



Marwadi
University
Marwadi Chandarana Group

NAAC



CENTRE FOR DISTANCE AND ONLINE EDUCATION

FACULTY OF MANAGEMENT STUDIES

MASTER OF BUSINESS ADMINISTRATION

(Online)

PROGRAMME GUIDE

**(PROGRAMME DETAILS, PROGRAMME STRUCTURE,
TEACHING SCHEME & SYLLABI)**

2024-2026

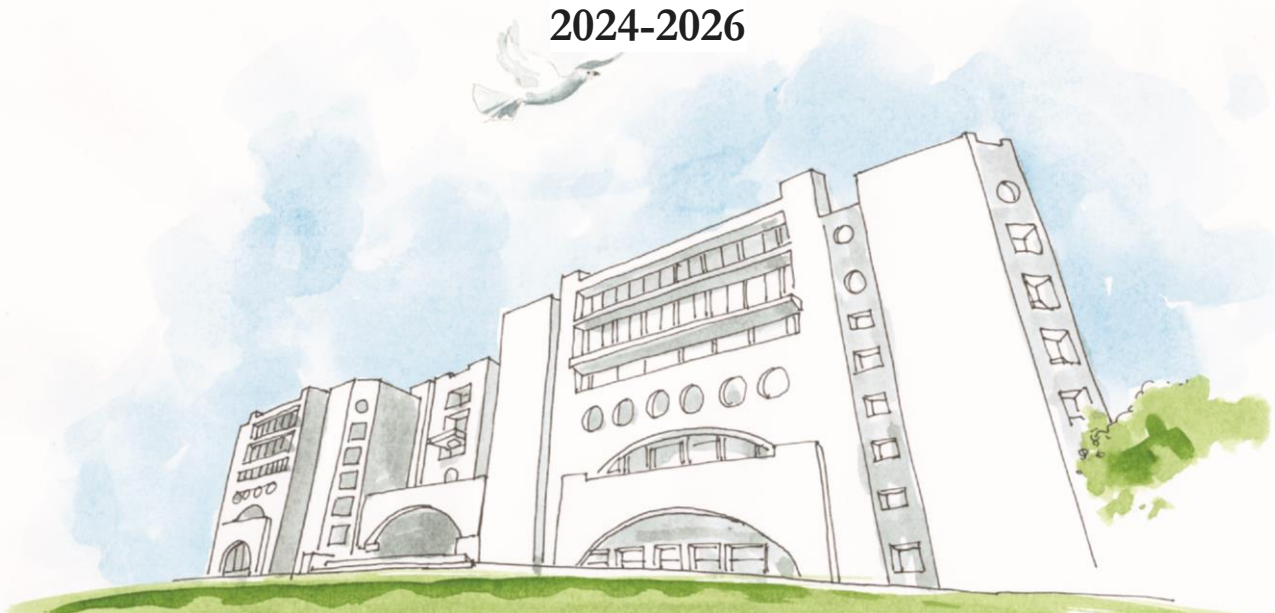


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Overview

Marwadi University

Marwadi University, situated in the heart of the Saurashtra region in Gujarat, has been a leading institution in technical education since its establishment in 2009 under the Gujarat Private University Act No.9 of 2016. With over 12,000 students from various parts of India and a significant international presence with more than 15% of its students coming from 53 countries, Marwadi University offers undergraduate, postgraduate, and doctoral programs.

The university boasts a diverse faculty body, comprising members from 22 states across India, with approximately 150 faculty members holding PhD qualifications. This blend of expertise contributes to a rich learning environment.

Marwadi University has garnered several accolades and recognitions, underlining its commitment to excellence:

- Recognized by the University Grants Commission (UGC) under section 2(f) of the UGC Act 1956, ensuring adherence to regulatory standards.
- Accredited with an A+ Grade by the National Assessment and Accreditation Council (NAAC) in its first cycle, establishing itself as the premier university in the region.
- Acknowledged as a "Centre of Excellence" by the Education Department of the Government of Gujarat, highlighting its prowess in delivering quality education, fostering innovative teaching methodologies, and promoting research and employability.
- ISO 9001:2015 certification for its robust Quality Management System, reflecting its commitment to maintaining high standards in education delivery.
- Awarded the GEM 5 certificate by ASSOCHAM for Environmental Sustainability Standards, demonstrating its dedication to environmental responsibility.
- Recognized with "The Excellent Band" distinction in the Atal Ranking of Institutions on Innovation Achievements (ARIIA-2021) by the Ministry of Education, Government of India, further affirming its status as a leading educational institution fostering innovation and entrepreneurship.

Additionally, Marwadi University stands out for its commitment to holistic development, offering a vibrant campus life enriched with cultural, sports, and extracurricular activities. The university's state-of-the-art infrastructure, modern laboratories, and well-equipped libraries provide students with a conducive environment for learning and exploration. With a focus on innovation and entrepreneurship, Marwadi University empowers students to develop practical skills and critical thinking abilities, preparing

them to excel in a rapidly evolving global landscape. Through its collaborative partnerships with industry leaders and research institutions, the university facilitates internships, projects, and placements, ensuring that students gain real-world experience and emerge as industry-ready professionals. With its unwavering dedication to excellence and inclusivity, Marwadi University continues to inspire and transform the lives of its students, contributing significantly to the socio-economic development of the region and beyond.

Vision

To foster an environment that empowers people, organizations and societies through education, ideas research and training.

Mission.

To provide quality education and thereby bring Social Transformation.

To create. Leaders through innovation and entrepreneurship

To cultivate the culture of research advancements

To imbibe universal consciousness

To stimulate growth through industrial international partnerships

Core Values:

L – Lifelong Learning

E- Empathy

A – Adaptability

D- Diversity

E- Empowerment

R- Respect

The Centre for Distance and Online Education – Marwadi University

With a forward-looking approach, the Centre for Distance and Online Education (CDOE) at Marwadi University stands as a beacon of innovation in the field of education. Despite its recent inception in February 2024, CDOE has quickly gained prominence for its commitment to providing accessible and quality learning opportunities to students, aligning itself with the evolving landscape of education in the 21st century.

CDOE offers a diverse array of courses, catering to the varied educational needs of students. From traditional undergraduate and postgraduate programs to professional courses, job-oriented programs, skill-based courses, market-driven offerings, and value-oriented curriculum, CDOE ensures that its offerings are relevant and responsive to the demands of today's learners.

The instructional methodology employed by CDOE is comprehensive and dynamic. It includes printable study materials in self-learning mode, personal contact programs, response sheets, assignments, video and audio content, dissertations/projects, and one-to-one counselling sessions.

At the heart of CDOE is its esteemed faculty, comprising highly qualified and experienced educators who are dedicated to academic research and knowledge advancement. Situated within the picturesque campus of Marwadi University, CDOE intended to provide top-notch facilities, including a well-equipped library, an Educational Media Centre, laboratories, a computer lab, and hostel accommodations for outstation students.

Moreover, CDOE fosters a vibrant and inclusive community, bringing together students from diverse backgrounds and locations. Through a variety of co-curricular activities and interactive platforms, the centre encourages collaboration and engagement, thereby creating a conducive environment for learning and growth.

Embracing the transformative power of technology, CDOE has integrated ICT into its curriculum, enabling the delivery of quality education through online platforms alongside traditional teaching methods. Students enrolled at CDOE benefit from a seamless learning experience, with access to the same syllabi, duration, and examination modalities as regular students of departments and colleges affiliated with Marwadi University.

As CDOE continues to chart its path forward, it remains steadfast in its commitment to upholding its mission of democratizing access to quality education, transcending geographical barriers, and empowering individuals to realize their full potential. With its dedication to innovation and excellence, CDOE seeks to make a lasting impact on the future of education.

Faculty of Management Studies

The Faculty of Management Studies at Marwadi University is a dynamic hub of academic excellence, innovation, and leadership development. Committed to nurturing the business leaders of tomorrow, the faculty offers a comprehensive range of undergraduate, postgraduate, and doctoral programs in management, catering to students with varied interests and career aspirations.

At the undergraduate level, students can enrol in NEP Compliant programmes 4 years of Bachelor of Business Administration (BBA), BBA- Business Analytics, BBA (Aviation, Hospitality and Tourism Management), BBA (Global Business Management)., BBA (International Business), BBA (Digital Marketing), B. Com (Hon), B.Com (Digital Finance), B.Com (HONS.) A.C.C.A., B.Sc. (Hon) in Economics. These programs provide students with a solid foundation in business principles and management practices, preparing them for entry-level positions in diverse industries or for further academic pursuits.

For postgraduate studies, the faculty offers Master of Business Administration (MBA), MBA (Business Analytics), MBA (Aviation, Hospitality and Tourism Management), MBA(Global Business Management). These programs are designed to enhance students' leadership abilities, strategic thinking, and decision-making skills, equipping them for managerial roles in both national and international organizations.

In addition to undergraduate and postgraduate programs, the Faculty of Management Studies also offers doctoral programs (Ph.D.) for students interested in pursuing advanced research in management-related fields. These programs provide students with the opportunity to delve deep into specific areas of management theory and practice, contributing new knowledge and insights to the academic community and industry.

The Faculty of Management Studies is characterized by its diversity, with students coming from different regions of India and international students from various countries. This diversity enriches the learning experience, fostering cross-cultural exchange, and broadening students' perspectives. Students bring with them a wide range of academic backgrounds, including commerce, science, arts, engineering, and more, contributing to a vibrant and intellectually stimulating academic environment. This diversity not only enhances classroom discussions but also prepares students to thrive in multicultural work environments, a valuable skill in today's globalized world.

Led by a team of renowned faculty members and industry experts, the Faculty of Management Studies emphasizes experiential learning, industry collaborations, and research-driven insights, ensuring that graduates are well-prepared to make meaningful contributions to the business world. Through innovative pedagogy, state-of-the-art facilities, and a vibrant campus community, the faculty is dedicated to shaping the leaders of tomorrow and driving positive change in the realm of management and business.

Vision:

To become a center of academic excellence in management education and research that will have a significant social impact through exceptional teaching and research methods.

Mission:

M1: To provide quality education through a learner-centric approach for developing globally competent management professionals. `

M2: To prepare entrepreneurs and managers capable of adapting to the ever-changing business environment.

M3: To promote value-based growth in a socially responsible manner for the well-being of all stakeholders.

M4: To enhance students' cognitive, research, analytical, ethical, and behavioral competencies through programs that equip them to meet global business challenges in the professional world.

MBA Programme:

MBA program offered at Faculty of Management Studies, Marwadi University is a comprehensive and dynamic academic endeavour designed to equip students with the skills, knowledge, and mindset necessary to thrive in today's competitive business landscape. With a focus on innovation, leadership, and practical application, the MBA program at Marwadi University stands out as a premier choice for aspiring business professionals. The program is meticulously crafted to provide a well-rounded education that blends theoretical foundations with real-world experience. Through a diverse curriculum, students delve into various facets of business administration, including finance, marketing, human resources, and other specific domain specialisations. The coursework is designed to foster critical thinking, problem-solving abilities, and effective decision-making skills.

What sets Marwadi University's MBA apart is its emphasis on experiential learning and industry exposure. Students have opportunities to engage in internships, consulting projects, and collaborative initiatives with leading businesses and organizations. These practical experiences not only deepen understanding but also cultivate invaluable networking connections and professional relationships.

Moreover, the MBA faculty at Marwadi University comprises seasoned academics and industry experts who bring a wealth of knowledge and experience to the classroom. Their mentorship and guidance empower students to excel academically and professionally, fostering a culture of excellence and achievement.

In addition to academic rigor, Marwadi University fosters a vibrant and inclusive learning environment where students from diverse backgrounds come together to exchange ideas, collaborate on projects, and cultivate lifelong friendships. The campus facilities are state-of-the-art, providing students with access to cutting-edge resources and technologies to support their academic journey.

The launch of the MBA programme at the Faculty of Management Studies marks a significant milestone in our commitment to providing diverse and accessible educational opportunities. This initiative reflects our unwavering dedication to embracing a range of learning modalities, including Open and Distance Learning modes, as well as Online delivery.

Incorporating Open and Distance Learning approaches amplifies our commitment to accessibility, ensuring that education is within reach for individuals from all backgrounds and locations. By breaking down geographical barriers, we aim to empower learners to pursue higher education on their own terms, regardless of their circumstances.

Utilizing innovative pedagogical approaches and state-of-the-art technologies, we create engaging learning environments that foster collaboration, critical thinking, and practical application of concepts. Our commitment to continuous improvement ensures that the programme remains responsive to the evolving needs of learners and industry demands.

Through ongoing evaluation and feedback mechanisms, we strive to uphold the highest standards of academic excellence and relevance. The MBA programme represents our dedication to empowering students to reach their full potential, both academically and professionally, in the digital age.

1. Programme Mission and Objectives

1.1 Programme Mission:

To cultivate future-ready business leaders equipped with the knowledge, skills, and ethical values necessary to excel in a dynamic global business environment.

1.2 Program Educational Objectives (PEOs):

PEO 1: To demonstrate competencies and knowledge in various functional areas of business.

PEO 2: To stay relevant in a dynamic business environment.

PEO 3: To demonstrate analytical and critical abilities for data-based decision-making.

PEO 4: To foster the students to be committed to social responsibilities and human excellence.

PEO 5: To demonstrate emotional intelligence in socially and culturally diverse teams and settings.

1.3 Program Outcomes: (POs):

PO1: To apply the knowledge of management theories and practices to solve business problems.

PO2: To analyse and communicate global economic, legal and ethical aspects of the business.

PO3: To apply suitable decision-making techniques required for business growth.

PO4: To demonstrate leadership, work professionally and effectively in diverse teams to achieve organizational goals.

PO5: To understand contemporary issues and to work in multi-disciplinary areas.

PO6: To provide sustainable solutions for business problems.

PO7: To engage in lifelong learning.

PO8: To enhance their entrepreneurship skills to undertake independent ventures.

1.4 Program Specific Outcome: (PSOs)

PSO1: To adapt to dynamic changes in an environment with an understanding of societal and ecological issues relevant to professional and managerial practices.

PSO2: To function in a multi-disciplinary work environment with good interpersonal skills as a team leader in appreciation of professional ethics and societal responsibilities.

PSO3: To effectively leverage technology in business.

2. Relevance of the program with HEI's Mission and Goals

At Marwadi University, our mission is to provide quality education that serves as a catalyst for social transformation. Through our MBA program, we are dedicated to equipping students with the knowledge, skills, and mindset necessary to become agents of positive change in society.

Leadership and Innovation:

We believe in cultivating leaders who embody innovation and entrepreneurship. Our MBA program empowers students to think creatively, solve complex problems, and pioneer innovative solutions. By fostering a culture of leadership and entrepreneurship, we prepare our graduates to drive innovation and lead with integrity in their respective fields.

Research Advancements:

At Marwadi University, we are committed to advancing research and scholarly endeavors. Our MBA program encourages students to engage in rigorous research activities, contributing to the body of knowledge in business administration. By promoting a culture of inquiry and discovery, we inspire students to explore new frontiers and push the boundaries of academic excellence.

Universal Consciousness:

We recognize the importance of instilling universal consciousness in our students. Through our MBA program, we emphasize the value of global perspectives, cultural diversity, and ethical awareness. By cultivating a sense of interconnectedness and social responsibility, we prepare our graduates to navigate the complexities of a rapidly evolving world with empathy and compassion.

Industrial and International Partnerships:

At Marwadi University, we believe in the power of collaboration to drive growth and innovation. Our MBA program fosters strategic partnerships with industries and international collaborators, providing students with valuable opportunities for experiential learning and professional development. By leveraging these partnerships, we empower our graduates to excel in a competitive global marketplace and make meaningful contributions to their organizations and communities.

3. Salient Features of the MBA Programme

The MBA program is carefully structured to align with specific learning outcomes aimed at developing essential skills and competencies among learners. These outcomes encompass a wide range of knowledge, understanding, and practical abilities relevant to the field of business management, reflecting both academic rigor and industry standards.

Key Features:

- **Develop specialized knowledge and understanding:** The curriculum covers key concepts, theories, and practices in areas such as finance, marketing, human resources, operations, and strategic management. Learners gain in-depth insights into the complexities of modern business environments, equipping them with the expertise required to navigate diverse organizational challenges effectively.
- **Foster academic excellence and professional standards:** The MBA program emphasizes academic rigor and adherence to professional standards prevalent in the business domain. By promoting critical thinking, analytical reasoning, and evidence-based decision-making, the program prepares learners to meet the highest academic and professional expectations in their respective fields.
- **Cultivate generic transferable skills:** In addition to specialized knowledge, the program focuses on developing generic transferable skills and competencies that are valuable across various contexts and industries. These include communication skills, leadership abilities, problem-solving aptitude, teamwork capabilities, and adaptability to change. Such skills are essential for success in today's dynamic and interconnected business landscape.
- **Embrace technology-enhanced learning:** Given the nature of Open and Online Learning mode, the MBA program leverages innovative digital tools and platforms to enhance the learning experience. Through interactive online lectures, virtual classrooms, multimedia resources, and collaborative learning activities, learners engage actively with course content, instructors, and peers, fostering deeper understanding and knowledge retention.
- **Promote lifelong learning and professional development:** The MBA program instills a culture of lifelong learning and continuous professional development among learners. By encouraging self-directed learning, reflective practice, and ongoing skill enhancement, the program equips graduates with the resilience and adaptability needed to thrive in evolving business environments throughout their careers.

4. Admission Process

The Centre for Distance and Online Education (CDOE) and Faculty of Management Studies administer the MBA program in online mode at Marwadi University. Collaborating with various university departments, ensure that the program meets the highest academic standards. Approval for eligibility criteria, course structure, curriculum details, program duration, and evaluation standards is obtained from the Board of Studies and Academic Council of Marwadi University, ensuring alignment with UGC guidelines for ODL and online programs.

6.1 Admission Process:

- I. Online Application:**

Applicants must submit an online application through the university's official website. The application form will require them to provide personal details, educational background, work experience (if applicable), and any other relevant information.
- II. Application Fee:**

A non-refundable application fee is applicable, which must be paid online at the time of submitting the application. Details regarding the application fee amount and payment methods will be provided on the university's website.
- III. Submission of Documents:**

Along with the online application, applicants are required to upload scanned copies of supporting documents. These may include academic transcripts, degree certificates, standardized test scores (if applicable).
- IV. Deadline:**

Applicants must ensure that their application, along with all required documents, is submitted before the specified deadline. Late applications may not be considered for admission.
- V. Application Review:**

Once the application deadline has passed, the admissions committee will review all submitted applications. Applicants may be contacted for additional information or invited for an interview as part of the selection process.
- VI. Notification of Admission:**

Successful applicants will receive an official letter of admission from the university, outlining the terms of acceptance and any further steps required for enrolment. Applicants who are not accepted will also be notified accordingly.
- VII. Enrolment Confirmation:**

Accepted applicants must confirm their enrolment by the specified deadline by paying the required enrolment deposit and completing any other enrolment procedures stipulated by the university.
- VIII. Orientation:**

Prior to the start of classes, enrolled students will be invited to attend an orientation session, where they will receive important information about the program, meet faculty and staff, and familiarize themselves with campus facilities and resources.

5. Academic Calendar

ACADEMIC TERM – September to February & March to August

**Subject to revision at the discretion of the Authority*

6. Programme Duration

Minimum 2 years

Maximum 4 years

7. Medium of Instruction/Examination

Medium of instruction and Examination shall be English.

8. Attendance and Evaluation Policy

Attendance Policy:

Attendance in online programs is defined as active participation in virtual classes, discussions, assignments, and other designated activities. Regular attendance is essential for academic success, as it ensures engagement with course materials and facilitates interaction with instructors and peers. As per the UGC norms, the learner must maintain minimum participation of 75 per cent. in all the activities of Online programme prior to end semester examination or term end examination.

In exceptional circumstances, where genuine reasons warrant consideration, a committee comprising the Dean of Faculty and the Department Head/Coordinator will review requests for attendance condonation.

Evaluation Policy:

The academic performance of students in the MBA program is evaluated through a comprehensive assessment approach, encompassing in-semester continuous assessment, internal assessment, end-semester examination, and project work evaluation.

Center for Distance and Online Education

Evaluation Procedure

1. Assessment/Evaluation Procedure:

- 1.1 In the case of a multi-section/teacher course, a course/subject coordinator is appointed by the department faculty Coordinator (FC), and the following procedure shall be followed by the course/subject coordinator in consultation with the team of faculty members.
- 1.2 The academic performance of a student is evaluated by the concerned instructor with the approval from the department coordinator, except in the case of project work where other examiners may be nominated from the University for the viva voce.
- 1.3 The student's performance in each course, in general, is evaluated based on *in-semester continuous assessment*, *end-semester examination*, and *End-Term Practical/Project (ETP)* [for Practical/Project/Term Paper/Dissertation courses]

An *in-semester continuous assessment* (also known as comprehensive assessment) (CSE) is spread through the duration of the course and is done by the teacher teaching the course with a weightage of 30%. The assessment is done through various means including:

- | | |
|----------------------|--------------------------------------|
| 1. Attendance | 7. Projects |
| 2. Tutorials | 8. Seminars |
| 3. Assignment | 9. Group discussions/activities etc. |
| 4. Surprise Test | 10. any other specified by FC |
| 5. MCQ-based quizzes | |
| 6. Presentations | |

The *end-semester examination* shall have an assessment from the following perspective with respect to all courses:

1. Evaluation with respect to remembering.
2. Evaluation with respect to knowledge.
3. Evaluation with respect to Understanding.
4. Evaluation with respect to skill.
5. Evaluation with respect to Applications
6. Higher Order Thinking Skills

The assessment method is further detailed below:

(a) Course with only Theory component-

Assessment tool	Weightage	Remarks
Continuous Assessment (CSE): 1. Attendance 2. Tutorials 3. Assignment 4. Surprise Test 5. MCQ based quizzes 6. Presentations 7. Projects 8. Seminars 9. Group discussions/activities etc. 10. any other specified by FC	30 %	As decided and announced by the teacher concerned in the class at the beginning of the course.
End semester Examination (ESE)	70%	Duration–2 hours

(b) Course with both theory and practical component

- (i) The theory and practical portions shall be assessed combinedly.
- (ii) Assessment for practical component is as given below:

Assessment tool	Weightage	Remarks
Continuous Assessment (CSE): 1. Attendance 2. Tutorials 3. Assignment 4. Surprise Test 5. MCQ based quizzes 6. Presentations 7. Projects 8. Seminars 9. Group discussions/activities etc. 10. any other specified by FC	30 %	As decided and announced by the teacher concerned in the class at the beginning of the course.
End semester Examination (ESE)	40%	Duration–2 hours
End Term Practical (ETP)	30%	Assessment components: Carrying out practical/project and submission of record & viva-voce.

