhi.
3. Thareja, Data Warehousing, Oxford University Press, Delhi.

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

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67
Course Objective
The main objective of this course is to make students about the various issues related to software project management and its successful implementation.

Course Outline

Unit II: Project Planning Infrastructure; Process Planning; Effort Estimation and Scheduling; Quality Planning; Risk Management.

Unit III: Measurement and tracking planning; Development Project Management Plan: Team structure, communication and team development; Customer Communication and issues; Structure of project management plan.

Unit IV: Configuration management and control; Project Monitoring and Control: Project Tracking, Milestone analysis, Defect analysis and prevention; Project Closure analysis

Recommended Books

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
IB-01
FOREIGN EXCHANGE MANAGEMENT

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective
To acquaint the students with the mechanism of foreign exchange market, measurement of foreign exchange exposure and its management.

Course Contents


Recommended Books

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

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69
Course Objective
The main objective of the course is to familiarize the students with the management of export and import business and its documentation.

Course Contents

Unit I: World Trade: Direction and Composition of World Trade, Direction and Composition of India’s Foreign Trade – Role of Banks and Other Institutions in India’s Foreign Trade. EXIM Policy – Objectives – Facilities & Restrictions; Significance of Exports & Imports to Nations Progress; Export Potential of Services – Export Potential of Select Commodities; Textiles, Agricultural Products, Marine Products, Floriculture, Readymade Garments, Engineering Goods, Leather Products, Gems & Jewelry; Export Prospects in Various Countries

Unit II: Export documentation, Export Procedures: General excise clearances; Role of clearing and following agents; shipment of export cargo; Export credit; Export credit guarantee and policies; Forward exchange cover; Finance for export on deferred payment terms; Duty drawbacks; Mode of payment.

Unit III: Export Management: Export Finance and Credit; EOUs, EPZ/SEZ/FTZ – Role and Significance – Export Trading Houses – Star & super Star Trading Houses; Export Incentives: Overview of export incentives-EPCG, Duty drawbacks, duty exemption schemes, tax incentives; Procedures and documentation.

Unit IV: Import Planning: Methods of Import Procurement – Global Tendering, Limited Tendering, Negotiated Procurement, Long-term Contracting; Foreign Exchange Regulations Relating to Import; Import licensing policy; Actual user licensing; Replenishment licensing; Import-export pass book; Capital goods licensing; Export houses and trading houses Import finance – Instruments of financing, Related Procedures, Customs Clearance.

Recommended Books
1. Export-Import manual, Nabhi Publication, New Delhi

Reference Books
3. Export-Import Policy: Ministry of Commerce, Govt. of India, New Delhi
4. Handbook of Export-Import procedures: Ministry of Commerce, Govt. of India.
8. Government of India: Export-Import Policy, procedures, etc. (Volumes I, II and II) New Delhi

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

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Course Objective
The objective of the course is to familiarize the students with the nature and practices of international marketing. After reading the course, should will be able to distinguish international marketing mechanics from the domestic marketing models and approaches.

Course Contents
Unit I: Introduction: Basic Concepts of International Marketing, Definition and Dimensions of International Markets, Differences between Domestic and International Marketing, Benefits of International Marketing, EPRG Framework in International Marketing.

Unit II: Environment of International Business: Introduction, Political and Legal Environment, Cultural Environment, Financial and Monetary Environment. Indian Foreign Trade: Indian Trade Policy, Recent Transit in India’s Foreign Trade, Export Assistance, Institutional Infrastructure for Export Promotion in India, EXIM Policy of India.

Unit III: Product Decisions: Product planning for global markets; Standardisation vs Product adaptation; New product development; Management of international brands; Packaging and labeling; Provision of sales related services. Pricing Decisions: Environmental influences on pricing decisions; International pricing policies and strategies. Promotion Decisions: Complexities and issues; International advertising, personal selling, sales promotion and public relations.