(c) Course with only practical component

Assessment tool	Weightage	Remarks
Continuous Assessment (CSE):	30 %	Carrying out practical/project and submission of record
End Term Practical (ETP)	70%	Assessment components: Carrying out practical/project and submission of record & viva-voce.

(d) Course with an only Project component
 (including term paper/dissertation/project-based courses)

Assessment tool	Weightage	Remarks
End Term Practical (ETP)	100%	Assessment components: Carrying out submission of term paper/dissertation/project record & viva-voce.

The following table summarizes the evaluation components and their weightages for Online & Distance Learning (ODL) Programmes:

Category of Course	Exam Weightage		
	CSE	ESE	ETP
Courses with only theory component	30%	70%	NA
Courses with only practical component	30%	NA	70%
Courses with both theory and practical component	30%	40%	30%
Courses with only project component (including Term Paper, Dissertation and Project based courses)	NA	NA	100%

1.4 Structure for Grading of Academic Performance:

1.4.1. Letter Grades and Grade Points (GP):

Based on the performance, each student is awarded a final letter grade at the end of each semester against each Course. The letter grades and the corresponding grade points are as follows:

Letter Grade	Grade Points
O (Outstanding)	10
A+ (Excellent)	9
A (Very Good)	8
B+ (Good)	7
B (Above Average)	6
C (Average)	5
D (Pass)	4
F (FAIL)	0
Ab (Absent)	0

The range for Grade Using Relative Grading System: Large Classes (>25 students)

For large classes (>25 students) the grading should follow a normal distribution for the award of the grade in the course. The marks obtained out of 100 would be converted into grades following the guidelines given below:

The mean (μ) and the standard deviation (σ) of marks obtained by all the students in a course shall be calculated. The grades shall be awarded to a student depending upon the marks and the ranges as per table given below:

Letter Grade	Grade Points	Lower Range -Upper Range
O (Outstanding)	10	$\geq \text{Mean} + 1.5 \sigma$
A+ (Excellent)	9	$\text{Mean} + 1.0\sigma \leq \text{to} < \text{Mean} + 1.5 \sigma$
A (Very Good)	8	$\text{Mean} + 0.5 \sigma \leq \text{to} < \text{Mean} + 1.0 \sigma$
B+ (Good)	7	$\text{Mean} \leq \text{to} < \text{Mean} + 0.5 \sigma$
B (Above Average)	6	$\text{Mean} - 0.5 \sigma \leq \text{to} < \text{Mean}$
C (Average)	5	$\text{Mean} - 1.0 \sigma \leq \text{to} < \text{Mean} - 0.5 \sigma$
D (Pass)	4	$\text{Mean} - 1.5 \sigma \leq \text{to} < \text{Mean} - 1.0 \sigma$
F (FAIL)	0	$< \text{Mean} - 1.5 \sigma$
Ab (Absent)	0	Failure due to insufficient attendance in the course / Not submitted Term work

Range for Grade Using Absolute Grading System: Small Classes (≤ 25 students)

For small classes (≤ 25 students) the grades shall be awarded on the basis of absolute marks as given in the table below:

Letter Grade	Grade Points	Normalized Mark range
O (outstanding)	10	90-100
A+ (Excellent)	9	80-89
A (Very Good)	8	70-79
B+ (Good)	7	60-69
B (Above Average)	6	50-59
C (Average)	5	40-49
D (Pass)	4	35-39
F(Fail)	0	Failure due to in sufficient marks in the course OR Failure due to non-appearance in examination (Ab-Absent)
Ab (Absent)	0	Failure due to insufficient attendance in the course/ Not submitted Term work

For **Non-credit/Audit courses** “S” (Satisfactory) or “U” (Unsatisfactory) shall be indicated instead of the letter grade, and this will not be counted for the computation of SGPA/GPA/CGPA.

- For UG/DIPLOMA Students: Students having 35% or more marks should not be awarded the failing grade “F”. For PG Students: Students having 40% or more marks should not be awarded the failing grade “F”.
However, for a student to get a grade of “D” or above in any course, he/she would have to appear in the End Examinations.
- If The student fails due to not submitting Term/Course work or due to short of attendance, an “F (Ab)” grade is awarded to the student.
- A student can be awarded the highest grade “O”, if secured 70% or more marks.
- For online/distance learning programs in any semester, a student obtaining ‘C or D’ grade in any course/s with an overall SGPA/GPA of 5.0 and above shall be declared to have earned the full credits of that semester.

1.4.2 A student is considered to have successfully completed a course and earned the credits if he/she secured a letter grade other than **F or Ab** in that course. ***A letter grade of F or Ab in any course implies a failure in that course.***

1.4.3 Computation of Semester/Year Grade Point Average (SGPA/GPA) and Cumulative Grade Point Average (CGPA)

(i) The SGPA/GPA will be calculated according to the formula

$$SGPA/GPA = \frac{\sum_1^n c_i \times (GP)_i}{\sum_1^n c_i}$$

Where C_i =credit for the i^{th} course, $(GP)_i$ = the grade point obtained for the i^{th} course, n =total number of courses and the sum is over all the courses taken in that semester/year, including those in which the student has secured F grades.

(ii) For the cumulative grade point average (CGPA) following formula is used:

$$CGPA = \frac{\sum_1^r S_i \times (SGPA)_i}{\sum_1^r S_i}$$

Where S_i =Sum of credits in i^{th} semester/year, $(SGPA)_i$ =Semester Grade Point Average earned in i^{th} semester/year and r =number of semester/year and the sum is over all the semesters under consideration.

(iii) The SGPA/GPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.

An example of these calculations is given below:

I Semester					
Subject Code	Credits	Grade Awarded	Earned Credits	Grade Points	Point Earned/ Secured
(1)	(2)	(3)	(4)	(5)	(6)
01MA0101	4	C	4	5	20
01EE0101	4	D	4	4	16
01GS0101	4	A+	4	9	36
01SL0101	3	B+	3	7	21
01EE0102	4	C	4	5	20
01ME0101	1	D	1	4	4
01PE0101	3	A	3	8	24
Credits Registered in the I semester (total of column 2)				=	23
Earned Credits in the I semester (total of column 4)				=	23
Point secured in the I semester (total of column 6)				=	141
SGPA (I Semester)		=	6		
CGPA (I Semester)		=	6		

II Semester					
Subject Code	Credits	Grade Awarded	Earned Credits	Grade Points	Point Earned/ Secured
(1)	(2)	(3)	(4)	(5)	(6)
01MA0102	3	C	3	5	15
01EC0101	1	D	1	4	4
01EN0101	1	A+	1	9	9
01CI0101	3	B+	3	7	21
01ME0103	4	C	4	5	20
01CE0101	4	D	4	4	16
01CR0101	4	A	4	8	32
01MA0103	3	C	3	5	15
Credits Registered in the II semester (total of column 2)				=	23
Earned Credits in the II semester (total of column 4)				=	23
Point secured in the II semester (total of column 6)				=	132
SGPA (II Semester)		=	5.7		
CGPA (II Semester)		=	(141 + 132) / (23+23)	5.9	

1.4.4 Conversion of grades into percentages

The performance of the student is measured in terms of CGPA (on a 10 point scale) as defined above. However, on request from the Indian Industry and overseas institutes querying on percentage obtained by students, a mathematical formula for conversion of CGPAs to equivalent percentage has been adopted and same is approved by the Academic council of the University.

Formula for conversion of equivalent percentage of grades/CGPA:

$$\text{Percentage marks} = \text{CGPA} \times 10$$

1.4.5 Class/Distinction will be awarded to the students after they successfully complete the programme as per the norms stipulated in the following table:

CGPA	Class	Percentage (%)
Below 5.0	Pass Class	35-49.99 %
5.0 and above	Second Class	50-59.99%
6.0 and above	First Class	60-69.99 %
7.0 and above	First Class with Distinction	70% or above

The degree shall be conferred to students based upon CGPA (Cumulative Grade Point Average) considering all the semesters/year's performance.

2. The Process and conduct of different Evaluation components:

2.1. Continuous Assessment (CSE): The continuous assessment of ODL learners for each course is decided as per mentioned various rubrics by FC (as per 1.3).

2.2. End Semester Examinations (ESE):

Question Paper: The format of the question paper will be multiple-choice questions with duration of 2 hours. The examination will consist of 80 questions of different levels of difficulties. 50 questions of Easy level & 1 mark each, 20 questions of medium level difficulty & 1.5 mark each and 10 questions of high level with carrying 2 mark each. Examinee might ask to provide short/long descriptive answer as per the questions need/requirement.

3. Instructions for attending End Semester Examinations

a) Online Proctored Examination

Exams are strictly timed and accessible through the University Examination Application. Students must ensure a well-lit, quiet environment with stable internet connectivity and proper seating arrangements. Logging in 15 minutes before the start time of the exam is mandatory, with a limited grace period for late logins. The exam format includes multiple-choice questions with varying difficulty levels and may include descriptive answers. No retakes or re-answering of questions is allowed once time is up. The exam session can be ended by the student or automatically upon completion of the allotted time or by the proctor.

b) Secure browser/Operation System

The student must use compatible devices to appear for the examinations.

Developer mode should be disabled, and the device should not be rooted.

All necessary device permissions must be granted to the Examination Applications.

Ad blockers and popup blockers should be turned off, and the device should not be connected to other devices.

c) Use of Technology & Power Backup

A stable internet connection (at least 25 Mbps) is crucial, and sitting near the Wi-Fi router is recommended. No power-related issues should arise, and the device should preferably be fully charged.

d) Remote Proctoring:

Various activities are prohibited during exams, including device or network changes, accessing messages or calls, and using other applications. Continuous monitoring via remote proctoring captures images of the student's face at regular intervals. Any suspicious activity is recorded and may lead to immediate termination of the exam, with further actions taken as per university regulations.

4. Re-appearing the Examinations:

- 4.1** No student having passing % marks should be awarded the failing grade “F”, he/she would be required to re-appear in the Course Examination.
- 4.2** The student fails due to not submitting Term/Course work or due to short of attendance, “F (Ab)” grade is awarded to the student. Students would be required to re-appear in the Course Examination in the next term.
- 4.3** If a student opts for re-appearing in an examination of a course after securing “F” grade, The student need not to attend the regular classes for that course.
- 4.4** All applicable fees charged against examination shall apply for re-appearance courses as well.

5. Attendance:

An examinee should have an attendance of at least 75% (calculated based on his/her involvement with the resources on LMS, live classes, master classes, e-tutorials, discussion forums, etc.) to be eligible to appear for the end-semester examination.

9. Programme Snapshot

MASTER OF BUSINESS ADMINISTRATION - ONLINE									
PROGRAMME SNAPSHOT									
Semester	SEM I		SEM II		SEM III		SEM IV		Total
	Courses/Papers	Credit	Courses/Papers	Credit	Courses/Papers	Credit	Courses/Papers	Credit	
Core Courses	6	18	7	19	3	9	2	6	52
Specialisation Courses	0	0	0	0	3	9	2	6	15
General Elective Courses	0	0	0	0	1	3	1	3	6
SEC Courses	1	3	1	2	2	4	2	4	13
Projects	0	0	0	0	1	3	1	6	9
Total	7	21	8	21	10	28	8	25	95

10. Programme Structure and Teaching Scheme

Marwadi University											
Faculty of Management Studies											
Master of Business Administration - Online											
Program Structure & Teaching Scheme											
Batch: 2024-26											
SEMESTER I											
Subject Type	Subject Code	Subject Name	Credits	No of Interactive Sessions		Hours of Study Material			Examination Scheme		
				Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETP
Core	04MB0101	Accounting for Managers	3	9	18	15	15	33	30	70	0
Core	04MB1102	Economics for Managers	3	9	18	15	15	33	30	70	0
Core	04MB0103	Statistics for Management	3	9	18	15	15	33	30	70	0
Core	04MB0104	Organisational Behaviour	3	9	18	15	15	33	30	70	0
Core	04MB0106	Business Communication	3	9	18	15	15	33	30	70	0
Core	04MB0137	Entrepreneurship	3	9	18	15	15	33	30	70	0
SEC	04MB0138	Cyber Security and Privacy	3	9	18	15	15	33	30	70	0
		Total	21								
SEMESTER II											
Subject Type	Subject Code	Subject Name	Credits	No of Interactive Sessions		Hours of Study Material			Examination Scheme		
				Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETP

Core	04MB0201	Financial Management for Managers	3	9	18	15	15	33	30	70	0
Core	04MB0202	Human Resources Management	3	9	18	15	15	33	30	70	0
Core	04MB1203	Marketing Management	3	9	18	15	15	33	30	70	0
Core	04MB0205	Business Research Methods	3	9	18	15	15	33	30	70	0
Core	04MB0235	Automation In Production Systems and Management	3	9	18	15	15	33	30	70	0
Core	04MB0236	Costing For Managers	2	6	12	10	10	22	30	70	0
Core	04MB0237	Introduction to GST	2	6	12	10	10	22	30	70	0
SEC	04MB0209	Digital and Social Media Marketing	2	6	12	10	10	22	30	70	0
		Total	21								
SEMESTER III											
Subject Type	Subject Code	Subject Name	Credits	No of Interactive Sessions		Hours of Study Material			Examination Scheme		
				Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETP
Core	04MB0301	Strategic Management	3	9	18	15	15	33	30	70	0
Core	04MB1302	Legal Aspects of Business	3	9	18	15	15	33	30	70	0
Core	04MB0303	International Business	3	9	18	15	15	33	30	70	0
Elective (Domain Specialization) choose any one											
FINANCIAL MANAGEMENT (any three)											
Specialization Elective	04MB0304	Investment Analysis and Portfolio Management	3	9	18	15	15	33	30	70	0
	04MB0305	Financial Statement Analysis	3	9	18	15	15	33	30	70	0
	04MB0306	Financial Markets and Institutions	3	9	18	15	15	33	30	70	0
	04MB0307	Corporate Taxation	3	9	18	15	15	33	30	70	0
	04MB0308	International Finance	3	9	18	15	15	33	30	70	0

	04MB0309	Financial Derivatives and Risk Management	3	9	18	15	15	33	30	70	0
MARKETING MANAGEMENT (Any Three)											
Specialization Elective	04MB0310	Consumer Behavior	3	9	18	15	15	33	30	70	0
	04MB0311	Marketing Communication	3	9	18	15	15	33	30	70	0
	04MB0312	Product and Brand Management	3	9	18	15	15	33	30	70	0
	04MB0313	Marketing Research	3	9	18	15	15	33	30	70	0
	04MB0314	Analytics for Marketing Management	3	9	18	15	15	33	30	70	0
	04MB0315	Retail Management and Services	3	9	18	15	15	33	30	70	0
HUMAN RESOURCES MANAGEMENT (Any Three)											
Specialization Elective	04MB0316	Change Management and Organizational Development	3	9	18	15	15	33	30	70	0
	04MB0317	Compensation Management	3	9	18	15	15	33	30	70	0
	04MB0318	Human Resource Information System	3	9	18	15	15	33	30	70	0
	04MB0319	Management of Industrial Relations and Labour Legislations	3	9	18	15	15	33	30	70	0
	04MB0320	HR Analytics	3	9	18	15	15	33	30	70	0
	04MB0321	Managing Diversity	3	9	18	15	15	33	30	70	0
INTERNATIONAL BUSINESS (Any Three)											
Specialization Elective	04MB0322	Global Marketing	3	9	18	15	15	33	30	70	0
	04MB0370	International Finance	3	9	18	15	15	33	30	70	0
	04MB0323	International Human Resource Management	3	9	18	15	15	33	30	70	0
	04MB0324	International Advertising	3	9	18	15	15	33	30	70	0
	04MB0325	India and WTO	3	9	18	15	15	33	30	70	0
	04MB0326	International Negotiations	3	9	18	15	15	33	30	70	0
ENTREPRENEURSHIP & FAMILY BUSINESS (Any Three)											
Specialization Elective	04MB0327	Planning, Structuring and Financing SMEs	3	9	18	15	15	33	30	70	0

	04MB0328	Managing Start Ups	3	9	18	15	15	33	30	70	0
	04MB0329	Marketing for MSMEs	3	9	18	15	15	33	30	70	0
	04MB0330	Management of Family Business	3	9	18	15	15	33	30	70	0
	04MB0331	Social Entrepreneurship	3	9	18	15	15	33	30	70	0
BANKING AND INSURANCE (Any Three)											
Specialization Elective	04MB0332	Investment Banking	3	9	18	15	15	33	30	70	0
	04MB0333	Financial Services	3	9	18	15	15	33	30	70	0
	04MB0334	Principles and Practices of Banking	3	9	18	15	15	33	30	70	0
	04MB0371	Financial Markets and Institutions	3	9	18	15	15	33	30	70	0
	04MB0335	Treasury Management	3	9	18	15	15	33	30	70	0
	04MB0336	Fundamentals of Insurance	3	9	18	15	15	33	30	70	0
IT AND SYSTEMS (Any Three)											
Specialization Elective	04MB0337	Software Project Management	3	9	18	15	15	33	30	70	0
	04MB0338	Network and Communication Management	3	9	18	15	15	33	30	70	0
	04MB0339	Database Management Systems	3	9	18	15	15	33	30	70	0
	04MB0340	Big Data in IT and Systems	3	9	18	15	15	33	30	70	0
	04MB0341	Data Science Using R	3	9	18	15	15	33	30	70	0
	04MB0342	Information Security, Ethics and Issues	3	9	18	15	15	33	30	70	0
OPERATIONS MANAGEMENT (Any Three)											
Specialization Elective	04MB0343	Fundamentals of Logistics & Supply Chain Management	3	9	18	15	15	33	30	70	0
	04MB0344	Operations Research Applications	3	9	18	15	15	33	30	70	0
	04MB0345	Material Management and Inventory Control	3	9	18	15	15	33	30	70	0
	04MB0346	Total Quality Management	3	9	18	15	15	33	30	70	0

	04MB0347	Management of Manufacturing Systems	3	9	18	15	15	33	30	70	0
	04MB0348	Sourcing Management	3	9	18	15	15	33	30	70	0
LOGISTICS AND SUPPLY CHAIN MANAGEMENT (Any Three)											
Specialization Elective	04MB0372	Sourcing Management	3	9	18	15	15	33	30	70	0
	04MB0373	Total Quality Management	3	9	18	15	15	33	30	70	0
	04MB0349	Physical Distribution And Transportation Management	3	9	18	15	15	33	30	70	0
	04MB0374	Material Management And Inventory Control	3	9	18	15	15	33	30	70	0
	04MB0375	Fundamentals of Logistics and Supply Chain Management	3	9	18	15	15	33	30	70	0
	04MB0350	EXIM Trade Documentation and Procedures	3	9	18	15	15	33	30	70	0
General Elective (Any One)											
General Elective	04MB0351	Project Management	3	9	18	15	15	33	30	70	0
	04MB0352	Creativity and Innovation	3	9	18	15	15	33	30	70	0
	04MB0353	Econometrics	3	9	18	15	15	33	30	70	0
	04MB0354	Personal Financial Management	3	9	18	15	15	33	30	70	0
	04MB0355	Customer Relationship Management	3	9	18	15	15	33	30	70	0
	04MB0356	Value Chain Management	3	9	18	15	15	33	30	70	0
	04MB0357	Emotional Intelligence	3	9	18	15	15	33	30	70	0
	04MB0358	Psychometric Testing	3	9	18	15	15	33	30	70	0
	04MB0359	Managerial Psychology	3	9	18	15	15	33	30	70	0
Project											
Project	04MB0360	Summer Internship Project	3	0	0	0	0	0	0	0	100
Skill Enhancement Course (Any Two)											
	04MB0361	Goods and Service Tax	2	6	12	10	10	22	30	70	0

Skill Enhancement Course	04MB0362	Advanced Corporate Communication	2	6	12	10	10	22	30	70	0
	04MB0363	Foreign Language	2	6	12	10	10	22	30	70	0
		TOTAL CREDITS	28								
SEMESTER IV											
Subject Type	Subject Code	Subject Name	Credits	No of Interactive Sessions		Hours of Study Material			Examination Scheme		
				Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETP
Core	04MB0401	Business Ethics and Corporate Governance	3	9	18	15	15	33	30	70	0
Core	04MB0402	Management Information System	3	9	18	15	15	33	30	70	0
Elective (Domain Specialization) choose any one											
FINANCIAL MANAGEMENT (any three)											
Specialization Elective	04MB0403	Corporate Restructuring and Valuation	3	9	18	15	15	33	30	70	0
	04MB0404	Financial Modelling and Analytics	3	9	18	15	15	33	30	70	0
	04MB0405	Project Appraisal and Finance	3	9	18	15	15	33	30	70	0
	04MB0406	Behavioural Finance	3	9	18	15	15	33	30	70	0
MARKETING MANAGEMENT (Any Three)											
Specialization Elective	04MB0407	Supply Chain Management	3	9	18	15	15	33	30	70	0
	04MB1408	Services Marketing	3	9	18	15	15	33	30	70	0
	04MB0409	Sales and Distribution Management	3	9	18	15	15	33	30	70	0
	04MB0410	Industrial Marketing	3	9	18	15	15	33	30	70	0
	04MB0411	Rural Marketing	3	9	18	15	15	33	30	70	0
	04MB0463	Marketing Strategy	3	9	18	15	15	33	30	70	0
HUMAN RESOURCES MANAGEMENT (Any Three)											

Specialization Elective	04MB0412	Strategic Human Resource Management	3	9	18	15	15	33	30	70	0
	04MB0413	Human Resource Development	3	9	18	15	15	33	30	70	0
	04MB0414	Strategic Performance Management	3	9	18	15	15	33	30	70	0
	04MB0415	Talent Management and Employee Engagement	3	9	18	15	15	33	30	70	0
INTERNATIONAL BUSINESS (Any Three)											
Specialization Elective	04MB0416	International Risk Communication	3	9	18	15	15	33	30	70	0
	04MB0417	International Supply Chain Management	3	9	18	15	15	33	30	70	0
	04MB0418	India: International Relations	3	9	18	15	15	33	30	70	0
	04MB0419	International Trade Operations & Documentation	3	9	18	15	15	33	30	70	0
ENTREPRENEURSHIP & FAMILY BUSINESS (Any Three)											
Specialization Elective	04MB0420	Managing Corporate Entrepreneurship	3	9	18	15	15	33	30	70	0
	04MB0421	Succession Planning for Family Business	3	9	18	15	15	33	30	70	0
	04MB0422	Innovation Management and Technology Appreciation	3	9	18	15	15	33	30	70	0
	04MB0423	Legal Aspects of Start Ups and IPR	3	9	18	15	15	33	30	70	0
BANKING AND INSURANCE (Any Three)											
Specialization Elective	04MB0424	Economics of Insurance	3	9	18	15	15	33	30	70	0
	04MB0425	Wealth Management	3	9	18	15	15	33	30	70	0
	04MB0426	Microfinance and Rural Banking	3	9	18	15	15	33	30	70	0
	04MB0427	Insurance and Risk Management	3	9	18	15	15	33	30	70	0
IT AND SYSTEMS (Any Three)											

Specialization Elective	04MB0428	Enterprises Resource Planning and Business Process Management	3	9	18	15	15	33	30	70	0
	04MB0429	Data Visualization using Power BI	3	9	18	15	15	33	30	70	0
	04MB0430	Business Analytics using Python Programming	3	9	18	15	15	33	30	70	0
	04MB0431	Application of Cloud Management	3	9	18	15	15	33	30	70	0
OPERATIONS MANAGEMENT (Any Three)											
Specialization Elective	04MB0432	Supply Chain Analytics	3	9	18	15	15	33	30	70	0
	04MB0433	Management of Services	3	9	18	15	15	33	30	70	0
	04MB0434	Operations Strategy	3	9	18	15	15	33	30	70	0
	04MB0435	Lean Management	3	9	18	15	15	33	30	70	0
LOGISTICS AND SUPPLY CHAIN MANAGEMENT (Any Three)											
Specialization Elective	04MB0459	Enterprise Resource Planning and Business Process Management	3	9	18	15	15	33	30	70	0
	04MB0436	Shipping and Maritime Logistics Management	3	9	18	15	15	33	30	70	0
	04MB0437	Packing and Packaging Management	3	9	18	15	15	33	30	70	0
	04MB0438	International Logistics Management	3	9	18	15	15	33	30	70	0
General Elective (Any One)											
General Elective	04MB0439	Preparedness and Response in Disaster Management	3	9	18	15	15	33	30	70	0
	04MB0440	Design Thinking	3	9	18	15	15	33	30	70	0
	04MB0441	Intellectual Property Rights	3	9	18	15	15	33	30	70	0
	04MB0442	Leadership - Theory and Practice	3	9	18	15	15	33	30	70	0
	04MB0443	Energy Business Management	3	9	18	15	15	33	30	70	0
	04MB0444	Event Management	3	9	18	15	15	33	30	70	0
	04MB0445	Public Policy	3	9	18	15	15	33	30	70	0

11. Syllabus of the Programme



Marwadi
University
Marwadi Chandarana Group

NAAC



CENTRE FOR DISTANCE AND ONLINE EDUCATION

MASTER OF BUSINESS ADMINISTRATION

(Online)

SEM I

SYLLABI



PROGRAM	Master of Business Administration
SEMESTER	1
COURSE TITLE	Accounting for Managers
COURSE CODE	04MB0101
COURSE CREDITS	3

COURSE OUTCOMES:

- ❖ Impart the basics of Financial Accounting and process for preparing Financial Statement of an entity.
- ❖ Equip students with theoretical and practical aspects of financial accounting statements
- ❖ Make students aware about various financial statement analysis methods.
- ❖ Appraise the students about recent developments in accounting from a managerial perspective.
- ❖ Understand and implement the fundamentals of Financial Accounting for Business.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Introduction to Financial Accounting –I: Meaning, Definition; Accounting Principles: Concepts and Conventions, Classification of Accounts, Double Entry Book, Keeping rules; Accounting cycle. Overview of Accounting Standards, IFRS & Indian Standards: Meaning, Applicability, Difference between AS, IFRS & IND AS.
II	Introduction to Financial Accounting –II: Journal Entries, Ledger-posting Preparation of Trial Balance.
III	Understanding & Preparation Corporate Financial Statements: Corporate Profit & Loss Account, Corporate Balance Sheet (Only Vertical Balance Sheet), Basic Examples of Corporate Balance Sheet

IV	Preparation of Financial statements: Income Statement and Balance Sheet (with adjustments), Cash Flow statement, Cash from Operating, investing & financial statements, Preparation of Cash Flow Statement as per AS-3, Uses and Limitations, Depreciation Methods: Overview of Depreciation as per Straight Line Method and Written Down Value Method.
V	Financial Statement Analysis: Meaning, Definition and Purpose Understanding of Financial Statements and their Components, Tools, Common Size, Comparative and Trend Analysis, Cross Section and Inter Firm Analysis

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T-01	S K Bhattacharyya, John Dearden & S Venkatesh Vikas Publishing	Accounting for Management: Text and Cases	Vikas Publishing House	3 rd edition

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
R- 01	Horngreen and Sundlem	Introduction to Management Accounting	Pearson	Latest
R - 02	Paresh Shah,	Financial Accounting for Management	Oxford University	Latest

R - 03	M.N. Arora	Cost and Management Accounting: Principle & Practices	Vikas Publishing House	Latest
R - 04	S.N. Maheshwari and S. K. Maheshwari	A Textbook of Accounting for Management	Vikas Publishing House,	Latest
R - 05	P.C. Tulsian	Financial Accounting	Pearson	Latest



PROGRAM	Master of Business Administration
SEMESTER	1
COURSE TITLE	Economics for Managers
COURSE CODE	04MB1102
COURSE CREDITS	3

COURSE OUTCOMES:

- ❖ To impart knowledge, with respect to principles and applications of Managerial economics in the market conditions.
- ❖ To address business problems in a globalized economic environment.
- ❖ To enhance the understanding capabilities of students about micro and macro-economic principles for decision making with the help of economic aspects
- ❖ To apply economic analysis for decision making process
- ❖ To use economic reasoning to solve the problems of business.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Demand and The Firm: Demand: Demand function and its Demand distinctions, Supply - Market equilibrium Consumers' Equilibrium using cardinal and ordinal utility (Indifference curves). Demand forecasting, Demand forecasting of newproducts. Elasticity of demand – types, measurement and empirical estimation.
II	Production, Cost Analysis and Market Structure: Theory of Production – Production function – Laws of Returns to a factor & returns to scale – Economies of scale and Economies of scope. Cost Analysis – Cost concepts, Classification of costs; Short run and long run cost functions. Market structure and price - output decisions: pricing under perfect competition - competitive equilibrium and economic efficiency - market failures and role of government. Pricing under monopoly - Deadweight loss.
III	Price Discriminations and Market Imperfections: Price Discriminations -pricing under discriminating monopoly. Pricing under monopolistic competition, Shapes of AR, MR curve and their relationship in different market forms. Market Imperfections–Monopolistic, Collusive oligopoly, Monopsony and Oligopsony and price discrimination in different stages of market structure.



IV	Pricing, Fiscal-Monetary Policy and Macroeconomic Market: Fiscal and Monetary Policy: Instruments of Fiscal Policy - Monetary Policy Instruments of Monetary Policy, Measuring the cost of living: Consumer Price Index - Inflation Rate using CPI Product market: Saving and Investment function, Consumption function, Aggregate supply and Aggregate demand, Investment multiplier, foreign trade and budget multiplier. Money market: Motive for holding money; Liquidity preference, Money demand, Money market equilibrium.
V	Open Economy and Trade Cycles: Open economy: Determination of Exchange Rate. Effects of changes in trade on exchange rate. Purchasing Power Parity and Exchange Rates: Fixed and Flexible. Net Export and Output in an open economy. Impact of trade on GDP. Open economy multiplier. Trade Cycles: Theories of trade cycles and Aggregate demand



Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Textbooks:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T-01	N Gregory Mankiw	Principles of Economics	Cengage Publication	6th Edition
T-02	Dominic Salvatore and Siddhartha K. Rastogi	Managerial Economics	Oxford	8 th Edition
T-03	Geetika Piyali Ghosh and Purba Roy Choudhury	Managerial Economics	McGraw Hill Education	3 rd Edition
T-04	Robert J. Gordon	Macroeconomics	Pearson	12 th Edition

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
R-01	Fredrick S. Mishkin	Macroeconomics	Person	Second Edition
R-02	Rudiger Dornbusch, Stanley Fischer and Richard Startz	Macroeconomics	McGraw Hill Education	11 th Edition – Indian Edition
R-03	Lipsey & Chrystal	Economics	Oxford	13 th Edition – International Edition



Marwadi
University



PROGRAM	Master of Business Administration
SEMESTER	I
COURSE TITLE	Statistics for Management
COURSE CODE	04MB0103
COURSE CREDITS	3

COURSE OUTCOMES:

- ❖ Apply various Probability Distributions in analyzing Data and solving Decision Making Problems.
- ❖ Apply appropriate Sampling Technique in Choosing a Representative Sample from a Population and Examine the Population Parameters using Estimation Techniques.
- ❖ Interpret about the Population under study by applying various Hypothesis Testing Tools and arrive at conclusions about the Business Problem in hand.
- ❖ Analyze business data using correlation and regression analysis techniques.
- ❖ Apply forecasting techniques using time-series analysis.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	<p>Probability: Introduction to probability, different approaches to probability- Classical, Relative frequency and Subjective, Laws of probability – addition, multiplication; conditional probability, Bayes' theorem.</p> <p>Probability distributions: The concept of a random variable, Discrete Vs Continuous random variable, Probability Distribution of a Single Random Variable, Binomial, Poisson, Exponential and Normal probability distributions.</p> <p>Practical using MS-Excel: Application of BINOMDIST, POISSON, EXPONDIST, NORMDIST, NORMINV, NORMSDIST, NORMSINV in calculation of probability in MS-Excel.</p>
II	<p>Sampling Theory: Concepts of Population, Sample, Parameter, Statistic, Sampling distribution of Mean from Finite and Infinite Populations, Central Limit Theorem Hypothesis Testing: Introduction to Hypothesis Testing, Null and Alternative Hypotheses, One-Tailed Versus Two-Tailed Tests, Types of Errors, Significance Level and Rejection Region, Concept of P-value</p> <p>Single Sample Tests (Parametric): Z test for Population Proportion, Z-test for Population Mean, t-test for single mean</p> <p>Practical using MS-Excel: t-test for single sample</p>



III	<p>Two-sample Tests (Parametric): Z-test for means, t-test for means for independent samples, t-test for means for paired samples, Multiple Comparison: One-Way ANOVA</p> <p>Practical using MS-Excel:</p> <ul style="list-style-type: none"> ➤ t-test for two means of independent samples ➤ paired t-test
	➤ One-Way ANOVA
IV	<p>Correlation and Regression: The concept of correlation, Scatter plot, Pearson's correlation coefficient. Introduction to simple linear regression, Y on X line and X on Y line, prediction using regression line, Standard Error and Coefficient of Determination, Multiple Regression Analysis using MS Excel/spreadsheet only.</p> <p>Practical using MS-Excel: <i>Illustration of simple linear regression and multiple linear regression in MS-Excel</i></p>
V	<p>Time Series Analysis: Introduction to time series, Components of time series, additive and multiplicative model of time-series (concepts).</p> <p>Trend Analysis: Introduction, Method of least square-Straight Line Trend, Second- Degree Polynomial Trend, Exponential Trend (numerical in software only).</p> <p>Seasonal Variations: Introduction, Calculation of seasonal index using Method Of Simple Averages, Ratio To Moving Average Method, depersonalization of additive and multiplicative time-series data.</p> <p>Practical using MS-Excel: <i>fitting of linear trend, 2nd degree polynomial, exponential trend</i></p>
NOTE: -	Instructors are advised to teach numerical using MS Excel in each module.

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T-01	Richard I. Levin and David S. Rubin	Statistics for Management	Pearson	Latest Edition
T-02	Naval Bajpai	Business Statistics	Pearson	Latest Edition



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Reference Books:

Sr. No	Author(s)	Title	Publisher	Edition & Year
R-01	J K Sharma	Business Statistics	Vikas Publishing House	Latest Edition
R-02	T N Srivastava and Shailaja Rego	Statistics for Management	TMH	Latest Edition
R-03	Joseph Francis	Business Statistics	CENGAGE	Latest Edition
R-04	D P Apte	M.S. Excel Tools for Managers	Excel	Latest Edition
R-05	K. B. Akhilesh & S. B. Balasubrahmanyam	Mathematics and Statistics for Management	Vikas	Latest Edition
R-06	Sanjiv Jaggia, Alison Kelly	Business Statistics	McGraw Hill	Latest Edition



PROGRAM	Master of Business Administration
SEMESTER	1
COURSE TITLE	Business Communication
COURSE CODE	04MB0106
COURSE CREDITS	3

COURSE OUTCOMES:

- ❖ To explain the importance of business communication
- ❖ To develop formal communication instincts among students and help them implement the same
- ❖ To understand different dimensions of business communication
- ❖ To apply the concepts of communication in day-to-day life
- ❖ To understand the barriers to communication and the ways to overcome those in order to make communication effective

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub-Unit
I	FUNDAMENTALS OF BUSINESS COMMUNICATION Meaning and importance of communication in business, Process of Communication, Principles of Verbal and Nonverbal Communication, Barriers to communication, Ways to overcome barriers, Approaches to effective communication, Communication in crisis
II	INTERPERSONAL COMMUNICATION Formal communication networks – (Downward, Upward, Horizontal, Informal communication networks, social media platforms as mode of communication and their etiquettes, 7 Cs of communication, English for Business (Building vocabulary through reading and Listening activities), How to convey an unpleasant communication, Organizational communication Prior-During-Post any emergency situation
III	INTRODUCTION TO READING AND LISTENING Types of reading; Skimming, Scanning, Intensive and Extensive, what is comprehension and how to comprehend, Effective listening skills, Barriers to effective listening, Ways to overcome barriers
IV	INTRODUCTION TO MANAGERIAL WRITING Principles of Effective Written Communication, Parts of business letters, Types of Business letters, Formal communication pertaining to employment, Memos, Curriculum Vitae, Writing Emails, 3X3 writing process for Business communication: Pre-writing, writing and revising. Preparing Reports and Proposals, Formal speeches, Presentation techniques
V	MANAGERIAL SPEAKING Arts of giving speech effectively, Handling Negotiations, Presentations on different topics, Mastering the art of interviews, Group discussion, Case study discussion, Role plays, Extempore



Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Textbooks:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Meenakshi Raman, Prakash Singh	Business Communication	Oxford	Second Edition
T-02	Lesikar, Flatley, Rentz & Pande N	Business Communication: Making Connections in a Digital World	Tata McGraw	Eleventh Edition

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Urmila Rai, S.M. Rai	Business Communication	Himalaya	Sixth Edition
R-02	Lehman	Business Communication	Cengage	Eleventh Edition
R-03	P.D.Chaturvedi, Mukesh Chaturvedi	Business Communication	Pearson	Second Edition

PROGRAM	Master of Business Administration
SEMESTER	1
COURSE TITLE	Organizational Behaviour
COURSE CODE	04MB0104
COURSE CREDITS	3

Course Outcomes:

- ❖ To demonstrate the applicability of the concept of organizational behavior in order to understand the behavior of people in the organization.
- ❖ To describe how individual personality and behavior impact the typical contemporary work experience.
- ❖ To identify different motivational theories and evaluate motivational strategies used in the variety of organizational settings.
- ❖ To explain and explore the tension between individual versus groups and group dynamics in organizational life.
- ❖ To assess the impact of culture on organizational behavior.
- ❖ To evaluate the appropriateness of various leadership styles and conflict management strategies used in organizations.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Introduction to Concept of Management Concept of Management, Management: Art and Science, Management Vs Administration, Levels of Management, Functions of management, Evolution of Management thought: Early contributions: Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Human Relations, and Modern Approach. Types of organisation structures. Case Study
II	Concept of OB and Understanding Dynamics of Individual Behaviour Models of OB, Disciplines contributing to the field of OB. Personality: Foundations of individual behaviour, Personality, Meaning and Importance, Development of personality, Determinants of personality, Theories of personality. Perception: Nature, Importance and Definition of Perception, Factors involved in perception, The Perceptual Process, Perceptual Selectivity and Organization, Applications in Organizations. Learning: Definition and Importance, Theories of learning, Principles of learning, Shaping as managerial tool. Case Study



III	Attitude, Values and Motivation Attitudes: Sources and types of attitudes, Attitude formation and change, Cognitive Dissonance Theory. Effects of employee attitude, Job related attitudes Values: meaning, importance, source and types, and applications in organizations. Motivation: Meaning, process and significance of motivation, Early Theories of motivation: Hierarchy of Needs, Theory X Theory Y, Two Factor theory, McClelland Theory of Needs, Contemporary Theories of Motivation: Goal Setting theory, Self-Efficacy theory, Equity theory/Organizational justice, Expectancy theories. Case Study
IV	Understanding dynamics of Group behavior: Groups – Meaning, classification and nature of groups, Stages of group development, an alternative model for Temporary Groups with punctuated equilibrium model, Group properties: Roles, Norms, Status, Size and Cohesiveness, Group decision making. Teams -Meaning of teams, Types of teams, Creating Effective teams, what makes individuals into effective team players, Team development, Team decision making., Transactional Analysis and Communication. Case Study
V	Understanding Organizational dynamics of Behaviour: Conflict and Negotiation, Understanding Power and Organizational Politics, Organizational Culture, Basic Theories of Leadership, Behavioral theories, Fiedler model, LMX theory, Path-goal theory, Contemporary Issues in Leadership Practice. Case Study



Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T-01	Stephen Robbins	Organizational Behavior	Pearson Education	13th or Latest Edition
T-02	Fred Luthans, Brett C. Luthans, Kyle W. Luthans	Organizational Behavior: An Evidence Based Approach	McGraw-Hill	13 th Edition
T-03	Udai Pareek, Sushama Khanna	Understanding Organizational Behaviour	Oxford University Press	2016

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
R-01	P. Subba Rao	Organisational Behaviour Text, Cases and Games	Himalaya Publishing House	2015
R-02	Gregory Moorhead, Ricky W. Griffin	Managing Organizational Behavior	South-Western Cengage Learning	2012



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SEM II

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Program	Master of Business Administration
SEMESTER	2
COURSE TITLE	Human Resources Management
COURSE CODE	04MB0202
COURSE CREDITS	3

COURSE OUTCOMES:

- ❖ To elaborate the role and importance of HRM
- ❖ To evaluate the job analysis process and its role in HR planning and further assess various recruitment and selection methods.
- ❖ To analyze the training and performance appraisal programs in the organizations.
- ❖ To understand the concept and methods of compensation management.
- ❖ To develop an understanding of the new industrial relations code.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Introduction to Human Resource Management Introduction to HRM – Meaning, Evolution, Uniqueness of HR – Objectives - Functions - HR Manager’s Duties - New Approaches to Organizing HR, Case Study
II	Recruitment and Selection The basics of Job Analysis – Data Collection Techniques in Job Analysis – Job Description – Job Specification, HR Planning: Concept and Process, Recruitment & Selection Concepts and Methods, Induction and Placement, An introduction to HRIS, Case study
III	Training & Performance Management Significance of Training – Assessing Training Needs – Designing Formal Training Programs – Implementing Training Programs – Evaluation of Training Programs, Methods of training and their benefits Introduction to Performance Appraisal – Techniques –Organizational Demands and Performance Management- Linkage of Performance appraisal with Motivation at Work, Case study

IV	Compensation Objectives of Compensation Administration - Wage and Salary determination Job Evaluation and Methods- Innovations in Compensation Management – Incentive Plans, Bonus – Benefits & Services, Gratuity, PF, Pension. Case Study
V	Industrial Relations & Labor Legislation Introduction to Industrial Codes: An overview of the Codes on Social Security, Industrial Relations, Occupational Safety, Health and Working Conditions. Case Study

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T-01	Gary Dessler and Biju Varkkery	Human Resource Management	Pearson	Latest
T-02	Pravin Durai	Human Resource Management	Pearson education Asia, New Delhi	Latest
T-03	Angelo Denisi, Ricky Griffin and Anita Sarkar	Human Resource Management - A South Asian Perspective	Cengage Learning	Latest

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
R-01	Sinha, Sinha and Shekhar	Industrial Relations, Trade unions and Labour Legislations	Pearson Education	Latest
R-02	P.K. Padhi	Labour and Industrial Relations	PHI Private Limited	4 th edition, 2019
R-03	S. C. Srivastava	Industrial Relations & Labor Laws	Vikas Publishing House Pvt Ltd	Latest
R-04	K. Aswathappa	Human Resource Management: Text and Cases	Tata Mc Graw Hill, 2013	Latest