Unit IV: Distribution Channels and Logistics: Functional and types of channels; Channel selection decisions; Selection of foreign distributors/agents and managing relations with them; International logistics decisions. Overseas Market research, Marketing Plan for Exports, New Techniques in International Marketing, International Sub-Contracting, Joint Ventures, Multinationals Exports Finance, Risk Export Documents and Procedures.

Recommended Books

Reference Books
1. Srinivasan, R. “International Marketing”, Prentice Hall of India, New Delhi

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective
To give students proper understanding of logistic management in International Business.

Course Contents
Unit I: Marketing Logistics: Concept, objectives and scope; System elements; Relevance of logistics in international business; International supply chain management and logistics; Transportation activity – internal transportation, inter-state goods movement; Concept of customer service. Key Logistics Functions, Supply Chain Management: Principles of SCM; Difference between SCM and Logistics; SCM for Improved Customer Service and Enhanced global Competitiveness.

Unit- II: General Structure of Shipping: Characteristics, liner and tramp operations; Code of conduct for liner conferences; Freight structure and practices; Chartering principles and practices; UN convention on shipping. International Transportation: International Transport System, Choice of Mode – Rail, Road, Air and Sea – Evolution and Perspectives of Indian Shipping Industry; Problems UN Convention on Shipping, Freight Structure and Practices; Linear Operations; Tramp Operations Chartering Principles and Practices – Air Transportation Advantages; Carrier-consignee Liabilities, Total Cost Concept.

Unit- III: Developments in Ocean Transportation: Containerization; CFS and inland container depots; Dry ports; Multi-modal transportation and CONCOR; Role of intermediaries including freight booking, shipping agents, C&F agents, Ship owner and shipper consultation arrangements. Role of Ports: Port Organization and Management Responsibilities of Port Trust, Growth and Status of Ports in India, Carriage of Goods – Legal Aspects; Port Services Pricing.

Unit IV: Ware Housing: Inventory Management – Concepts and Application; Significance and Types of Ware Housing Facilities; Total Cost Approach – Containerization: CPS and Inland Container Depots, Dry Ports, Multi Model Transportation and CONCOR; Problems and Prospects.

Recommended Books

Reference Books
5. Raghuram et.al. “Shipping Management: Cases and Concepts”,
8. Desai, H.P. “Indian Shipping Perspectives”, Anupam Publications, Delhi,
10. Shipping Documents and Reports, UNCTAD.
11. Use of Maritime Transport Volume one: ESCAP, UN.

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

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72
Course Objective
The main objective of this course is to familiarize the students with the business environment in the International arena.

Course Contents

Unit I: International Business: Nature, importance and scope; Framework for analyzing international business environment – geographical, economic, socio-cultural, political and legal environment. Multinational Corporations: Conceptual framework of MNCs; MNCs and host and home country relations; Technology transfers – importance and types.


Recommended Books

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course objective
To familiarize the students with operations of global financial markets and instruments available for financing & investment opportunities in international Markets.

Course Contents


Recommended Books
1. Buckley, Adrian. “Multinational Finance”, Prentice Hall of India, New Delhi

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

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74
IB-07
W.T.O. AND INDIA

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective
To familiarize the students with the functioning of WTO and its policies related to International Business.

Course Contents

Unit II: W.T.O. Agreements, Trade Related Intellectual Property Rights (TRIPS), Trade Related Investment Measures (TRIMS) Multi Lateral Agreements on Investments.

Unit III: Agreement on Trade in Services, Issues relating to E-Commerce, Removal of Quantitative Restrictions(QR), Agreement on Textiles and Clothing, Effect on Agriculture, Effect on Pharmaceutical Industry, Effect on Other Products like Leather Products, Gems and Jewelry etc.


Recommended Books

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective
The basic objective is to familiarize the students with the operations and management of MNCs.

Course Contents
Unit I: International Management: Trends, challenges and opportunities; Different schools of thought of international management. Growth and Development of MNCs: Role and Significance of MNCs – Pattern of Growth – Country of Origin – Different Management Styles, Strategic Issues involved.