PROGRAM	Master of Business Administration
SEMESTER	2
COURSE TITLE	Digital & Social Media Marketing
COURSE CODE	04MB0209
COURSE CREDITS	02

COURSE OUTCOMES:

- ❖ Understand the Digital Marketing Environment for business
- ❖ Compare and analyze various social media platforms used for marketing
- ❖ Comprehend the idea SEO & Digital Display Ads and their analytics

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Introduction to Digital Marketing: Evolution of Digital Marketing - Role of Internet in Modern Day Business – Traditional V/s Digital Marketing - Drivers of the new marketing environment – POEM Framework – Role of Websites for Business - Digital Marketing Plan
II	Social Media Marketing: Use of Social Media Platforms for Marketing – Facebook – Instagram – Linked In – Twitter – Mobile Marketing
III	Digital Advertising and Analytics: Introduction to SEO – Introduction to Search Engine Marketing (SEM) – Digital Display Marketing – Web Analytics

EVALUATION:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Component	Weightage
A	Continuous Evaluation Component (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	0% (C.E.C.)
B	Internal Assessment	50% (I.A.)
C	End-Semester Examination (Practical/Viva)	50% (External Assessment)

SUGGESTED READINGS:
Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T-01	Seema Gupta	Digital Marketing	TMH	2 nd Edition - 2020
T-02	Punit Bhatia	Fundamentals of Digital Marketing	Pearson	2 nd Edition - 2019
T-03	Jeremy Kagan, Siddharth Shekhar Singh	Digital Marketing - Strategy & Tactics	Wiley	2020

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
R-01	Ryan Deiss, Russ Henneberry	Digital Marketing for Dummies	Wiley	2020
R-02	Guy Kawasaki, Peg Fitzpatrick	The Art of social media	Portfolio	2015
R-03	Punit Bhatia	Social Media and Mobile Marketing	Wiley	2019

PROGRAM	Master of Business Administration
SEMESTER	2
COURSE TITLE	Marketing Management
COURSE CODE	04MB1203
COURSE CREDITS	3

COURSE OUTCOMES:

- ❖ Understand fundamental marketing concepts, theories, and principles in areas of marketing.
- ❖ Analyze the market based on segmentation, targeting and positioning.
- ❖ Knowledge of consumer behavior and their decision-making process
- ❖ Apply the knowledge, concepts, tools necessary to overcome challenges, and issues of marketing in a changing technological landscape.
- ❖ Integrate product and service decisions with those on pricing, distribution and promotion.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs.	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
1	Introduction: Marketing- Definition, Scope, concepts; Company Orientation towards market place; Four P's and updated Four P's, Task of marketing Management; Marketing Environment, Marketing Value delivery process; Segmentation, Targeting and Positioning. case study
2	Buying behavior: Consumer Behavior -factors and process, Organizational Buying Behaviors; Participants in business buying; stages in buying process; Global market decision - entry strategies;. Case discussion on Consumer Behavior.
3	Product and Branding: Classification of products, Differentiation, Product Life Cycle, and New Product Development process, Product line and mix, Product & brand relationship, Packaging; Service marketing introduction- categories of service mix; characteristics of services, managing service quality (SERVQUAL); Branding- scope and role of brand. Case discussion on Product strategies and branding. case study
4	Pricing and distribution: Pricing – process and strategies. Marketing channel- role of marketing channels; channel management decision; Retailing and wholesaling. Sales force management E commerce and M commerce concept; Online marketing. case study



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5	<p>Promotion: Integrated marketing communication-communication mix; process of communication. Marketing program for global markets .Case discussion on promotion.</p>
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Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:
Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T-01	Philip Kotler, Kevin, Keller	Marketing Management	Pearson	15 th edition 2016
T-02	Philip Kotler	Marketing Management: A South Asian Perspective	Pearson Education India	15 th edition 2016
T-03	VS Ramasamy & S. Namakumari	Marketing Management: Planning, Implementation and Control: Global Perspective Indian Context	Macmilan India	4 th edition 2009

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
1.	Ramaswamy and Namakumari /	Marketing Management	Tata McGraw Hill	5 th edition 2017
2.	Rajan Saxena /	Marketing Management	Tata McGraw Hill	4 th edition 2009
3.	Arun Kumar and N Meenakshi /	Marketing Management	Vikas Publishing	3 rd edition 2016
4.	William D. Perreault, Edmund Jerome McCarthy	Basic Marketing-A Global Managerial Approach	Tata McGraw Hill	12 th edition 2000
5.	Situn Krushna Sahu, Sunil Kumar Pradhan	Marketing Management: An Indian Perspective	Educreation publishing	3 rd edition 2013



PROGRAM	Master of Business Administration
SEMESTER	2
COURSE TITLE	Business Research Methods
COURSE CODE	04MB0205
COURSE CREDITS	3

COURSE OUTCOMES:

- ❖ Appraise various sources of ethical dimensions of conducting research.
- ❖ Designing the basic framework of research process, research designs its techniques.
- ❖ Integrate and Apply knowledge on measurement & scaling techniques as well as sampling designs.
- ❖ Formulate different hypothesis and practice its testing methods in business decision making process.
- ❖ Appraise various sources of information for literature review.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Introduction to Business Research Introduction , Difference Between Basic and Applied Research, Defining Business Research, Roadmap to Learn Business Research Methods, Business Research Methods: Structuring Research Proposal (Problem Statement, Research Objectives, Literature Review), A Decision Making Tool in the Hands of Management, Problem or Opportunity Identification, Diagnosing the Problem or Opportunity, Executing Business Research to Explore the Solution, Implement Presented Solution, Evaluate the Effectiveness of Decision Making.
II	Business Research Process Design Defining the Management Problem, Introducing the Dimensions to the Problem, Types of Research: Exploratory Research (Focus Group Interviews, Projective Techniques), Descriptive Research (Cross-Sectional Study, Longitudinal Study) , Causal Research. Measurement and Scaling Scales of Measurement, Criteria for Good Measurement (Validity, Reliability, Sensitivity), Measurement Scales (Single-Item Scales, Multi-Item Scales, Continuous Rating Scales)

III	Questionnaire Design Questionnaire Design Process (Phase I: Pre-Construction Phase, Phase II: Construction Phase, Phase III: Post-Construction Phase) Sampling and Sampling Distributions Random Sampling Methods [Simple Random Sampling, Stratified Random Sampling, Cluster (or Area) Sampling, Systematic (or Quasi-Random) Sampling, Multi-Stage Sampling], Non-random Sampling [Quota Sampling, Convenience Sampling, Judgement Sampling, Snowball Sampling], Sampling and Non-Sampling Errors.
IV	Fieldwork and Data Preparation Fieldwork Process, Data Preparation Process, Data Analysis Non-Parametric Statistics Runs Test, Mann–Whitney U Test, Wilcoxon Matched-Pairs Signed Rank Test, Kruskal –Wallis Test.
V	Preparing Reports
	Technical and Academic Report Writing, Significance of Report writing, Review of Literature, Layout of Research Report, Precaution for writing Research Report, Citations & Bibliography and Conclusion.

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:
Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T-01	Naval Bajpai	Business Research Methods	Pearson	2/E, 2017
T-02	Deepak Chawla & Neena Sodhi	Research Methodology: Concepts and Cases	Vikas Publication	2/E, 2016

Reference books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
R-01	Cooper And Schindler	Business Research Methods	Mcgraw-Hill Publication	12/E, 2014
R-02	C.R.Kothari And Gaurav Garg	Research Methodology: Methods and Techniques	New Age International	3/E, 2014
R-03	D.K. Bhattacharya	Research Methodology	Excel Books	2/E, 2006



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R-04	Zikmund, W.G., Babin, B. J., Carr, J.C., Adhikari, A., & Griffin, M.	Business Research Methods: A South –Asian perspective.	Cengage Learning	4/E, 2016
R-05	Saunders, M., Lewis, P. & Thornhill, A.	Research Methods for Business Students.	Pearson Education Ltd.	5/E, 2011
R-06	Sekaran, U. & Bougie, R.	Research Methods for Business: A Skill-Building Approach.	John Wiley and Sons Inc.	4/E, 2016



PROGRAM	Master of Business Administration
SEMESTER	2
COURSE TITLE	Costing for Managers
COURSE CODE	04MB0207
COURSE CREDITS	03

COURSE OUTCOMES:

- ❖ Learn the utilization of techniques of costing while imparting managerial functions.
- ❖ To enhance the managerial decision making by utilizing various techniques of costing.
- ❖ Ability to decide whether to continue or discontinue of particular product or product line.
- ❖ Apply Standard costing techniques in managerial decision making.
- ❖ Access the variance between actual and budgeted and make suitable adjustments in the future to have a control on operations of the firm.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Subunit
I	Introduction: Basic concepts; methods of costing, Techniques of costing, Costascertainment and cost estimation, Classifications of cost, Special costs for decision making, Cost centers, Cost Unit, Classification of cost
II	Marginal Costing: Cost Volume Profit Analysis; Break Even Analysis; ContributionMargin; P/V Ratio; Margin of Safety; BEP Graph – Limiting of Key Factor –A case study on BEP
III	Differential Cost Analysis: Determination of the most profitable levels of Production and price, introduction of new products or not; Changing product mix; Discontinuing a product to avoid the losses and increase profits-decision to drop product line; Acceptance Special orders or not, Make or Buy, Shutdown or Continue
IV	Standard Costing: Variance Analysis: Sales variance; Material variance; Labour variance and Overhead variances- Applications



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V	Budgeting and budgetary control: Concept of budget, Concept of budgetary control, Objectives of budgetary control, Classification of budgets, Functional budgets, Cash budget, Master budget, Fixed and flexible budgets, budget reports, Zero base budgeting (ZBB), Performance budgeting.



Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T-01	M. N. Arora	A Textbook on Cost and Management	Vikas Publication	Latest Edition
T-02	Ravi M kishore	Cost and Management Accounting	Taxmann	Latest

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
R-01	Khan and Jain	Management Accounting	TMH	Latest
R-02	Charles T, Horngren, S M	Cost Accounting	Pearson	Latest
R-03	P C Tulsyani	Cost Accounting	S Chand	Latest
R-04	V Rajshekharn & Lalitha	Cost Accounting	Pearson	Latest
R-05	Paresh Shah	Cost Accounting	Oxford	Latest



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CENTRE FOR DISTANCE AND ONLINE EDUCATION

MASTER OF BUSINESS ADMINISTRATION

(Online)

SEM III

SYLLABI



PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Strategic Management
COURSE CODE	04MB0301
COURSE CREDITS	3

COURSE OUTCOME

- ❖ To understand the strategic decisions that organizations make and have an ability to engage in strategic planning.
- ❖ To explain the basic concepts, principles and practices associated with strategy formulation and implementation.
- ❖ To evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry, and cultural differences.
- ❖ To integrate and apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives.
- ❖ To analyze the competitive situation and strategic dilemma in dealing with dynamic global business environments in terms of rapidly changing market trends and technological advancement.
- ❖ To analyze and evaluate critically real-life company situations and develop creative solutions, using a strategic management perspective.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

Unit No	Unit / Subunit
I	Strategic Management: Definition, Concept, Objective and Significance Understanding Strategy, Vision & Mission, Strategic Management Process, Growing Relevance of Strategic Management in India. Globalization addressing a VUCA environment with a bottom – up approach
II	Internal and External Environmental Analysis: Internal Environment: SWOT, TWOS, VRIO Framework, Resources, Core Competencies, Resource Base Model, I/O Model, Value Chain Analysis, Outsourcing in Value Chain. External Environment: Environmental Threat and Opportunity Profile (ETOP), Porter’s Five Forces Model, Strategic Group Mapping, GAP Analysis, Portfolio Analysis, McKinsey’s 7s Framework, GE 9 Cell Model, BCG Matrix. Balance Score Card, Case Studies.
III	Strategic Formulation: Strategic Formulation at Business, Strategic Formulation at Corporate & Strategic Formulation at Functional Levels, Strategic Formulation at Global Level, Strategic Alliance and Joint Ventures, Mergers & Acquisitions, Retrenchment Strategy, Turnaround Strategy, Divestment Strategy, Liquidation Strategy, Case Studies.
IV	Strategy Implementation: Total Quality Management, Various Structural Level (Entrepreneurial, Functional, Divisional, SBU, Matrix, Network Structure), Matching Organizational Structure with Different Strategies, Six Sigma, Strategic Leadership. Case Studies.

V	Strategic Control, Evaluation & Sustainability: Strategic Control, Corporate Governance and Business Ethics, Corporate Social Responsibilities, BoP Innovation, Value Innovation: Blue Ocean Strategy, Threat to Sustainability (Triple Bottom Approach): People, Planet, Profit Concept, Strategic issues for SMEs & Non-Profit organisation, Case Studies.
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Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Textbooks:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T-01	Hitt, M., Ireland, R. and Hoskisson, R. [H.I.H]	“Strategic Management: Competitiveness and globalization – Concepts”	Southwestern College Publishing	11 th Edition
T-02	Arthur A. Thompson, A. J. Strickland, John E. Gamble and Arun K. Jain	Crafting and Executing Strategy: The Quest for Competitive Advantage – Concept and Cases”	Tata McGraw,Hill	16th Edition
T-03	A Nag	Strategic Management: Analysis, Implementation, Control	Vikas Publication	1 st Edition

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
R-01	Michael E. Porter	Competitive Strategy: Techniques for Analyzing Industries and Competitors	Harvard Reviews	3 rd Edition
R-02	Subba Rao	Business Policy and Strategic Management: Text and Cases	Himalaya Publication	11th Edition
R-03	Michael Porter	Competitive Advantage: Creating and Sustaining Superior Performance	Harvard Free Press	1995
R-04	Azhar Kazmi	Strategic Management and Business Policy	Tata McGraw Hill	3 rd Edition

PROGRAM	Master of Business Administration (MBA)
SEMESTER	3
COURSE TITLE	Legal Aspects of Business
COURSE CODE	04MB1302
COURSE CREDIT	3

COURSE OUTCOME

- ❖ Students would be able to analyze the importance of law and legal institutions in business
- ❖ Students would be able to design strategic norms of Consumer protection and Company Acts.
- ❖ Students would be able to analyze the Sales of Goods Act, 1930 and The Negotiable Instruments Act, 1881
- ❖ Students would be able to execute Knowledge of LLP and IPR.
- ❖ Students would be able to analyze the law relating to IT and its ethical guidelines.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs.	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub
I	<p>Sales of Goods Act, 1930: Basics, Conditions and warranties, Transfer of property, Performance of contract, right of an unpaid seller</p> <p>Negotiable Instrument Act, 1881: Negotiable instruments, Notes, Bills and Cheque, Parties, Negotiation, Presentment, Dishonor and Discharge of Negotiable instrument</p>
II	<p>Consumer Protection Act, 2019 Definitions, Consumer protection Council, Dispute redressal agencies, process to file complain, Appeal, Remedies</p> <p>Information Technology Act, 2000 Introduction, Objects and scope, Definitions of important terms, Digital signature, electronic governance, Cybercrime and remedies, power of central government to make rules, Information technology act (Guidelines for Intermediaries and Digital</p>
III	<p>Company Act, 2013 Nature of company, Kinds of company, formation of company, Memorandum of Association, Article of Association, Prospectus, Membership in a company, Share Capital, Meeting and proceeding, Company Management</p>
IV	<p>Limited Liability Partnership, 2008 Salient Features of LLP, Differences between LLP and Partnership, LLP and Company, LLP Agreement, Partners and Designated Partners, Incorporation</p>

V	Intellectual Property Rights Introduction, their major types like Patents, Trademarks, Copyrights, Industrial designs, etc. Important provisions.
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Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED

BOOKS

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T-01	N. D. Kapoor	Mercantile Law	Sultan Chand & Sons	Latest
T-02	Kuchhal MC	Mercantile Laws	PHI	Latest

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
R-01	Ravindra Kumar	Legal Aspects of Business	Cengage	Latest
R-02	Ramaswamy, B. S	Contracts and their Management	Lexis Nexis	Latest Edition
R-03	Singh, Avtar	Mercantile Law	Eastern Book Co	Latest Edition
R-04	S S. Gulshan	Business Law	Excel	Latest Edition
R-05	Sen and Mitra	Commercial Law including Company Law	World press	Latest Edition
R-06	Maheshwari	Principles of business law	Himalaya Publication	Latest



PROGRAM	Master of Business Administration
SEMESTER	3
TITLE OF THE SUBJECT	International Business
COURSE CODE	04MB0303
COURSE CREDITS	3

COURSE OUTCOMES

- ❖ Apply knowledge theories in global marketing to learn insights of different cross-cultural markets to gain insights.
- ❖ Understand and examine historical transformations that led to the present moment of global conflicts.
- ❖ Understand the wide problems between the countries related to natural resources and its effects on development, peace and security of a country.
- ❖ Enhances different skill sets like planning, analysis, interpreting and evaluating information received across the globe through the internet to develop decision making capacity on an individual.
- ❖ To understand and interpret different geographical issues which are directly related to international markets.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs.	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Background of international Business: - Growth & expansion of International Business forces, & cost, Major challenges faced by environmental factors affecting business & Project. why international business is different from domestic business PESTEL analysis.
II	International Trade Theories Application: - Porter's Five Forces Analysis, The Boston Consulting group's product portfolio matrix (BCG matrix), instruments of trade control, cross national cooperation and agreements, & global foreign-exchange markets.
III	Different Entry Strategy: - Multinational strategy & its types, the firms as value chain, global integrations vs local responsiveness, country evaluation and import- export problems & its pitfalls, and direct Investments and collaborative strategies & its types, alliance types, licensing, franchising, management contracts turnkey operations joint ventures, equity alliances and others. selection business organization structure & its culture, control systems, and its types.
IV	Disruptions of supply chain: - International issues relating to global manufacturing factors influencing, suppliers' networks, foreign trade zones, international accounting and finance issues, differences in financial statements internationally, transaction & its issues, international human resources management, perspective of the expatriate & its management staffing frameworks.



V	International Application on World Business: Colonialism in India, Theories of International Relations and World History World war I & World War II, the shift of balance of power of Asia, Taiwan issue, Indian ocean & Indian maritime strategy. India & west Asia, transfer of wealth & politics of oil, energy security- oil gas and nuclear deals.	04
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Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED BOOKS

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T-01	Radebaugh, Sullivan and Salwan.	International business: - elements and Operations	Pearson Education	15 th edition
T-02	Charles W. L. Hill & G. Tomas m Hult	International Business: Competing in the Global Marketplace	McGraw-Hill Education;	11 th edition 2016
T-03	Richard D. Lewis	When Cultures Collide, Leading Across Cultures	Nicholas Brealey Publishing	3 rd Editions.

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
R-01	Charles W L Hill and Arun K Jain	International Business: Competing in the Global Marketplace.	Tata McGraw Hill	10 th Edition
R-02	Mike Peng and Deepak Srivastava	Global Business.	Cengage learning	4 th Edition
R-03	Haris Alibašić	Sustainability and Resilience Planning for Local Governments.	Springer International Publishing	1 st Edition



Marwadi
University

R-04	Aharon Klieman	Great Powers and Geopolitics.	Springer International Publishing	1 st Edition
R-05	Karen A. Mingst & Ivan M arreguintoft	International relations.	W. W. Norton & Company	7 th Edition
R-06	Marco Aliberti	India in Space: Between Utility and Geopolitics.	Springer International Publishing	1 st Edition



PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Consumer Behavior
COURSE CODE	04MB0310
COURSE CREDITS	3

COURSE OUTCOMES:

- ❖ Students should be aware of basics of Consumer Behavior and Consumer Decision Making
- ❖ Students should be able to understand various theories of consumer behavior and learn its applications in the marketing field.
- ❖ Students should be able to analyze the product or service, its market and the factors affecting its purchase and usage.
- ❖ Evaluate and Correlate various models of consumer behavior with market situation
- ❖ Develop and implement successful marketing strategies by addressing
- ❖ Consumer's intrinsic and extrinsic Behavioral Factors

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
Unit I	INTRODUCTION: Consumer Behavior (CB) - Evolution, Decision Making Process, Implications of growing Technology for CB, Segmentation, Targeting & Positioning (STP) and its strategies, case study
Unit-II	INDIVIDUAL ASPECTS OF CONSUMER BEHAVIOR: Consumer Research Process, Consumer Motivation, Consumer Perception, Consumer Learning, case study
Unit-III	INDIVIDUAL ASPECTS OF CONSUMER BEHAVIOR: Consumer Attitude Formation – Tricomponent Attitude Model, Multi- attribute Attitude Model, The Trying-to-consume Model, & Attitude- toward the ad model, Diffusion of Innovation, Opinion Leader and Word of Mouth, three parts of brain theory for consumer decision making, case study
Unit-IV	EXTERNAL INFLUENCES ON CONSUMER BEHAVIOR: Influence of Family, Social Class, Reference Groups & Culture on Consumer Behavior, Social Stratification, Indian Core values, case study
Unit V	CONTEMPORARY ISSUES: Consumer Gifting Behavior, Personality traits, Marketing Ethics & Social Responsibility, case study



Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Textbooks:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T-01	Schiffman, Wisenblit & S.Ramesh Kumar	Consumer Behavior	Pearson Education	10th Edition
T-02	Suja R Nair,	Consumer Behaviour in Indian Context	Himalaya Publications	1stEdition
T-03	S. Ramesh Kumar	Consumer Behaviour and Branding: Concepts	Pearson Education	2ndEdition

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
R-01	Loudon & Della Bitta	Consumer Behavior	Tata McGraw Hill	4thEdition
R-02	Blackwell and Engel	Consumer Behavior	Cengage Learning	10th Edition
R-03	Hawkins & Mookerjee	Consumer Behavior: Building Marketing Strategy	McGraw-Hill	11th Edition

PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Human Resource Information System
COURSE CODE	04MB0318
COURSE CREDITS	3

Course Outcomes:

- ❖ To articulate the significance of incorporating a Human Resource information system in the organization.
- ❖ To analyze and diagnose key deliverables of an HRIS needs analysis of organizations.
- ❖ To justify the HRIS Investment and cost benefit analysis of HRIS in relation with direct and indirect benefits.
- ❖ To identify the role of HRIS in different HR Functions in both domestic and multinational organisations.
- ❖ To understand the importance of information security and privacy in today's technology- intensive and information-driven economy

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs.	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Human Resource Information System: Introduction, Definitions, Evolution of HRM and HRIS, eHRM vs HRIS, Types of HRIS, Value and Risk of HRIS, Database concepts and applications in HRIS: Database Management, Designing MS Access HR Database Management system, System consideration in Designing of an HRIS: HRIS Data Importance, HRIS Architecture
II	Managing HRIS Implementation: The Systems Development Life Cycle, Needs Analysis, System Design and Acquisition: Introduction, System Feasibility, HRIS and Resistance to Change: Introduction, Factors affecting system failure, HRIS implementation, Critical Success factors in HRIS Implementation. Cost Justifying HRIS Investments: Introduction, HRIS and Cost benefit analysis, Direct benefits, Indirect benefits, estimating value of Indirect benefits, Estimating Indirect benefits Magnitude, Methods of estimating the value of Indirect benefits.
III	HR Administration and HRIS- I: Talent Management: Introduction, Talent Management Cycle, Attributes of Talent, Talent Management and HRIS, Recruitment and Selection: Introduction, Attributes of Recruitment Website, Role of HRIS in e-recruiting, Introduction to selection and Assessment, Technological issues in selection, Applying HRIS to selection and assessment.

IV	HR Administration and HRIS- II: Training and Development: Introduction, System model of Training and Development, Role of HRIS applications in Training and Development, Performance Management: Introduction, Role of HRIS in designing of compensation, benefits, and payroll.
V	Advanced HRIS Applications and Future Trends: HRIS and IHRM: Introduction, Overview of role of HRIS in different HR Functions at Global Level, HRIS Privacy and Security, HRIS and Social Media, Gamifications, HRIS and Small Businesses.

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:
Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T-01	Michael J. Kavanagh and Richard D. Johnson	Human Resource Information Systems: Basics, Applications, and Future Directions	Sage	Latest

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
R-01	Satish K. Bagdi	Practical Human Resource Information Systems	PHI	Latest



PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	International Finance
COURSE CODE	04MB0308
COURSE CREDITS	3

COURSE OUTCOMES:

- ❖ To provide comprehensive understanding of international business, its scope and significance for the financial manager.
- ❖ To understand international parity relationship and evaluate forces affecting exchange rate.
- ❖ To analyze exposures associated with currency fluctuations and strategies to manage it.
- ❖ To evaluate the international financial market and its structure.
- ❖ To appraise financial management of a multinational firms

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

Course Contents:

Unit No	Unit / Sub Unit
I	International Finance – Overview Globalization and the Multinational Firm – Introduction to International Finance, Goal for international finance, Globalization, and world economy. International Monetary System– Evolution of monetary system, Bimetallism, Classical Gold Standard, Interwar period, Bretton Woods System, The Flexible Exchange Rate Regime, European Monetary System, world currency crises. Balance of payment – Balance-of-payment account, identity, Balance-of-Payments Trends in Major Countries
II	Fundamental Parity Relationships and Foreign Exchange Market International Parity Relationships and Forecasting Foreign Exchange Rates – Interest rate parity, purchasing power parity, Fisher effect, Forecasting exchange rate. The market for foreign exchange - Function and Structure of the FX Market, spot market and forward market.
III	Foreign Exchange Exposure Transaction Exposure – Meaning, Methods to mitigate transaction exposure, Economic Exposure – Meaning, measuring economic exposure & operating exposure, Managing Operating Exposure. Translation Exposure – Overview of translation methods, management of translation exposure.

IV	World Financial Market International banking and money market – Emergence of international banking, types of international banks, international money market, Global Financial crises. International Bond Market – Foreign bonds and Euro markets, Different instruments issued at international level, credit rating, major international indexes. International Equity Market – Market Structure, Trading Practices, and Costs, trading in international equities, Factors Affecting International Equity Returns. International Portfolio Investment – Optimal international portfolio selection, international bond investment, International mutual funds, international diversification through country funds.
V	Financial Management of the Multinational Firms Foreign Direct investment and Cross-Border Acquisition – Global trend in FDI, Cross border merger and acquisition, political risk and FDI. Multinational Cash Management – Management of international cash, Bilateral and multilateral Netting of Cash Flows, Cash management in practice. International Tax Environment – The objectives of taxation, types of taxation, national tax environment, transfer pricing, Blocked funds.

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS
Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T-01	Eun & Resnick	International Financial Management	Tata Mcgraw Hill	7 th Edition, 2017
T-02	P. G. Apte	International Financial Management	PHI	8 th Edition, 2020

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
R-01	J. Madura	International Financial Management	South Western Publication	11 th Edition
R-02	Thummuluri Siddaiah	International Financial Management	Pearson	2 nd Edition, 2015
R-03	V. V. Sharan	International Financial Management	PHI - EEE	6 th Edition, 2019



PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Investment Analysis and Portfolio Management
COURSE CODE	04MB0304
COURSE CREDITS	3

COURSE OUTCOMES:

- ❖ Understand the different investment alternatives and their risk return pattern
- ❖ Assess the valuation of securities by applying fundamental and technical analysis
- ❖ Ability to judge the portfolio selection and find out optimum portfolio
- ❖ Awareness about various portfolio selections models and adopts their suitability in their professional life
- ❖ Ability to assess performance of portfolios by applying portfolio performance models

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Overview of Investment and Security Market: Concept of Savings and Investments, Investment V/S Speculation. Real and financial assets, Investment alternatives, Aim & Approaches of investment analysis, Investment process. Risk – Return of Security – Different types of Risks and Return, Systematic and Unsystematic Risk, Measures of Return and Risk, Historical and expected return, Covariance and Correlation of Securities.
II	Stock Market Analysis: Fundamental Analysis: E-I-C (Economic, Industry & Company Analysis). Technical Analysis: Dow Theory, Technical Indicators, Charts, Moving Averages, Oscillators, ROC, RSI, Technical Versus Fundamental analysis, EMH.
III	Construction of Portfolio: Constructing Optimal Portfolio Using Markowitz Portfolio Construction – Efficient Frontier and Minimum Variance Portfolio, Sharpe’s Single Index Model, Capital Market Theory – CAPM, SML, CML,
IV	Portfolio Performance Measures: Portfolio Execution and Portfolio Revision, Portfolio Performance Evaluation (Sharpe, Treynor’s, Jensen’s Ratio, VaR, M2 Calculations)Post Modern Portfolio Theory (Overview)
V	Bonds Valuation: Types of bonds, Duration of Bonds, Bond Management Strategies, Analysis of Bond (Rating). Bond pricing & Yield to Maturity (Yield to Call), Default Risk and Bond Pricing, Credit Default Swaps (Overview).

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:
Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T-01	Prasanna Chandra	Investment Analysis and Portfolio Management	Tata McGraw Hill	5th Edition, 2017
T-02	P. Pandian	Security Analysis and Portfolio Management	Vikas Publishing House	2nd Edition, 2012

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
R-01	Reilly/Brown	Investment Analysis and Behaviour	TMH	10th Edition, 2011
R-02	Zvi Bodie, Alex Kane, Alan J Marcus and Pitabas Mohanty	Investments	Tata McGraw Hill	11th Edition, 2019
R-03	Edwin Elton & Martin Gruber	Modern Portfolio Theory and Investment Analysis	Wiley	8th Edition, 2010

PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Financial Statement Analysis
COURSE CODE	04MB0305
COURSE CREDITS	3

COURSE OUTCOMES:

- ❖ To apply several basic financial statement analysis techniques
- ❖ To explain cash flow statement and return on invested capital and variations in its computation
- ❖ To analyze earnings persistence, its determinants, and its relevance for earnings forecasting
- ❖ To describe the process for equity valuation through using financial statement and provide an understanding of Risk and Sensitivity Analysis
- ❖ To prepare forecasted Balance Sheet, Income Statement, Cash flow Statement

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Introduction & Overview: Business Analysis: Introduction, Types, Components, and Financial Statements-Basis of Analysis, And Understanding of Financial Statements: Balance Sheet, Income Statement, And Cash flow Statement & Auditors Report. A glance on methods of FSA: Comparative analysis, common size statement & trend analysis.
II	Cash flow & Profitability Analysis: Specialized Cash Flow Ratios: Cash Flow Adequacy Ratio & Cash Reinvestment Ratio, Interpreting Cash Flows. Components of Return on Invested Capital: Defining Invested Capital, Adjustments to Invested Capital and Income & Computing Return on Invested Capital Du Pont disaggregating 5 components model. Analysing Return on Common Equity: Disaggregating the Return on Common Equity, Computing Return on Invested Capital & Assessing growth on common equity.
III	Equity Analysis: Earnings Persistence: Recasting and Adjusting Earnings, Determinants of Earnings Persistence, Persistent and Transitory Items in Earnings, Earnings-Based Equity Valuation: Fundamental Valuation Multiples, Earning Power and Forecasting for Valuation: Earning Power Earnings Forecasting
IV	Valuation: Method of Comparable, Multiple Screening, Asset-based Valuation, Dividend Discounting, Discounted Cash Flow Analysis, Residual Earnings Analysis, Economic Value Added (EVA), Earnings Growth Analysis, Risk and Sensitivity Analysis
V	Prospective Analysis: The Projection Process: Projecting Financial Statements, Application of Prospective Analysis in the Residual Income Valuation Model, Trends in Value Drivers.



Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T-01	K. R. Subramanyam & John J. Wild	Financial Statement Analysis	McGraw Hill	10th Edition, Year 2009
T-02	Stephen Penman	Financial Statement Analysis and Security Valuation	McGraw Hill	5th Edition, Year 2012

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
R-01	Rao Peddina Mohana	Financial Statement Analysis and Reporting	PHI	2nd Edition, Year 2011
R-02	David Young, Jacob Cohen	Corporate Financial Reporting and Analysis	Wiley	3rd Edition, Year 2013



PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Compensation Management
COURSE CODE	04MB0317
COURSE CREDITS	3

Course Outcomes:

- ❖ To decode the underlying Compensation Philosophies of different organizations as why they value, what they value, and how they value the contributions of employees from different functions and levels across in the organizations.
- ❖ To recognize the significance of the basic issues of compensating human resources.
- ❖ To analyze, integrate, and apply the knowledge to solve compensation related problems in organizations.
- ❖ To create a Pay Structure for different occupational groups by defining Pay Levels and Pay Forms taking into consideration internal equity and external competitiveness.
- ❖ To recognize the legal aspects affecting Compensation.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Fundamentals of Rewards Management & Aspects of Reward Management Reward Management Overview, Total Rewards, Strategic Rewards, Factors affecting reward, financial rewards, Non-financial rewards.
II	Aspects of Reward Management & Base pay management Motivation and reward, Engagement and reward, Performance and reward, the ethical approach to reward and performance management, Job evaluation, Market pricing, Grade and pay structures, Rewarding and recognizing performance,
III	Rewarding and recognizing performance and Rewarding Special Groups pay progression through contingent pay, Bonus schemes, Team pay, rewarding for business performance, Recognition, Rewarding Chief Executives, Rewarding Sales and Customer Service Staff, Rewarding Knowledge Workers, International Rewards, Compensating Gig Workers
IV	Employee Pension, Benefits and The Practice of Reward Management Employee Pension and Benefits, Flexible Benefits, Evidence-based reward management, Managing Reward System, Managing Reward Risk
V	Legal Aspects of Compensation The Code on Wages, 2019; Employees' Compensation (Amendment) Act,2017, Maternity Benefit Amendment Act,2017, Employees' State Insurance Act, 1948 with latest amendments, Employees' P F & Miscellaneous Provisions Act, 1952 with latest provisions.

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:
Textbooks:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T-01	Michael Armstrong	Armstrong's Handbook of Reward Management Practice	Kogan Page Publishers	2019, 6 th Edition
T-02	P. K. Padhi	Labour and Industrial Laws	PHI Learning Pvt. Ltd.	4 th Edition
T-03	P. R. N. Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar	Industrial Relations, Trade Unions and Labour Legislation	Pearson India	2017

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
R-01	Joseph J. Martocchio	Strategic Compensation: A Human Resource Management Approach	Pearson	2020
R-02	Richard I Henderson	Compensation Management in a Knowledge-Based World	Pearson/Prentice Hall	10 th Edition
R-03	Lance A. Berger, Dorothy Berger	The Compensation Handbook, Sixth Edition: A State-of-the-Art Guide to Compensation Strategy and Design	McGraw-Hill Education	6 th Edition



PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Financial Markets and Institutions
COURSE CODE	04MB0306
COURSE CREDITS	3

COURSE OUTCOMES:

- ❖ Appreciate the need for and importance of Financial Markets and Institutions in India.
- ❖ Understand procedures of raising capital from the primary market and various legal aspects of Public Issue Management.
- ❖ Know Trading Mechanism and Settlement system of Secondary market.
- ❖ Apprehend various Financial and Non – Financial Institutions and regulatory aspects of such Institutions in Indian Financial System.
- ❖ Understanding the importance of various Non-Banking Financial institutions.

COURSE CONTENTS:

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

Unit No	Unit / Sub Unit
I	Introduction to Financial Markets and Institutions: Indian Financial System, Components of IFS, Introduction to Financial Markets, Classification of Financial Markets, LPG and its Impact on Financial Markets, Challenges in Financial Markets. Introduction to Financial Institutions: Role of RBI as a regulator of Banking and Non- banking Financial Institutions, Structure of Financial Institutions in India.
II	Money Market: Meaning, Functions of Money Market, Participants and Instruments, Mechanism of Money Market, Role of RBI in Money Market, A Glance on Debt and Foreign Exchange Market.
III	Capital Market: Primary Market: Meaning, Functions, Different Participants, Public Issue, IPO, FPO, Rights Issue, Private Placement, Offer for sale, IPO Mechanism, Pricing of IPO - Fixed pricing, Book Building and Auctions. Secondary Market: Stock Exchange, Functions, Listing Norms, Stock Indices and its Computational Mechanism (Sensex, NIFTY), Trading settlement systems, key Role of SEBI.
IV	Banking Institutions: Evolution of Banking in India, Functions, Classifications of Banks (PSBs, Private Sector Banks, Foreign Banks, New Generation Banks, Small Banks, Payment Banks, Urban and State Cooperative Banks) Recent Developments, Problems and Challenges of Banking Industry.

V	Non – Banking Financial Institutions: History, Objectives, Administrative and Regulatory Framework of NBFIs, Role of NBFIs in Economic Development, Objectives, functions, Different Schemes, and Recent Developments in (1) SIDBI, (2) NHB, (3) EXIM Bank, and (4) NABARD. NBFCs and their Scope, Functions and Classifications, PDs and their Scope, Functions and Classifications.
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Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T-01	Bharti Pathak	Indian Financial System	Pearson	5th Edition, 2018
T-02	Vasant Desai	The Indian financial system and Development	Himalaya Publishing House	5th edition, 2013
T-03	Federic s. Miskin and Stanley G. Eakins	Financial Markets and Institutions	Pearson Publishing House	6th Edition, 2017

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
R-01	Anthony Saunders	Financial Markets and Institutions	McGraw Hill Publication	3rd Edition, 2017
R-02	Modigliani and Jones	Foundation of Financial Markets and Institutions	Pearson Education	4th Edition, 2009
R-03	Jeff Madura	Financial Markets and Institutions	Cengage Learning	10th Edition, 2014



PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Corporate Taxation
COURSE CODE	04MB0307
COURSE CREDITS	3

COURSE OUTCOMES:

- ❖ Understand the basics of corporate taxation and tax planning
- ❖ Get acquainted with corporate tax in India
- ❖ Learn Corporate Tax Planning associated with managerial decisions
- ❖ Familiar with taxation provisions related to non-resident corporates
- ❖ Understand DTAA and tax implications on Foreign Collaborations

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	CORPORATE TAXATION – INTRODUCTION Meaning of Corporate taxation — Regulatory mechanism – Provisions of Income Tax Act, 1961 in brief - Corporate tax planning: Tax planning and Tax evasion - Relationship between corporate planning and corporate tax planning
II	CORPORATE TAX IN INDIA Definitions - Residential status - Tax incidence & Rates of Tax for companies - Minimum Alternate Tax [MAT] concept - Tax planning with respect to new business/ undertaking: Planning with respect to specific locations, areas and industries - Tax benefit with respect to Exports
III	CORPORATE TAX PLANNING Tax planning with respect to Financial Management decisions - Tax planning with respect to Managerial decisions - Tax planning with respect to Liquidation, Amalgamation and Demerger
IV	NON-RESIDENT CORPORATES Tax planning - Double taxation relief - Transfer pricing and Advance ruling Concepts
V	INTERNATIONAL TAXATION Tax implications for foreign collaborations - Tax implications for Double Taxation Avoidance Agreements [DTAA]



Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T-01	Dr. Vinod K Singhania & Dr. Monica Singhania	Corporate Tax Planning and Business Tax Procedures	Taxman Publication	24 th Edition, September 2020
T-02	Girish Ahuja & Ravi Gupta	Direct Taxes Law & Practice	Commercial Law Publishers (India) Pvt. Ltd.	12 th Edition, 2020

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
R-01	Dr. Vinod K Singhania & Dr. Kapil Singhania	Direct Taxes - Laws & Practice	Taxman Publication	64 th Edition, 2020
R-02	T.N. Manoharan & G.R.Hari	Direct Tax Laws and International Taxation	Snow White	February Edition 2021



PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Marketing Communications
COURSE CODE	04MB0101
COURSE CREDITS	3

COURSE OUTCOMES:

- ❖ Understand the basic principles of IMC.
- ❖ Remember the concepts of campaign design
- ❖ Analyze the campaigning techniques for promotion
- ❖ Evaluate the options of Marketing communication
- ❖ Understand strategies and tactics to develop an overall communications campaign

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub-Unit
	<p>INTRODUCTION TO IMC: The role of Advertising in Marketing Communication, Advertising & Media Agency: Role, Culture, Structure, Types and Functions, Introduction to Integrated Marketing Communication elements, Campaign Cases: Illustration of India's top 10 as well as World's top 10 agencies and their campaigns, case study</p>
II	<p>ADVERTISING Advertising Objectives, Advertising Budgeting, DAGMAR & Designing, AIDA. case study</p>
III	<p>CAMPAIGN DESIGN Campaign Planning, Design & Production, Creative strategies, Advertising Appeals, Campaign Development . Cases: Ad campaigns with various appeals Activity: Campaign design (in groups), case study</p>
IV	<p>CAMPAIGN EXECUTION 360 degree Media Strategy & Planning (ATL & BTL) Digital Media: Role, Objective and Payment Methods Media Execution: Evaluation of broadcast, out-of-home and print media, Campaign Evaluation, Ethical responsibilities of advertiser Presentation: Media execution for the designed campaign, case study</p>
V	<p>SOCIAL MEDIA Social Networking (Facebook, Instagram, twitter, LinkedIn, etc.) Social Media (Broadcast, Podcasts, Blogging, etc.) Search Engine Optimization, E-commerce companies and their communication, case study</p>



Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

TEXTBOOKS:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T-01	Belch and Belch	Advertising and Promotion: An Integrated Marketing Communications Perspective	McGraw-Hill	11th Edition
T-02	Rajeev Batra, John G. Myers, David A. Aaker	Advertising Management	Prentice-Hall of India	5th Edition

REFERENCE BOOKS:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Kazmi & Batra	Advertising and Sales Promotion	Excel Books	3rd Edition
R-02	Duncon	Integrated marketing Communications	TMH	2nd Edition



PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Financial Derivatives & Risk Management
COURSE CODE	04MB0309
COURSE CREDITS	03

COURSE OUTCOMES:

- ❖ Demonstrate an understanding of the risk management approaches and techniques using derivatives
- ❖ Analyze the effectiveness of different hedging strategies using Forward and Futures contracts
- ❖ Formulate and solve problems requiring pricing derivative instruments and hedge market risk based on numerical data and current market trends
- ❖ Evaluate the effectiveness of different trading strategies using Call and Put Options
- ❖ Design & execute a swap using different underlying instruments such as interest rate and currency

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs.	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Overview of Risk and Derivative: Financial Risk Management: Concept of Risk, Types of Risk, Approaches to risk. Derivative: Definition, Objectives, types, Participants in derivative market: Hedgers, Speculators and Arbitrageur, Uses of Derivatives, Basic Derivatives terminology, Types of Orders, Derivatives in India, Exchange Traded and Over the Counter Markets.
II	Forward and Futures Contract: Forward: Meaning and types of forward contract, Structure and features of forward contract, FRA, Computation of Forward rates: Equity forwards, interest rate forward contracts, currency forward contracts. Pricing of forwards. Future: Introduction to Future market, future contract and future trading, clearing house, daily settlement, Margin and Marking to Market, Types of future contract, pricing of future, hedging strategies using futures, Single stock and Stock index futures.
III	Options and Strategies: Option Market: Introduction, Types of Options, Uses of Options, Payoffs from Options, Trading Strategies: Uncovered, Covered, Spread, Combination.
IV	Options Pricing & Greeks in options: Put Call Parity: Risk Free security and Put-call Implication. Options Valuation and Pricing. Factors Determining Option Price. Binomial Option Pricing model (Single period and two period), Black Scholes Models: Assumption, Pricing of call and put options. Options Greeks: delta, gamma, Vega, theta, rho. (Theory)