Unit II: Comparative Management: Importance and scope; Methods of comparative management; management styles and practices in US, Japan, China, Korea, India; Organizational design and structure of international corporations; Locus of decision making; Headquarter and subsidiary relations in international firms.

Unit III: International Business Strategy: Creating strategy for international business; Management of production, Services technology and operations; Marketing financial, legal and political dimensions; Ethics and social responsibility of business. Strategic Alliances: Acquisitions and mergers; Management of joint ventures and other international strategic alliances.

Unit IV: Indian Perspectives and Policy: Internationalization of Indian business firms and their operations abroad; International Mergers and Acquisitions. Changing government policy on entry of FIs and FIIs.

Recommended Books

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective
To sensitize the students about the foreign trade policy and its implications for International Business.

Course Contents
Unit I: International Trade: Growing importance of trade in world economy; trade as an agent of globalization; Theories of foreign trade – absolute and comparative advantage theories; Modern theory of trade – Hecksher- Ohlin theory; Terms of trade, gains from trade; Balance of payments and adjustment mechanism.

Unit II: Free trade vs protection, tariff classification, economic effects of tariff, tariff retaliation, anti dumping/countervailing duties; export subsidies; Exchange controls and other non-tariff measures. International economic integration- forms and levels, trade creating and diverting effects a custom union; repercussions of regional economic grouping on the trade.

Unit III: India’s Foreign Trade and Policy: Direction and composition of India’s foreign trade; Export – Import policy; Export promotion and institutional set – up; Deemed exports; Rupee convertibility; Indian Joint ventures abroad; Project and consultancy exports.Instruments of Export Promotion: Export assistance and promotion measures; EPCG scheme; Import facilities; Duty exemption schemes; Duty drawback; Tax concessions; Marketing assistance.

Unit IV: Foreign Investment Policy: Policy and framework for FDI in India; Policy on foreign collaborations and counter trade arrangements; Indian joint ventures abroad; Project and consultancy exports.

Recommended Books

Reference Books
8. Govt. Of India, Economic Survey(lastest issue)

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective
To acquaint the students with various laws governing International business and their proper understanding for right decision making.

Course Contents
Unit I: Legal Framework of International Business: Nature and complexities; Code and common laws and their implications to business; International business contract – legal provisions; Payments terms; International sales agreements; Rights and duties of agents and distributors. Regulations and Treaties Relating to: Licensing; Franchising; Join Ventures, Patents and trade marks; Technology transfer, Telecommunications. Frame work relating to Electronic Commerce.

Unit II: Regulatory Framework of WTO: Basic principles and charter of GATT/WTO; GATT/WTO provisions relating to preferential treatment of developing countries; Regional groupings, subsidies, technical standards, antidumping duties and other non-tariff barriers, custom valuation and dispute settlement; Implications of WTO to important sectors – GATS, TRIPs and TRIMs.


Unit IV: Indian Laws and Regulations Governing International Transactions: FEMA; Taxation of foreign income; Foreign investments; Setting up offices and branches abroad; Restrictions on trade in endangered species and other commodities.

Recommended Books
1. Daniels, John, Emest W. Ogram and Lee H. Redeungh, “International Business, Environments and operations”,

Reference Books
5. Goel, P.K “Business Law for Managers”, Wiley India, New Delhi

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

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Course Objective
This course introduces learners to the global supply chains and issues related to them.

Course Contents
Unit I: International logistics and supply chain management: meaning and objectives, importance in global economy, characteristics of global supply chains; supply chain relationship to business performance, key tasks of logistics and supply chain managers; role of government in controlling international trade and its impact on logistics and supply chain; supply chain as a competitive advantage, global supply chain strategy, structuring supply chain capabilities, business matching supply chain design with business strategy.

Unit II: Strategic importance of transport in global logistics, logistical objectives of transport, international ocean transportation, international air transportation, and international land transportation; types, characteristics and salient features, inter-modal transportation in international operations, factors influencing mode and carrier selection decision; intermediaries and alliances in global logistics; meaning of 3 PL and 4 PL service providers; concept and need of outsourcing, determinants for outsourcing decisions, role of outsourcing in global supply chain management.

Unit III: Planning the global supply chain, network design for global supply chain management, risk management in the global context, measuring logistics cost and performance. Benchmarking the supply chain, performance measurement and evaluation in global supply chains; decisions in network design-strategic importance, location of plant, warehouse, facilities; capacity and number of warehouses; factors influencing network design decisions. The marketing and logistics interface, customer service and customer retention; service driven logistics systems, customer service priorities and standards, customer service strategy.

Unit IV: Approaches to inventory management in global supply chain management; distribution resource planning; symptoms of poor inventory management, modeling in supply chain - inventory models, safety stock determination for service level, and lead time; forecasting models, routing problem; logistical packaging, containerization.

Recommended Books

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective
To provide an integrative approach to management of projects, detailing the various phases of the PLC.

Course Contents


Unit IV: Project Management: Forms of project organization — project planning — project control — human aspects of project management — prerequisites for successful project implementation. Network techniques for project management — development of project network — time estimation — determination of critical path — scheduling when resources are limited — PERT and CPM models — Network cost system. Project review and administrative aspects: Initial review — performance evaluation — abandonment analysis — administrative aspects of capital budgeting — evaluating the capital budgeting system of an organization.

Recommended Books

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
OM-02
QUALITY MANAGEMENT

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective
To expose various concepts and philosophies of quality management and to develop skill for implementing the various phases of total quality management

Course Contents


Recommended Books

Reference Books
6. Hansan, B.L. & Ghare, P.M. “Quality Control & Application”, Prentice Hall of India.

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
OM-03
SUPPLY CHAIN MANAGEMENT

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective
To acquaint the students with the Supply Chain Management System elements, structure, organization and process, and the strategic role the supply chain and business logistics play in corporate strategy.

Course Contents


Unit III: Purchasing & Vendor management: Centralized and decentralized purchasing, functions of purchase department and purchase policies. Use of mathematical model for vendor rating / evaluation. Single vendor concept, management of stores, accounting for materials. Inventory Management: Concept, various costs associated with inventory, various EOQ models, buffer stock (trade off between stock out / working capital cost), lead time reduction, reorder point / re-order level fixation, exercises , ABC, SDE / VED Analysis, Just-In-Time & Kanban System of Inventory management.


Recommended Books

Reference Books
2. Donald J Bowersox, Dand J Closs, M Bixby Coluper, “Supply Chain Logistics Management”, TMH

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
Course Objective
To provide a strategic perspective of manufacturing function and the role it plays in competitive strategy of an enterprise

Course Contents
Unit I: Strategic Issues in Manufacturing, Developing a Manufacturing Strategy-Principles and Concepts Order Winners and Qualifiers: Basic characteristics, Specific Dimensions


Unit IV: Focus: Methodology; Origins of existing plants, Moving to focused plants, focus regression Vs focus progression, focused Plants Outcomes Make or Buy and Managing the Supply Chain Manufacturing Infrastructure Development, World Class Strategic Manufacturing

Recommended Books

Reference Books
2. Jim Todd, “World Class Manufacturing”

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

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OM- 05
ADVANCED PRODUCTION & OPERATIONS MANAGEMENT

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective
To familiarize the students about the various production and operations systems used in manufacturing organization that helps them in taking various managerial decisions.

Course Contents


Recommended Books

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Verified
**Course Objective**

To familiarize the students a total organizational approach to productivity management techniques.

**Course Contents**

**Unit I:** Productivity – definition – concepts – importance of productivity circles. Measures of productivity – qualitative and quantitative measures – three basic types of productivity – partial – total factor – total productivity – productivity indices – methods of recording data

**Unit II:** Man power planning – productivity measurement at national and international levels – measures of productivity in different organizations like manufacturing and services and R & D etc. Managing productivity – misconceptions about productivity management – cultural factors – human factors – automation and productivity – economics of productivity.