V	Swap Markets: Introduction, Types of swaps: Equity swaps, Interest rate swaps, Currency Swaps, commodity, and other Types of swaps, Swaptions, Valuation of Swaps. Risk in Swap.
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Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:
Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T-01	Sundaram Janakiramanan	Derivatives and Risk Management	Pearson Education	1st Edition, 2011
T-02	John C. Hull and Sankarshan Basu	Options, Futures and Other Derivatives	Pearson Education	9th Edition, 2016
T-03	Rajiv Srivastava	Derivatives & Risk Management	Oxford University	1st Edition, 2010

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
R-01	Robert A. Strong	Derivatives: An Introduction	Thompson Publications	2 nd Edition, 2004
R-02	S.L Gupta	Financial Derivatives theory, concepts, and problems	Prentice Hall	1 st Edition, 2005
R-03	Varma	Derivatives & Risk Management	Tata McGraw hill	1 st Edition, 2008
R-04	John C. Hull	Fundamentals of Futures and Options Markets	Pearson Education	9 th Edition, 2018
R-05	N.D. Vohra & B.R. Bagri	Futures and Options	Tata-McGraw Hill	2 nd Edition, 2003

PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Product & Brand Management
COURSE CODE	04MB0312
COURSE CREDITS	3

COURSE OUTCOMES:

- ❖ Understand and define the purpose, process and model of brand building and its importance to the marketer.
- ❖ Understand the importance and the role of Brand Positioning and Brand Resonance & the process of acquiring the value through Brand Value Chain.
- ❖ Apply the concepts of Brand Elements for building the Brand Identity & Brand Personality.
- ❖ Formulate the Designing and Implementation of Branding Strategies such as Brand Extension, Brand Architecture and Brand Portfolio.
- ❖ Analyze the various concepts and models of Brand Equity and calculate the Brand Equity using various methods.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
Unit I	INTRODUCTION Brands & Brand Management, Brand Positioning and Values, Brand Elements, Brand - Product Relationship, Case study
Unit-II	CUSTOMER BASED BRAND EQUITY CBBE (Customer Based Brand Equity), Designing Marketing Programs to Build Brand Equity, Integrating Marketing Communications to Build Brand Equity, Leveraging Secondary Brand Knowledge to Build Brand Equity, Case study
Unit III	MANAGING BRAND EQUITY Developing Brand Equity Measurement and Management System, Measuring Sources of Brand Equity, Measuring Outcomes of Brand Equity, New Products in a Brand Umbrella, Case study
Unit IV	GLOBAL BRAND STRATEGIES Design and Implementing Branding Strategies, Managing Brands Over Time, Managing Brands Over Geographic Boundaries and Market Segments, Case study

Unit V	CONTEMPORARY ISSUES Brand Extension, Brand Partnerships, Brand Revitalization, Brand Mantra, Brand Hierarchy, Case study
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Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

TEXT BOOKS:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T-01	Kevin Lane Keller	Strategic Brand Management	Pearson Education	3rd Edition
T-02	S. Ramesh Kumar	Managing Indian Brands, Marketing Concepts & Strategies,	Sultan Chand and Sons.	2nd Edition

REFERENCE BOOKS:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
R-01	Elliott Richard and Percy Larry	Strategic Brand Management	Oxford University Press	3rd Edition
R-02	Y.L.R. Moorthi	Brand Management: Indian Context	Sangam Books Ltd	1st Edition
R-03	J.N. Kapferer	The New Strategic Brand Management	Kogan Page	5th Edition



PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Management of Industrial Relations and Labor Laws
COURSE CODE	04MB0319
COURSE CREDITS	3

COURSE OUTCOMES:

- ❖ To define, compare and contrast the key theoretical perspectives in labour relations and how the perspectives shape the practice of labour relations.
- ❖ To understand industrial disputes with detailed knowledge of actual organization scenarios
- ❖ To deal with grievances and resolutions between employees and employers.
- ❖ To gain knowledge related to compensation benefits of workers and the extent of employer's liability in case of employment injury.
- ❖ To analyse the actual organizational situations and implications thereof via case based learning and analytical abilities

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Introduction to Industrial Relations: Meaning, Definitions, Evolution of labor legislation, Factors Affecting IR, Approaches to IR Introduction to Labour Laws: Scope, Nature and Significance of Labor laws in India. Objectives and Principles of Labour Laws. Industrial Relations in the emerging scenario and growing relevance in India.
II	Industrial Disputes Act, 1947: Introduction, Objectives, Definitions, Various Methods and Various Authorities under the Act for resolution of industrial disputes e.g. methods of conciliation, adjudication and voluntary arbitration, Authorities like Works Committee, Conciliation officer, Court of Enquiry, Labour Court, Industrial Tribunal, National Tribunal, Provisions with respect to Strikes and Lockouts, Lay-off and retrenchment, Special provisions relating to lay-off, retrenchment and closure, offences and penalties, unfair labour practices. Collective Bargaining: Introduction, Definitions, Characteristics, Process of CB, Factors Obstructing CB, Case study
III	Factories Act, 1948: Objectives, definitions, Provisions regarding Health, safety, Welfare of workers, hazardous processes, working hours, restriction on employment of women and children, annual leave with wages, offences and penalties. Contract Labor (Regulation & Abolition) Act, 1970: Application, Establishments Definitions, Registration of establishments and licensing of contractors, Prohibition of employment of contract labor, Welfare and health of contract labor, Liabilities of the Principal employer, Inspecting Staff, offences and penalties, Case study

IV	Employees State Insurance Act, 1948: Objectives and Applicability of the Scheme; Definitions: Personal Injury, Factory, Manufacturing Process, Wages, Partial and Permanent Disablement; ESI Corporation, Standing Committee and Medical Benefit Council; Contributions; Adjudication of Dispute And Claims. Payment of Gratuity Act, 1972: Applicability and non- applicability of the Act; Definitions- employee, employer, continuous service; Payment of gratuity;
	Forfeiture of gratuity; Employer’s duty to determine and pay gratuity; Recovery of gratuity; Penalties; Case study
V	Discipline: Meaning and definitions, Characteristics, Objectives of discipline, Code of Discipline Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013: Definitions, Nature of problem, Supreme Court guidelines Vishakha vs Court of Rajasthan. Case study

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:
Textbooks:

Sr.No	Author/s	Name of the Book	Publisher	Edition & Year
T-01	P K Padhi	Labor and Industrial Laws	PHI	Latest Edition
T-02	P.R.N.Sinha, Indu Bala Sinha, Seema Priyadarshini Shekar	Industrial Relations, Trade Unions and Labor Legislations	Pearson	Latest Edition

Reference Books:

Sr.No	Author/s	Name of the Book	Publisher	Edition & Year
R-01	C S Venkata Ratnam	Industrial Relations	Oxford	Latest Edition
R-02	C B Mamoria; Satish Mamoria; S V Gankar	Dynamics of Industrial Relations	Himalaya Publication	Latest Edition
R-03	SC Srivastava	Industrial Relations and Labor Laws	Vikas Publication	Latest Edition
R-04	AM Sharma	Industrial Relations Conceptual & Legal Framework	Vikas Publication	Latest Edition

PROGRAM	Master of Business Administration (MBA)
SEMESTER	3
COURSE TITLE	Marketing Research
COURSE CODE	04MB0313
COURSE CREDIT	3

COURSE OUTCOMES:

- ❖ Develop a focus towards basic concepts of marketing research methodology.
- ❖ Understand the implications of marketing research for a business enterprise.
- ❖ Acquaintance with designing marketing research and data analysis for useful decision making in a business environment.
- ❖ To be able to understand and apply the statistical tools to analyse the data and suggest solutions.
- ❖ To be able to formulate a research proposal and to present research finding in research

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
Unit I	Introduction to Marketing Research The nature of Marketing Research – Information and Decision Making – the Marketing Research Department, Industry and areas of applications, Marketing Information System, case study
Unit-II	Data Collection Methods and Sampling Techniques Secondary Data: Collection and Evaluation, Basic Methods of Primary Data Collection, Attitude Measurement and Scaling Techniques, Data Collection: Basic Forms (Questionnaire, Schedule etc.), Reliability and validity of data, determining sample size Sampling, Types of Samples, Sampling Problems and Procedures, Sample size decisions, Administering the Data Collection (field procedures), Data Preparation and Processing. case study
Unit-III	Statistical Tools Simple Regression, Testing the slope and model of regression, - Regression Analysis Types of Regression Analysis Factor Analysis (Advertising Theme Decisions etc.) – Fundamental Theorem & Central Concept, Factor Extraction Methods & Criteria, Factor Rotation & Scores. case study
Unit IV	Tools And Techniques for Market Research-II Cluster Analysis (Market Segmentation etc.)–Concepts and Process, Discriminant Function Analysis (Brand & Product Line Decisions etc.) - Multidimensional Scaling (concept), Conjoint Analysis. Multivariate Data Analysis Techniques, case study
Unit V	Report preparation and Interpretation Technical and Academic Report Writing, Significance of Report writing, Layout of Research Report, Precaution for writing Research Report and Conclusion. Ethics and Marketing Research, case study

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:
TEXTBOOKS:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T-01	Naresh Malhotra & Dash S	Marketing Research	Pearson Education	Seventh Edition
T-02	Luck and Rubin	Marketing Research	Prentice Hall India	Seventh Edition
T-03	Rajendra Nargundkar	Marketing Research: Text and Cases	Tata McGraw Hill	Third Edition

REFERENCE BOOKS:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
R-01	Churchill A and Gilbert Jr	Basic Marketing Research	Cengage Learning	Seventh Edition
R-02	G C Beri	Marketing Research	Tata McGraw Hill	Fifth Edition
R-03	Churchill and Laccubucci	Marketing Research: Methodological Foundations	Cengage Learning	Eighth Edition
R-04	Green Paul E & TullDonald S	Research for Marketing Decisions	PHI	Fifth Edition

PROGRAM	Master of Business Administration (MBA)
SEMESTER	3
COURSE TITLE	Analytic for Marketing Management
COURSE CODE	04MB0314
COURSE CREDITS	3

COURSE OUTCOMES:

- ❖ Understand the decision-making process and the role of Marketing Analytics as a decision support tool in an organization.
- ❖ Choose appropriate tools/techniques to summarize marketing data.
- ❖ Propose optimum price of the product to maximize profit.
- ❖ Distinguish customers with the use of cluster analysis and collaborative filtering of markets.
- ❖ Examine the S curve to estimate the sales of new product

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
Unit I	Introduction to Analytics: Marketing Analytics as an enabler of Marketing Strategy. MARKETING STRATEGY: Market Segmentation and Product Positioning, Market Segmentation, Market Targeting, Target Market Strategies, Product Positioning and Differentiation, Choosing a Differentiation and Positioning Strategy. Use of cluster analysis and collaborative filtering for market segmentation. case study
Unit-II	Product Analytics: Pricing Analytics (Pricing and Revenue Management) Pricing, Estimating Demand Curves and Optimize Price, Price Bundling, Non Linear Pricing and Price Skimming, Assortment Optimization: Panel and Point-of-Sale data, Customer meets product, A retailer's nightmare: shelf-space optimization, Site-to-store, Product meets customer, case study
Unit III	Customer Analytics: Loyalty Data, Market Basket Analysis, Market-Basket Data, Product Affinities, Use of S curve for new product, Customer Value Analysis, Customer Lifetime Value, Conjoint Analysis, case study
Unit IV	Channel Analytics: Web Analytics, Online Data, Marketing Budget Optimization Across Channels., Advertising and Promotion Analytics, Data Mining and Social Media, Web and Social Media Analytics, RFM Analysis, case study
Unit V	Using Excel to Summarize Marketing Data, Slicing and Dicing Marketing Data with PivotTables, Excel Charts to Summarize Marketing Data, Excel Functions to Summarize Marketing Data, Introduction to R, Text Analytics, case study

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS
Textbooks:

Sr. No.	Author/s	Name of the Book	Publisher	Edition & Year
T-01	Wayne L Winston	Marketing Analytics:Data Driven Techniqueswith Microsoft Excel	Wiley	First edition - 2014
T-02	Chapman, Christopher N.,McDonnell Feit, Elea	R for Marketing Researchand Analytics	Springer	Latest edition
T-03	Erik Haugom	Essentials of Pricing Analytics: Tools and Implementation with Excel	Routledge	1 st edition,2021
T-04	Thomas T. Nagle & Georg Muller	The Strategy and tactics of Pricing: A Guide to Growing More Profitability	Routledge.	6 th edition.2018

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
R-01	Jaiwei Ham and Micheline Kamber	Data Mining concepts and techniques	Kauffmann Publishers 2006	Latest edition
R-02	Field A., Miles J. & Field Z. (2012)	Discovering Statistics Using R.	Sage. p.	1st edition
R-03	Avinash Kaushik	Web Analytics 2.0: TheArt of Online Accountability and Science of Customer Centricity	John Wiley & Sons;	2009
R-04	Robert L. Phillips	Pricing and Revenue Optimization	Stanford Business Book,2005	Latest edition



PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Retail Management & Services
COURSE CODE	04MB0315
COURSE CREDITS	03

COURSE OUTCOMES:

- ❖ Understand the Retail Scenario prevailing in India and the world
- ❖ Compare and analyze various formats of organized retailing.
- ❖ Comprehend the Merchandise Management in organized retail formats
- ❖ Evaluate Consumer Behavior towards retailing offline & online
- ❖ Understand the applications of ICT in retail operations

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs.	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Introduction to Retailing: Defining Retail – Evolution & Development – Organized v/s Unorganized Retailing – Functions – Forms & Formats of Retailing – Store and Non-Store Retailing – Franchising - Retailing in India – International Retail Scenario – Career in Retailing – Case Study
II	Buyer Behavior in Retail: Retail Buying Decision Making Process – Influencing Factors Affecting Retail Purchase – Influence of Group & Individuals – Customer Service in Retail – Retail Service Gap – Consumer Connect with Social Media Platforms – Online Reputation Management – Case Study
III	Retail Store Management: Retail location – types & factors to be considered – Store Layouts and Design – Space Planning - Shelf Management – HRM and Operations Management for Store - Visual Merchandising – Promotions – Case Study
IV	Branding & Merchandising in Retail: Branding Basics for Retailing – Assortment Planning – Category Management – Merchandise planning – Buying Merchandise – Retail Pricing – Case study
V	ICT in Retail: Applications of Information & Communication Technology in Retailing for Logistics Management – CRM – Warehousing – Transportation – POS machines – Inventory Management - Franchise Management – E-Tailing & M-Tailing – Case Study

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:
Textbooks:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T-01	Swapna Pradhan	Retailing Management Text and Cases	TMH	6th Edition - 2020
T-02	Michael Levy, Barton Weitz, Dhruv Grewal	Retailing Management	McGraw Hill Higher Education	10th Edition - 2017
T-03	Barry R. Berman, Joel R. Evans, Patrali M. Chatterjee	Retail Management – A Strategic Approach	Pearson	2017

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
R-01	Gibson G Vedamani	Retail Beyond Detail	SAGE	2018
R-02	David Gilbert	Retail Marketing Management	Pearson	2 nd Edition - 2006
R-03	Richard Hammond	Smart Retail	Pearson	2018

PROGRAM	Master of Business Administration (MBA)
SEMESTER	3
COURSE TITLE	Change Management & Organization Development
COURSE CODE	04MB0316
COURSE CREDITS	3

COURSE OUTCOMES:

- ❖ To understand different approaches to manage organizational changes
- ❖ To recognize common symptoms and reactions to change in the workplace and recommend interventions to address the resistance
- ❖ To determine the role of an OD practitioner as a facilitator and understand the key competencies suitable for application of OD interventions
- ❖ To recognize the need of managing change and various interventions in the organization
- ❖ To distinguish between reactions and resistance to change
- ❖ To examine OD techniques by means of behavioral simulations and cases.

COURSE CONTENTS:

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

Unit No	Unit / Sub Unit
Unit I	Introduction to Change Management & Organization Development Meaning of Change Management & Types, Introduction to Organization Development, The Evolution and Growth of Organization Development, Model for Organization Development, The Systems Approach, The Socio-Technical System, Understanding Corporate Culture, The Goals and Values of Organization Development, Organization Development in Global Settings, OD Profession in India
Unit II	The Process of Organization Development OD Practitioner Styles, The Intervention Process, The Diagnostic Process, Individual, Group & Organization level diagnosis, The Life Cycle of Resistance to Change, Driving Forces & Restraining Forces of Change Program, Strategies to Control Resistance
Unit III	Human Process Interventions Introduction to Process Intervention, Types of Process Intervention, Basic strategies to change, The Integration of Change Strategies, Employee Empowerment, and Interpersonal Interventions

Unit IV	Team Interventions The Need for Team Development, The Team Development Process, Cooperation versus Competition, Managing Conflicts, Work Team Development, Self- Managed Work Teams
Unit V	Successful Organizations System-wide Interventions, Learning Organizations, High- Performing Systems, Organizational Transformation and Strategic Management, Future Trends in Organization Development, Organization Development in Nonindustrial Settings: Health Care, School Systems, the Public Sector, and Family-Owned Businesses

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS
Textbooks:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T-01	Donald R. Brown, Donald Harvey	An Experiential Approach to Organizational Development	Pearson	8 th edition
T-02	Wendell L. French, Cecil Bell, Robert A. Zawacki	Organization Development and Transformation: Managing effective change	McGraw- Hill/Irwin	6 th edition

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
R-01	Thomas Cummings, Christopher Worli	Theory of Organization Development and Change	Cengage Learning	9 th edition
R-02	S.K. Bhatia	Managing Change and Organization Development	Deep and Deep Publications	1 st edition
R-03	Harsh Pathak	Organizational Change	Pearson	1 st edition

PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	HR Analytics
COURSE CODE	04MB0320
COURSE CREDITS	03

COURSE OUTCOMES:

- ❖ To interpret the concepts, tools and techniques of HR Analytics.
- ❖ To analyze the concepts of HCM:21 model of HR Analytics.
- ❖ To apply appropriate measures for data collection and data visualization in HR.
- ❖ To choose a predictive modelling tool for HR data analysis.
- ❖ To elaborate analytics for HR decision making.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs.	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	HR Decision-making and HR Analytics: Introduction, HR Decision-making, Importance, Significance and Benefits of HR Analytics, Steps to Implement HR Analytics, Critical HR Decision-making and HR Analytics, HR Analytics and Changing Role of HR Managers, Aligning Human Resources to Business Through HR Analytics, Steps for Alignment of HR Analytics with Business Goals and Strategies, Applications of HR and Descriptive, Predictive and Prescriptive Analytics. Case study.
II	The HCM:21 Model: Scanning the market & managing the risk, the new face of workforce planning, process analysis and process optimization, turning data into business intelligence. HR Metrics, Recruitment Metrics, Metrics for Training and Development Function, HR Scorecard, HR Dashboards.
III	Communicating with data and visuals: Data requirements, identifying data needs and gathering data, HR data and data quality, HR data collection, validity and consistency, using historical data, data exploration, data visualization, association between variables.
IV	Predictive modelling in HR: Equality, diversity and inclusion, engagement and workforce perceptions, predictive analytics for human capital management, employee retention and turnover; predicting employee performance. Case study: Diversity Analytics, Engagement and Workforce Analytics, Predicting Employee Turnover, Predicting Employee Performance.

V	Analytics for Decision Making: Regional and country level differences in turnover data, measuring turnover at individual and team level, recruitment and selection analytics, identifying flight-risk candidates, employee gamification as a recruitment and employee engagement technique, process of report generation, insights from reports, root cause analysis of HR issues. Case study: Recruitment and Selection Analytics.
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Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:
Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T-01	Edwards, M. R., & Edwards, K.	Predictive HR Analytics: Mastering the HR	Kogan Page	2 nd edition (2019)
T-02	Dipak Kumar Bhattacharyya	HR Analytics: Understanding Theories and Applications	SAGE	Latest Edition

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
R-01	JAC Fitz-Enz	The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments	American Management Association, USA	1 st edition (2010)
R-02	Jac Fitz-Enz John R. Mattox, II	Predictive Analytics for Human Resources	Wiley	1 st edition (2014)
R-03	Ferrar Jonathan, Guenole Nigel &Feinzig Sheri	The Power of People: How Successful Organizations Use Workforce Analytics to Improve Business Performance	Pearson FT Press	1 st edition (2017)

PROGRAM	Master of Business Administration (MBA)
SEMESTER	3
COURSE TITLE	Managing Diversity
COURSE CODE	04MB0321
COURSE CREDITS	3

COURSE OUTCOMES:

- ❖ To understand various theoretical implications and relevance of diversity
- ❖ To relate dimensions of diversity to the contemporary organizations
- ❖ To develop the organizational Strategies to manage diversity
- ❖ To assess the impact of diversity in the organization's performance
- ❖ To translate the idea of diversity in global perspective

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
Unit I	Introduction to Diversity Fundamentals of Diversity, Diversity in historical perspective of Business Management, Types of Diversity, Forces behind diversity, Effects of Diversity, Theories of Diversity, Stereotypes & Ethnocentrism.
Unit II	Understanding Dimensions of diversity Age, Race, Ethnicity, Cultural, Social class, Religion, Appearance, Weight, Language diversity, Gender diversity in workplace, Women in Leadership Position, Visible & Invisible Disability at workplace.
Unit III	Diversity and Organizational performance Workforce diversity as a competitive advantage, Impact of diversity on Individual, group and organizational performance, Diversity Scorecard, Challenges of Diversity at the workplace, Strategies for Managing Diversity at the workplace.
Unit IV	Leadership Legacy Diversity Management and Leadership, Inclusion in organization development and motivation for changing workforce, Diversity Awareness & Training Programme, Ethics in Diversity.
Unit V	The Future of Diversity – A Global Perspective Global Legislations and public policies towards diversity, Discrimination and equality in employment. The International Bill of Human Rights, diversity related employment legislation around the world.