**Recommended Books**


**Reference Books**

3. Iwao Kobayashi. “Keys to work place improvement”, Productivity Press India Ltd.

**Note:**

1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
OM-07
WORLD CLASS MANUFACTURING

Course Objective
To Acquaint the Students About the International Developments in the Area of Manufacturing, and the Systems, Tools and Techniques Required for Achieving Competitive Edge Through World-Class Manufacturing.

Course Contents


Unit IV: Typical characteristics of WCM companies: Performance indicators – what is world class Performance – Six Sigma philosophy. Indian Scenario: Leading Indian companies towards world class manufacturing – Task Ahead.

Recommended Books

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.
OM-08
TECHNOLOGY MANAGEMENT

External Marks: 70
Internal Assessment: 30
Time: 3 Hours

Course Objective
To acquaint the students with the role of technology & innovation in global industrial competition, and the organizational support systems and processes needed for acquisition, development integration and commercialization of technologies.

Course Contents

Unit II: Technology Life cycle and forecasting, Technology Transfer, Technology Development: Management of R & D; Product Design and Development; Commercialization of R & D; R & D - Manufacturing- Marketing Interface; R & D Project Management; Technology development and competitiveness, Technology and business strategy.

Unit III: Technology Innovation and creative Transformation in the Knowledge Age: Critical Trajectories, Technology entrepreneurship, IPR, Patenting, Technology Role of Government; International Protocols; Treaties; Standards; International Comparisons of Technology Management.

Unit IV: Management of Technological Innovation, Technology Fusion & the new R&D, Core competencies in Technology and its Commercialization. The Organizational Support System, Structural Imperatives of Technology Management, Building Organization Culture

Recommended Books

Reference Books
2. Hashem Sherif & Tarek Khalil, “New Direction in Technology Management”, Elsevier Publisher

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

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87
INTEGRATED MATERIALS MANAGEMENT

Course Objective
To equip the students with various materials management techniques in a manufacturing concern and enable better decision making.

Course Contents

Unit I: Introduction: Concepts, significance, scope and importance of integrated materials management, organising the materials management function. Role and functions of materials manager, Problems for materials planning in Indian Conditions.


Unit IV: Materials handling: Forms of Production and relevant material handling practices, cost aspect in materials handling, layout and material handling requirements. Material handling equipments, types, application in various industries. Computers in Materials Management: Introduction system in Purchase, Inventory and stores. Standardization, codification, simplification.

Recommended Books

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

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88
Course Objective
To understand the principles and practices of maintenance management and related issues of safety and reliability. The course will also deal with analysis and modelling of maintenance problems. Emerging paradigms in maintenance management will be a special focus area.

Course Contents
Unit I: Role of Maintenance Function; Fundamental Concepts in Systems Reliability, Safety and Maintenance Management (SSMM); Types of Maintenance Systems. Organising for Safety and Maintenance Management; Maintenance Systems and Procedures.

Unit II: System Failure Analysis; Models of System Reliability and Failure Analysis; Decision Models for Maintenance, Planning and Allocation of Maintenance Effort in Breakdown; Preventive and Predictive Maintenance, Replacement and Repair Analysis; Spares Inventory Management.

Unit III: Manpower Planning: Scheduling and Allocation in Maintenance; Condition Monitoring. Maintenance Cost Analysis and Cost Management; Total Productive Maintenance (TPM); Concept, Process and Application of TPM in Manufacturing organizations.

Unit IV: Maintenance Standards; Budgeting; Performance Analysis and Control, Management of Industrial Safety; Scheduling of Major Overhaul and Shut Downs. Maintenance Management Information Systems.

Recommended Books

Reference Books

Note:
1. A minimum of Three (03) and maximum of Eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.

Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Verified