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS
TEXTBOOKS:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T-01	María Triana	Managing Diversity in Organizations: A Global Perspective	Routledge	1 st Edition
T-02	Marilyn Y. Byrd, Chaunda L. Scott	Diversity in the Workforce: Current Issues and Emerging Trends	Routledge	1 st Edition
T-03	Carol Harvey, M. June Allard	Understanding and Managing Diversity: Readings, Cases, and Exercises	Pearson Prentice Hall	6 th Edition

REFERENCE BOOKS:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
R-01	Gill Kirton, Annearie Greene	The Dynamics of Managing Diversity: A critical approach	A Butterworth-Heinemann Title	2 nd Edition
R-02	De Anca, Celia, Vazquez Vega, Antonio	Managing Diversity in the Global Organization- Creating New Business Values	Palgrave MacMillan	1 st Edition

PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Global Marketing
COURSE CODE	04MB0322
COURSE CREDITS	03

COURSE OUTCOMES:

- ❖ Understand the different Cultural, political, and legal environments influencing Global Marketing.
- ❖ Analyse how global brand and products price and distribution takes place.
- ❖ Analyse how global decisions are taken related to advertising and marketing communications.
- ❖ Develop skills related to data analysis, assessing the international marketing opportunities.
- ❖ Develop international marketing strategies to enter various global markets.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Subunit
I	THE GLOBAL MARKETING ENVIRONMENT Introduction to Global Marketing. Trends and Challenges in Global Marketing. The Global Economic Environment. The Global Trade Environment, Global Cultures- Cross Cultural Analysis. The Political, Legal, Technological and Regulatory Environments. Pressure Groups and their impact. Buyer Behaviour - Panic Buying and Fear of Missing Out during crisis. Case study.
II	DEVELOPING GLOBAL MARKETING STRATEGIES Global Information Systems and Market Research, Global Market Profiling, Analysis and Selection, Segmentation, Targeting, and Positioning, Global Market-Entry Strategies. Global Marketing in a VUCA World, Global Marketing during a Pandemic. Case study.
III	THE GLOBAL MARKETING MIX I Product and Brand Decisions in Global Marketing, international product life cycle, Global Services Marketing, Pricing Decisions, Global Marketing Channels and Physical Distribution, Special Trade Terms in Export-Import. Case study.
IV	THE GLOBAL MARKETING MIX II Global Marketing Communications Decisions: Advertisement, Sales Promotion, Personal Selling, and Special Forms of Marketing Communication for the Global Markets. Sales Force Management and Negotiation. Case study.

V	ETHICAL & EMERGING ISSUES IN GLOBAL MARKETING Global Marketing and the Digital Revolution, Cross Border E-Commerce, Sustainable marketing, Glocal Strategies, Ethical and Social Responsibility Concerns. Case study.
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Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:
Textbooks:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year of Publication
T-01	Dr. Rakesh Mohan Joshi	International Marketing	Oxford University Press	2nd Ed, 2014
T-02	Kiefer Lee and Steve Carter	Global Marketing Management	Oxford University Press	3rd Ed, 2012
T-03	Philip Cateora and John Graham and Mary Gilly	International Marketing	Mc Graw Hill Education	18th Ed, 2020
T-04	Sak Onkvisit, John J. Shaw	International Marketing: Analysis and Strategy	Routledge	5th Ed, 2009
T-05	Isobel Doole, Alexandra J. Kenyon, Robin Lowe	International Marketing Strategy: Analysis, Development and Implementation	Cengage Learning	8th Ed, 2019

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year of Publication
R-01	Leonidou, L.C., Katsikeas, C.S., Samiee, S., Aykol, B. (Eds.)	Advances in Global Marketing	Springer International Publishing	1st Ed, 2018
R-02	James Agarwal, Terry Wu, (Eds.)	Emerging Issues in Global Marketing- A Shifting	Springer International Publishing	1st Ed, 2018
		Paradigm		
R-03	Atanu Adhikari and Sanjit Kumar Roy (Eds.)	Strategic Marketing Cases in Emerging Markets	Springer International Publishing	1stEd, 2017

R-04	Atanu Adhikari and Sanjit Kumar Roy (Eds.)	Instructor's Manual for Strategic Marketing Cases in Emerging Markets	Springer International Publishing	1st Ed, 2017
R-05	Florian Kohlbacher	International Marketing in the Network Economy- A Knowledge-Based Approach	Palgrave Macmillan	1st Ed, 2007



PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	International Finance
COURSE CODE	04MB0370
COURSE CREDITS	3

COURSE OUTCOMES:

- ❖ Provide comprehensive understanding of international business, its scope and significance for the financial manager.
- ❖ Understand international parity relationship and evaluate forces affecting exchange rate.
- ❖ Analyze exposures associated with currency fluctuations and strategies to manage it.
- ❖ Evaluate the international financial market and its structure.
- ❖ Appraise financial management of a multinational firms

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

Course Contents:

Unit No	Unit / Sub Unit
I	International Finance – Overview Globalization and the Multinational Firm – Introduction to International Finance, Goal for international finance, Globalization, and world economy. International Monetary System– Evolution of monetary system, Bimetallism, Classical Gold Standard, Interwar period, Bretton Woods System, The Flexible Exchange Rate Regime, European Monetary System, world currency crises. Balance of payment – Balance-of-payment account, identity, Balance-of-Payments Trends in Major Countries
II	Fundamental Parity Relationships and Foreign Exchange Market International Parity Relationships and Forecasting Foreign Exchange Rates – Interest rate parity, purchasing power parity, Fisher effect, Forecasting exchange rate. The market for foreign exchange - Function and Structure of the FX Market, spot market and forward market.
III	Foreign Exchange Exposure Transaction Exposure – Meaning, Methods to mitigate transaction exposure, Economic Exposure – Meaning, measuring economic exposure & operating exposure, Managing Operating Exposure. Translation Exposure – Overview of translation methods, management of translation exposure.

IV	<p>World Financial Market</p> <p>International banking and money market – Emergence of international banking, types of international banks, international money market, Global Financial crises. International Bond Market – Foreign bonds and Euro markets, Different instruments issued at international level, credit rating, major international indexes. International Equity Market – Market Structure, Trading Practices, and Costs, trading in international equities, Factors Affecting International Equity Returns. International Portfolio Investment – Optimal international portfolio selection, international bond investment, International mutual funds, international diversification through country funds.</p>
V	<p>Financial Management of the Multinational Firms</p> <p>Foreign Direct investment and Cross-Border Acquisition – Global trend in FDI, Cross border merger and acquisition, political risk and FDI. Multinational Management of international cash, Bilateral and multilateral Netting of Cash Flows, Cash management in practice. International Tax Environment Cash Management— The objectives of taxation, types of taxation, national tax environment, transfer pricing, Blocked funds.</p>

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T-01	Eun& Resnick	International Financial Management	Tata Mcgraw Hill	7 th Edition, 2017
T-02	P. G. Apte	International Financial Management	PHI	8 th Edition, 2020

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
R-01	J. Madura	International Financial Management	South Western Publication	11 th Edition
R-02	Thummuluri Siddaiah	International Financial Management	Pearson	2 nd Edition, 2015
R-03	V. V. Sharan	International Financial Management	PHI - EEE	6 th Edition, 2019

PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	International Advertising
COURSE CODE	04MB0324
COURSE CREDIT	03

COURSE OUTCOMES

- ❖ Understanding how to create and implement the basic types of marketing communication.
- ❖ Theoretical foundations and strategic understanding of how to set and manage marketing communication, which will have an impact on relationships with customers and brands,
- ❖ Understanding of the concept and process of integrated marketing communications,
- ❖ Ability to apply knowledge in the field of marketing communications in practice
- ❖ Ability to analyze, synthesize and predict solutions and consequences of phenomena in the field of marketing communication,
- ❖ Mastery of research methods and procedures, and processes in the field of marketing communication and the development of critical judgment in this area,

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
Unit I	FOUNDATIONS India and Introduction to Advertising, Advertising's Role in Marketing, Advertising and Society. case study
Unit II	PLANNING AND STRATEGY How Advertising Works, The Consumer Audience, Strategic Research Strategic Planning. case study
Unit III	EFFECTIVE ADVERTISING MEDIA Print and Out-of-Home Media, Broadcast Media, Interactive and Alternative Media, Media Planning and Buying. case study
Unit IV	EFFECTIVE ADVERTISING MESSAGE The Creative Side and Message Strategy, Copywriting, Design and Production. case study
Unit V	INTEGRATION AND EVALUATION Direct Response, Sales Promotion, Events, and Sponsorships, Public Relations, Special Advertising Situations, Evaluation of Effectiveness. case study

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS: Textbooks:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T-01	Sandra Moriarty, Nancy Mitchell, William D. Wells	Advertising: Principles and Practice, 8th Edition	Pearson Publication	08 th Edition.
T-02	Jack Z. Sissors, Roger B. Baron	Advertising Media Planning, Seventh Edition	Mc Graw Hill	07 th Edition
T-03	Ritu Narang	Advertising, Selling & Promotion	Pearson Publication	1 st Edition
T-04	Manendra Mohan	ADVERTISING MANAGEMENT: Concepts and Cases	Mc Graw Hill	1 st Edition

Reference Books:

Sr.No	Author/s	Name of the Book	Publisher	Edition & Year
R-01	Tom Altstiel, Jean Grow, Marcel Jennings	Advertising Creative Strategy, Copy, and Design	Sage Publication	5 th Edition
R-02	Batra Rajeev, John G. Myers, David A. Aaker	Advertising Management	Pearson Education	5 th Edition
R-03	Joel Davis	Advertising Research: Theory & Practice	Pearson Publication	2 nd Edition
R-04	Gerard J. Tellis	Effective Advertising Understanding When, How, and Why Advertising Works	Sage Publication	1 st Edition
R-05	Emmanuel Mogaji	Introduction to Advertising Understanding and Managing the Advertising Process	Routledge Publication	1 st Edition

PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	International Human Resource Management
COURSE CODE	04MB0323
COURSE CREDITS	03

COURSE OUTCOMES:

- ❖ Explain the issues related to International Human Resource Management.
- ❖ Develop skills in sourcing Human Resources for global markets.
- ❖ Classify International Training and Development need.
- ❖ Explain the strategic importance of international compensation.
- ❖ Critically analyse international industrial relations and different global issues in HRM.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Introduction of IHRM: Defining international HRM, Difference between domestic and International HRM, The changing context of IHRM, The cultural context of IHRM, Standardization and Localization of HRM Practices, The path to global status, Control Mechanisms, Mode of operation, case study
II	Sourcing Human Resources for Global Markets: Approaches to staffing, Transferring staff for international business activities, The role of an expatriates, The role of non- expatriates, Recruitment and Selection of International Managers, Expatriate Failure and Success, Selection Criteria, Dual Career Couples. case study
III	International Performance Management: Introduction, Multinational Performance Management, Control and Performance Management, Performance Management of International Employees, Performance Appraisal of International Employees. International Training, Development and Careers: The role of expatriate training, components of effective pre-departure training, developing staff through international assignments, case study
IV	Repatriation: Re-Entry and Career Issues, Repatriation Process, Individual reactions to re- entry, Multinational responses, designing a repatriation program International Compensation: Objectives of International, compensation, Key components of an international compensation program, Approaches to International compensation, Patterns in complexity, case study

V	<p>International Industrial Relations and the Global Institutional Context: Introduction, Key issues in International Industrial relations, The response of trade unions to multinationals, Regional integration: the European Union(EU), The issues of social dumping, Managing Human Resources in 'Off shoring Countries'</p> <p>Global issues in HRM: Retaining, developing and retrenching staff, HR implications of language, standardization, monitoring the HR practices of host country sub-contractors. case study</p>
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Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:
Text Books:

Sr.No	Author/s	Name of the Book	Publisher	Edition & Year
T-01	Peter. J. Dowling, Marion Festing and Allen D. Engle, Sr.	International Human Resource Management	Cengage Learning	6 th , 2013
T-02	Tony Edwards & Chris Rees	International Human Resource Management	Pearson Education	1 st , 2006

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
R-01	Dennis R. Briscoe Randall S. Schuler Lisbeth Claus	International Human Resource Management: Policies and practices for multinational enterprises	Routledge's	3 rd , 2009
R-02	Christopher Brewster, Elizabeth Houldsworth, Paul Sparrow, Guy Vernon	International Human Resource Management	The Chartered Institute of Personnel and Development	4 th , 2016
R-03	K Aswathappa	International Human Resource Management	Mc Graw Hill India	2 nd , 2012

PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	International Negotiations
COURSE CODE	04MB0326
COURSE CREDIT	03

COURSE OUTCOMES

- ❖ Correlate the theoretical and practical aspects of Negotiations.
- ❖ Gain in-depth knowledge related to current theoretical debates in the field of negotiations at international markets.
- ❖ Provide proper recommendations for improving the negotiation capacity
- ❖ Describes power, persuasion, and influence tactics at the bargaining during different rounds of Negotiation
- ❖ Describes how to deal with dilemmas, or situations in which negotiators make choices in a mixed-motive context, where cooperation involves building trust with the other party, and competition involves an attempt to increase one's own share of resources.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
Unit I	BASICS OF NEGOTIATIONS The Nature of Negotiation, Strategy and tactics used in Distributive Bargaining, Strategy and tactics of Integrative Negotiation, Negotiation: Strategy and Planning, Ethical issues in Negotiation. case study
Unit II	NEGOTIATION AND SUB PROCESSES Perception, Cognition, and Emotion, Communication, Finding and Using Negotiation, Power and Influence, case study
Unit III	NEGOTIATION CONTEXTS Relationships in Negotiation, Agents, Constituencies, Audiences, Coalitions, Multiple Parties, Groups, and Teams in Negotiation, case study
Unit IV	INDIVIDUAL DIFFERENCES Individual Differences I: Gender and Negotiation, Individual Differences II: Personality and Abilities, Consumer Negotiations, case study
Unit V	NEGOTIATION AND CULTURES International and Cross-Cultural Negotiation, Consumer negotiations, Organizational negotiations, Community negotiations, the art and science of Negotiations. case study

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:
Textbooks:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T-01	Roy Lewicki and Bruce Barry and David Saunders	Negotiation	McGraw Hill Publication.	08 th Edition.
T-02	Molly Fletcher	A Winner'S Guide to Negotiating: How Conversation Gets Deals Done.	McGraw Hill Publication.	01 st Edition
T-03	Leigh Thompson	The Mind and Heart of the Negotiator.	Pearson Publications	06 th Edition
T-04	Beverly DeMarr, Suzanne C. de Janasz.	Negotiation and Dispute Resolution: Global Edition	Pearson Publication	01 st Edition

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition
R-01	Max H. Bazerman	The Power of Noticing: What the Best Leaders See	Simon & Schuster	1 st Edition
R-02	Samuel Dinnar Lawrence, E. Susskind	Entrepreneurial Negotiation	Palgrave Macmillan	1 st Edition
R-03	Ming Yang, Fan Yang	Negotiation in Decentralization	Springer-Verlag London	1 st Edition
R-04	Mauro Galluccio	Handbook of International Negotiation	Springer International Publishing	01 st Edition
R-05	Gary Noesner	Stalling for Time:	Sage Publication	1 st Edition

PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	India and WTO
COURSE CODE	04MB0325
COURSE CREDIT	03

COURSE OUTCOMES

- ❖ Understand the functions of WTO and importance of Cross-Border Trade.
- ❖ Analyse how the Foreign Trade investment impacts the emerging markets.
- ❖ Implement the WTO policies in day-to-day routine for import and export business.
- ❖ Explore the role of Indian entrepreneurs in context to WTO negotiations.
- ❖ Analysis of the role of India with reference to WTO trade and finance.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
Unit I	FOUNDATIONS TRADE IN GOODS AND SERVICES Background and birth of WTO, Structural aspects of WTO, WTO and India's Exports: Trends and challenges with Special Reference to Engineering Goods, India's Services Trade: Opportunities, Challenges, and International Engagements. Regional Comprehensive Economic Partnership: Issues and Concern for India. Cross-Broader Trade and Development in India's Northeast. case study
Unit II	TRADE AND DEVELOPMENT Impact of International Trade on Poverty and Inequality, Does FID favour Exporting in India? Trade and Environment: Issues and Emerging . case study
Unit III	TRADE POLICY Withering WTO and Indecisive India: Challenges and Opportunities of Trade Policy in a volatile World. India's Tryst with TRIPS: Revisiting the Patent. Anti-dumping Measure: An Indian Perspective. case study
Unit IV	TRADE, FRAGMENTATION, AND INNOVATION Dynamics of Fragmentation Trade: India in Comparatives Asian Perspective. Innovation and Exports: Evidence from India Enterprises, E- Commerce and India: Emerging Trade Policy, Negotiating Issues and Way forward. case study
Unit V	INTEGRATION AND EVALUATION TRADE FACILITATION AND E- COMMERECE Trade Facilitating Trade in India: What Matters the Most, Trade Finance: A Critical Conduit for Trade. case study

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS
Textbooks:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
1	Ajitava Raychauduri, Prabir De, Suranjan Gupta.	World Trade and India Multilateralism, Progress and Policy Response	Sage Publication	01 th Edition
2	Marc Bacchetta, Emmanuel Milet and José-Antonio Monteiro.	Making Globalization More Inclusive Lessons from experience with adjustment policies.	WTO Publications Switzerland	07 th Edition
3	Koul, Autar Krishen	Guide to the WTO and GATT	Springer Nature Singapore Pte Ltd.	01 th Edition
4	Palle Krishna Rao	WTO Text & Cases	Excel Books India	01 th Edition

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
R-01	C. Magariños L. Yongtu F. Sercovich	China in the WTO The Birth of a New Catching-Up Strategy	Springer Nature Singapore Pte Ltd.	01 st Edition
R-02	Patros Mavrodis	Trades in Goods: The GATT and the Other Agreements Regulating Trade in Goods	Oxford University Press	05 st Edition
R-03	Mr. Vinod Rege, Former director - WTO	The Business Guide to the World Trading	International Trade Centre and the Commonwealth, Secretariat, Geneva.	01 st Edition
R-04	Mitsun Matsunshila, Thomas J Schoenbhaum, Petros Maveroidis, Michael Hatin	The World Trade Organization, Law, Practice and Policy	The Political Economy of the World Trading System	01 st Edition
R-05	Sachin Kumar Sharma	The WTO and Food Security Implications for Developing Countries	Springer Nature Singapore Pte Ltd.	1 st Edition

PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Planning, Structuring and Financing Small Business
COURSE CODE	04MB0327
COURSE CREDITS	03

COURSE OUTCOMES:

- ❖ Analyze the core concepts of entrepreneurship
- ❖ Gain knowledge of essential factors for starting a new business
- ❖ Understand the process of business formulation and management
- ❖ Comprehend the financial aspects for funding the business
- ❖ Evaluate the role of effective planning for successful running of business

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Planning Small Business: Entrepreneurship – meaning, definition and forms, Management and survival, Entrepreneurship development, Environment of small business management, small business management process vs. Large business management process, Strategy formulation and implementation in small business
II	Identifying business opportunities: Feasibility study, Market survey and research, Business plan formulation, Components of a business plan – executive summary, business description, industry analysis and trends, target market, competition, strategic position and risk assessment, marketing plan and sales strategy, technology plan, management and organisation, financial aspects, Preparing a successful business plan
III	Structuring the Business: Determining the resources required, Compliance with legal requirements, Framework of marketing management, Product development, Pricing and promotion strategies, Framework of human resource management, Strategies for competition, Promotional activities for small business, Inventory management
IV	Financing the Business: Pattern of financing and risk management, Raising finance for business, Various forms of financing – scope, advantages and limitations, Venture capital and private equity
V	Financial planning and control: Financial health analysis, financial projections, Working capital management in small entities

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:
Textbooks:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T1	Desai, Desai Vasant	Small Industrial Organisation and Management	Himalaya Publishing House	2011
T2	Holt H., David	Entrepreneurship: New Venture Creation	Pearson Education	2017
T3	Katz, Jerome and Richard, Green	Entrepreneurial Small Business	McGraw Hill Education	2015

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
R-01	Leach J. Chris, Melicher W. Ronald	Entrepreneurial Finance	Cengage Learning, New Delhi	2016
R-02	Kumar Arya	Entrepreneurship: Creating and Leading an Entrepreneurial organisation	Pearson Education	2017
R-03	Drucker, Peter	Innovation and Entrepreneurship	Tata Mc Graw Hill	2010
R-04	Longenecker, Moore, Petty and Palich	Managing Small Business	Cengage Learning, India Edition	2013
R-05	Poornima M. Charantimath	Entrepreneurial Development and Small Business Enterprises	Pearson Education	2018

PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Marketing for MSMEs
COURSE CODE	04MB0329
COURSE CREDITS	03

COURSE OUTCOMES:

- ❖ Understand the basics of Marketing Management Practices and challenges for Small Businesses in India
- ❖ Apprehend the perspectives of consumer and their decision-making process for New Products
- ❖ Understand and apply the Product Development Policies and Pricing Methods for various types of products in each marketing scenario for a small business start-up
- ❖ Comprehend the Promotional strategies using various IMC tools with the limitation faced by small businesses
- ❖ Suggest Different Distribution strategies for different types of products within prevailing managerial constraints of Funds, Technology and Manpower

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Introduction: Characteristics of Small Businesses – Nature, Scope & Limitations – Marketing Department Structure in Small Business – Marketing Environment for Small Business- Marketing Mix for Small Business – Value Chain and Value Delivery for Small Business – Case Discussion on Successful Start-up Marketing
II	Consumer Behavior and its Impact on Small Business: Segmentation – Targeting and Positioning Strategies for Small businesses – Consumer Motivation and Perception about Products from Small Businesses –Consumer Buying Process and Participants at each stage– Challenges in brand Building For Small Business – Sales Forecasting: Objectives – Importance – Process and Limitations
III	Product and Pricing for Small Business: Classification of goods – Product mix – Product Life Cycle – Product planning – Importance. Pricing Decisions – Objectives and Advantages of Pricing Decisions – Factors affecting pricing decisions – Kinds of Pricing – Process of price Determination
IV	Promotion and Distribution Strategies for Small Business: – Promotion mix: Components – Advertising - Personal selling - sales promotion and publicity for small business – Importance of Channels of distribution, Channel –Selection of appropriate channel – Distribution – evaluation – Sales Management for Small Business

V	Emerging marketing environment in India: Super Markets – Departmental Stores– Service marketing – Functionaries – Rural Marketing – Marketing Research concepts and Techniques for Small Business – Case Discussion on Success Stories of Mid-Sized Organized Retail Formats
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Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T1	Philip Kotler, Keller, Koshy and Jha,	Marketing Management	Pearson Education	Latest
T2	Namakumari & Ramaswamy	Marketing Management: Indian Context	McMillan Limited	Latest

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
R-01	Noel Capon, Siddharth Shekhar Singh	Managing Marketing: An Applied Approach	Wiley Publication	Latest
R-02	Jennifer Thome	Small Business Marketing Made Easy	CreateSpace Independent Publishing Platform	Latest
R-03	Stuart Atkins	Small Business Marketing: A Guide for Survival Growth and Success	BookSurge Publishing; Reprint edition	Latest



PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Managing Startup
COURSE CODE	04MB0328
COURSE CREDITS	3

COURSE OUTCOMES:

- ❖ Identify business opportunities for startup ventures
- ❖ Estimate the capital requirements of Startup
- ❖ Analyze the financial and legal issues arising in new venture creation
- ❖ Explain various approvals and clearances necessary for setting up a new venture
- ❖ Develop strategies for survival and growth of new ventures

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Startup opportunities: The New Industrial Revolution – The Big Idea- Generate Ideas with Brainstorming- Business Startup - Ideation- Venture Choices - The Rise of the startup economy - The Six Forces of Change - The Startup Equation- The Entrepreneurial Ecosystem – Entrepreneurship in India- Government Initiatives.
II	Calculating Startup Capital Requirements: Identifying Startup capital Resource requirements - estimating Startup cash requirements - Develop financial assumptions- Constructing a Process Map - Positioning the venture in the value chain - Launch strategy to reduce risks- Startup financing metrics
III	Startup - Financial Issues: Feasibility Analysis - The cost and process of raising capital- Unique funding issues of high-tech ventures - Funding with Equity – Financing with Debt- Funding startups with bootstrapping- crowdfunding- strategic alliances.
IV	Startup - Legal Issues: The legal Environment- Forms of Organization- Approval for new ventures- Taxes or duties payable- Intellectual property- Franchising
V	Startup Survival and Growth: Stages of growth in a new venture- Growing with the market - Growing within the industry- Venture life patterns- Reasons for new venture failures- Scaling Ventures - preparing for change - Leadership succession. Support for growth and sustainability of the venture.

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:
Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T-01	Kathleen R Allen	Launching New Ventures, An Entrepreneurial Approach	Cengage Learning	7 th , 2016.
T-02	Anjan Raichaudhuri	Managing New Ventures	PHI Learning	Latest

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
R-01	S.R. Bhowmik & M. Bhowmik	Entrepreneurship	New Age International	Latest
R-02	Steven Fisher, Ja-nae' Duane	The Startup Equation -A Visual Guidebook for Building Your Startup - Indian Edition	McGraw Hill	Latest
R-03	Donald F Kuratko, Jeffrey S. Hornsby	New Venture Management: The Entrepreneur's Road Map	Routledge	2 nd , 2017.
R-04	Bruce R. Barringer, R.Duane Ireland	Entrepreneurship successfully, launching new ventures	Pearson	Latest



PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Management of Family Business
COURSE CODE	04MB0330
COURSE CREDITS	3

COURSE OUTCOMES:

- ❖ Explain the dynamics of family business
- ❖ Identify the characteristics that differentiate a family business from a non-family business
- ❖ Apply the specific practices and skills of effective family businesses.
- ❖ Evaluate situations and problems in family businesses
- ❖ Analyze different perspectives of the various stakeholders in family firms and develop strategic solutions to improve family business performance.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Family Business Management Basics: The distinction between family and non- family business – Uniqueness & Dynamics – People, Women in Family Business, Systems & Life Cycles - economic contribution of family firms – Strengths and weaknesses of family firms- Competitive Challenges and Competitive advantages of family businesses-Family emotional intelligence -Agency Theory of Family business- The systems theory model of Family Business.
II	Governance in the family business: Why do family firms need governance – typical governance constellations in family firms- Performance implications of governance constellations- Corporate Governance-Ownership governance- Family governance- Wealth governance- Governance documents- Governance bodies.
III	Strategic Management in the family business: Strategic decision making in family firms – conceptualizing the competitive advantage of family firms – The agency perspective – The resource-based perspective – The organizational identity perspective- The institutional perspective- The paradox perspective- Generic tools for family firms- Tools for strategic management in family firms.

IV	Succession in the family business: Succession planning- Succession options: Opportunities of Succession options, Significance of succession options- Sources of complexity in family business succession- structuring succession process: succession framework-Clarifying goals and priorities- Reviewing firm’s strategy- Planning the transition of responsibilities
V	Relationship and Conflict in the family business: The social structure of the family- trends in social structure of the family-understanding interpersonal dynamics in the family firm- Justice perceptions-types of conflicts- Conflict dynamics- Conflict management styles- Communication strategies.

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Textbooks:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T-01	Thomas Zellweger	Managing the Family Business Theory and Practice	Edward Elgar Publishing Ltd	Latest
T-02	Peter Leach	Family Businesses – The Essentials	Profile Books Ltd.	Latest
T-03	Ernesto J. Poza, Mary S. Daughterty	Family Business	Cengage Learning	4e, 2015.

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
R-01	Alberto Gimeno, Gemma Baulenas & Joan Coma-Cros	Family Business Models – Practical Solutions for the Family Business	Palgrave Macmillan	Latest
R-02	Mark Fischetti	The Family Business Succession Handbook	Family Business Publishing Co.	Latest
R-03	Frank Hoy, Pramoditha Sharma	Entrepreneurial Family Firms	Prentice Hall	Latest



PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Social Entrepreneurship
COURSE CODE	04MB0331
COURSE CREDITS	3

COURSE OUTCOMES:

- ❖ Understand the significance of social entrepreneurship and the role played by social entrepreneurs in building a sustainable society.
- ❖ Explain skills and competencies to be a successful social entrepreneur.
- ❖ Identify the social entrepreneurial opportunities
- ❖ Develop a social venture plan.
- ❖ Analyze the problems/ challenges associated with social entrepreneurship

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Subunit
I	<p>UNDERSTANDING THE APPROACH OF SOCIAL ENTREPRENEURSHIP</p> <ul style="list-style-type: none"> · Social entrepreneur – factors impacting transformation into social entrepreneur · Need for social entrepreneur (shifting focus from economic growth to economic development) · Emerging social issues and challenges · What drives social entrepreneurs (vision, mission and being change agent) · The characteristics of social entrepreneurs · The four distinctions of social entrepreneurship · Concept of “Shared Value” in social Ventures · Defining and distinguishing Social Entrepreneurs. · Defining social entrepreneurs as “Change Makers” · Process of Social Entrepreneurship · A Topology of Social Entrepreneurship · Generating ideas and turning them into social innovations · Feasibility Analysis for Social ventures. · Resistance to Social Entrepreneurship · Key Challenges for Social Entrepreneurs

<p>II</p>	<p>UNIT II: SOCIAL ENTREPRENEURSHIP FRAMEWORK AND FORMS</p> <ul style="list-style-type: none"> ·Social Opportunity Assessment Model ·Social Lean Canvas Model - Social Value Proposition ·Business Model Canvas ·PCDO (People, Context, Deal, Opportunity) Framework ·CASE Model ·Freemium business model <p>FORMS OF SOCIAL ENTERPRISES</p> <ul style="list-style-type: none"> · Profit and non-profit Proprietorships – partnership - company · non-Governmental organization - Society – Trust and Company (sec. 25) registration · Factors determining selection of forms of registration
<p>III</p>	<p>UNIT III: SOCIAL ENTERPRISE AND SOCIAL MARKETING</p> <ul style="list-style-type: none"> · Ethical consideration in designing products for service · Planning for social marketing, Marketing Mix for Social Enterprise · Understanding Social Marketing – distinguishing Social from commercial Marketing · Principles of Social Marketing – Community Based Marketing · Designing markets for social innovation and segmenting target audience · Pricing and promotion strategies – Monetary and Non-Monetary incentives · Managing distribution channel – Social Franchising
<p>IV</p>	<p>UNIT IV: OPPORTUNITIES FOR SOCIAL ENTREPRENEURS</p> <ul style="list-style-type: none"> · Concept of Sustainable Development and its importance · Factors affecting sustainable development - Environmental costs and its economic value - The Political Challenge and development Issues in India · Entrepreneurship and skill development policy for social enterprise · Navigating the Challenges of Capital Raising and understanding Intentions of Investors. · Investment Decision Process and Due Diligences · Enterprise launching and its procedures – start-ups – incubation – accessing venture capital – CSR funds – PPP – Grant Funding
<p>V</p>	<p>UNIT V: SUCCESSFUL SOCIAL ENTREPRENEURSHIP INITIATIVES</p> <ul style="list-style-type: none"> ·Governance of Social Enterprises ·Measuring Social Impact ·Study of successful models ·Grameen Bank – Aravind Eye Care System’s – LEDeG – TERI – Pasumai Payanam, Siruthuli – SEWA – Amul – Evidence from OASiS - Case Study on SELCO, case study on Annapurna – Goonj, - Bhartia Samruddhi Investments & Consulting Services (BASIX) ·Role of Women in social entrepreneurship (A voluntary social contributors)

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:
Textbooks:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Jill Kickul, Thomas S. Lyons	Understanding Social Entrepreneurship	Taylor & Francis	3rd Edition 2020
T-02	Anica Zeyen, Markus Beckmann	Social Entrepreneurship and Business Ethics	Taylor & Francis	1st Edition
T-03	Teresa Chahine	Introduction to Social Entrepreneurship	Taylor & Francis	1st Edition (2016)
T-04	Andreasen	Social marketing in the 21st century	. SAGE Publications.	(2006)
T-05	French, Merritt and Reynolds	Social marketing case book,	Sage publications, London.	(2011)

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Ramachandran	Corporate and Social Entrepreneurship: A Transformational Dimension,	The ICFAI University Press	(2009)
R-02	Jeff French, Rowena Merritt & Lucy Reynolds	Social Marketing Casebook	SAGE Publications Ltd	(2011)
R-03	Philips, Bonefiel and Sharma	Social Entrepreneurship,	Global vision publishing house, New Delhi.	(2011)
R-04	Robert Hisrich, Michael Peters and Dean Shepherd	Entrepreneurship	New Delhi, Tata McGraw-Hill Publishing Company Limited	(2009)



PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Investment Banking
COURSE CODE	04MB0332
COURSE CREDITS	3

COURSE OUTCOMES:

- ❖ To Apprise the role of investment banking services in the financial markets
- ❖ To Evaluate various restructuring alternatives and role of investment banking in advisory services
- ❖ To assess the valuation aspects and issue of various kinds of securities.
- ❖ To Elaborate various issues related to investment banking
- ❖ To Develop appropriate investments options for fundraising

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Overview of investment banking Global and Indian Investment Banking Paradigm – Functions of Investment Banks – Types of Investment Banks – Services offered by Investment Banks Role of Investment Banking as Financial Intermediaries Business of Investment Banking
II	Fundraising services : Domestic Issue Management - Underwriting - Global Security Issuances - Buybacks and Delisting, Raising funds through IPO , Methods of bringing out an IPO, and IPO Pricing Due diligence process
III	Financial Advisory Services : Corporate Restructuring – Mergers and Acquisitions - Divestitures – Leveraged Buyouts – Venture Capital - Private Equity and Placements Corporate Debt Restructuring (CDR) , Underwriting Services, Business Model of Underwriting, Underwriting Commissions, Devolvement and Green Shoe Option, Issuing ADR, GDR and IDRs ,Arranging for Buyback and Delisting of Shares
IV	Investment Banking and Business Valuation: Various valuation models applied in estimating value of the firm and value of equity • Merits and Limitations of each models/methods of valuation • Valuing Private Equity and Venture Finance
V	Issues in Investment Banking Designing new financial instruments • Adoption of Blockchain in Investment Banks • Data Security • Other Issues

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS: Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Giri Pratap S	Investment Banking: Concepts, Analyses and Cases, 3	McGraw Hill Education	3 rd edition 2017
T-02	Khan, M.Y	Financial Services	McGraw Hill Education	9 th edition 2018
T-03	Machiraju, H.R	Merchant Banking	New Age International	4 th edition 2011

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Stowell, D. P	Investment banks, hedge funds, and private equity	Academic press	3rd edition 2017
R-02	Joshua Pearl, Joshua Rosenbaum	Investment Banking: Valuation, Leveraged Buyouts, and Mergers and Acquisitions	Wiley	2nd Edition 2013
R-03	Aswath Damodaran	Investment Valuation: Tools and Techniques for Determining the Value of Any Asset	Wiley	3rd edition 2012



PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Financial Services
COURSE CODE	04MB0333
COURSE CREDITS	3

COURSE OUTCOMES:

- Apprising the role of financial services in Indian economy
- Understanding functions and operations of different financial services
- Evaluating the role of banking services in India
- Analyzing Role of insurance, leasing and repurchase and factoring service
- Elaborating Current situation and challenges faced by Indian financial service sector

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Introduction of Financial Services: India – as a Global Financial Hub, Indian financial system participants, functions and process, Challenges and Opportunities in field of Financial Services, Fund Based and Non-Fund Based Financial Services in India
II	Fund Based services Banking Services: Introduction to the spectrum of banking services in India, Financial Reforms and overall approach towards the reforms, Marketing of Banking Products and Services in India, Emerging Issues in Banking Services, Financial Inclusion, E - financial inclusion, Plastic Money Micro Finance: Microfinance & its role in India, Microcredit, Micro Pensions, Micro Insurance, Emerging issues in the field of Microfinance

III	<p>Leasing and Hire Purchase: Introduction and Overview on the status and performance of leasing and Hire Purchase as Financial Service, leasing, benefits and limitations, types of leasing, lease financing and hire-purchase financing.</p> <p>Factoring Services: Mechanics of Factoring Services and the emerging issues, process and features of factoring, types of factoring contracts, advantages and disadvantages of factoring, differences between factoring and bill discounting, process of factoring as it exists in India and explains the process of forfeiting.</p>
IV	<p>Fee Based</p> <p>Insurance Services: Genesis and growth of Insurance Industry in India, Reforms in Insurance Industry in India, Emerging Issues and Models in Insurance Industry, Reinsurance</p>
V	<p>Other Financial Services: Reverse Mortgage, Credit Rating Services, Securitization, Asset Management Services, Capital Market Services, Merger and Acquisitions Services</p> <p>ITC and Financial Services Providers: Money Wallets like PayTM and other online Financial Services Provider, Strategic impact of IT on Financial Services</p> <p>Emerging Issues in Financial Services, Regulatory Framework of Financial Services in India</p>

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Rajesh Kothari	Financial Services	Sage Publication	1st Edition 2010
T-02	M Y Khan	Financial Services	Tata McGraw Hill Publishing Company Ltd	10th Edition 2019
T-03	Bharti Pathak	Indian Financial System	Pearson Publications	5 th Edition 2018



Marwadi
University

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	S. Gurusamy	Essentials of financial services	Tata Education McGraw-Hill	2nd edition 2009
R-02	M.Y Khan	Indian Financial System	Tata Education McGraw-Hill	11th edition 2019



PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Principles and Practices of Banking
COURSE CODE	04MB0334
COURSE CREDITS	3

COURSE OUTCOMES:

- * Understand the Types, Classifications of Banking and its Scope in Industry
- * Appraise the understanding of Lending Policy and types of charging Securities
- * Develop the understanding of Money Laundering Concept and Measure of prevention of Money Laundering
- * Evaluate problems of non-performing businesses and suggest measures of recovery of loans.
- * Analyze the mechanism of digital financial services and their importance in business.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Introduction to Bank – Meaning and Definition of Bank, Origin and Evolution of Bank , Structure of Indian banking System - Classification of Banks, Functions of Commercial banks - Primary and Secondary Functions - Conventional and Innovative Functions, types of products and services offered by banks, types of Deposits and features, benefits, variants of Savings, Current, Fixed and recurring deposits, Types of Loans- Retail lending, secured and unsecured , rights, duties and responsibilities of bankers and banker- customer relationship,
II	Loans and Advances – Study of the Borrower- Types of Borrowers: Individual, Firms, Companies, Types of Advances – Loan, Cash Credit, Overdraft, Term Loans, Bills Purchasing and Discounting – Secured and Unsecured Advances – Types of charging Securities – Pledge, Hypothecation, Mortgage, Lien, Set-Off and Assignment. Documentation - Types of Documents, Procedure, Stamping, Securitisation
III	Central Banking, Monetary Policy and Reforms in Indian Banking - Evolution of RBI - Organisation and Management, Functions of RBI, RBI Act, Regulatory Measures - Repo rate, Bank Rate, SLR, CRR, OMO, LAF, MSF, . Banking Sector reforms - Narasimham Committee - I and II, Money Laundering Concept, Stages, Objectives of Money Laundering, CFT and PMLA, Know Your Customer Norms - key elements, KYC Verification for individuals, companies, partnership firms, trusts, and foundations. Consumer Protection - Operational Aspects of COPRA Act & Banking Ombudsman Scheme

IV	NPA Management - Definition; Income Recognition; Asset Classification as – Slandered, Non Performing and Doubtful assets, Causes and Remedial Measures, Provisioning Norms, CDR, DRTs and DRATS, Lok-Adalat, SARFAISI Act, NPA related norms and Provisions of Insolvency and Bankruptcy Code in India.
V	Role of ICT in Payment System of Banking - ATMs, HWAK, PIN, Electromagnetic Cards, Electronic Banking, Signature Storage & Retrieval System, CTS, Note & Coin Counting Machines, NPC, RUPAY. Components & Modes of Transmission, Major Networks in India, Emerging Trends in Communication Networks for Banking, Evolution of EFT System, SWIFT, Automated Clearing Systems, Funds Transfer Systems, UPI and E-Wallets. Overview of IT Act - Gopalakrishna Committee Recommendations

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:
Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	K. Natarajan and E. Gordon	Banking Theory, Law and Practice	Himalaya Publishing House	25th Edition, 2017
T-02	Clifford Gomez	Banking and Finance- Theory, Law and Practice	PHI Learning Private Limited	1st Edition, 2011

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	The Institute of Company Secretaries Of India	Banking Law and Practice	The Institute of Company Secretaries Of India	2014
R-02	MacMillan Publishers	Principles and Practices of Banking	MacMillan Publishers	5 th edition, 2021
R-03	Viral V Acharya	Quest for Restoring Financial Stability in India	Sage Publication	1 st edition, 2020



PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Financial Markets and Institutions
COURSE CODE	04MB0371
COURSE CREDITS	3

COURSE OUTCOMES:

- ❖ Appreciate the need for and importance of Financial Markets and Institutions in India.
- ❖ Understand procedures of raising capital from the primary market and various legal aspects of Public Issue Management.
- ❖ Know Trading Mechanism and Settlement system of Secondary market.
- ❖ Apprehend various Financial and Non – Financial Institutions and regulatory aspects of such Institutions in Indian Financial System.
- ❖ Understanding the importance of various Non-Banking Financial institutions.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Introduction to Financial Markets and Institutions: Indian Financial System, Components of IFS, Introduction to Financial Markets, Classification of Financial Markets, LPG and its Impact on Financial Markets, Challenges in Financial Markets. Introduction to Financial Institutions: Role of RBI as a regulator of Banking and Non- banking Financial Institutions, Structure of Financial Institutions in India.
II	Money Market: Meaning, Functions of Money Market, Participants and Instruments, Mechanism of Money Market, Role of RBI in Money Market, A Glance on Debt and Foreign Exchange Market.
III	Capital Market: Primary Market: Meaning, Functions, Different Participants, Public Issue, IPO, FPO, Rights Issue, Private Placement, Offer for sale, IPO Mechanism, Pricing of IPO - Fixed pricing, Book Building and Auctions. Secondary Market: Stock Exchange, Functions, Listing Norms, Stock Indices and its Computational Mechanism (Sensex, NIFTY), Trading settlement systems, key Role of SEBI.
IV	Banking Institutions: Evolution of Banking in India, Functions, Classifications of Banks (PSBs, Private Sector Banks, Foreign Banks, New Generation Banks, Small Banks, Payment Banks, Urban and State Cooperative Banks) Recent Developments, Problems and Challenges of Banking Industry.

V	Non – Banking Financial Institutions: History, Objectives, Administrative and Regulatory Framework of NBFIs, Role of NBFIs in Economic Development, Objectives, functions, Different Schemes, and Recent Developments in (1) SIDBI, (2) NHB, (3) EXIM Bank, and (4) NABARD. NBFCs and their Scope, Functions and Classifications, PDs and their Scope, Functions and Classifications.
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Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T-01	Bharti Pathak	Indian Financial System	Pearson	5th Edition, 2018
T-02	Vasant Desai	The Indian financial system and Development	Himalaya Publishing House	5th edition, 2013
T-03	Federic s. Miskin and Stanley G. Eakins	Financial Markets and Institutions	Pearson Publishing House	6th Edition, 2017

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
R-01	Anthony Saunders	Financial Markets and Institutions	McGraw Hill Publication	3rd Edition, 2017
R-02	Modigliani and Jones	Foundation of Financial Markets and Institutions	Pearson Education	4th Edition, 2009
R-03	Jeff Madura	Financial Markets and Institutions	Cengage Learning	10th Edition, 2014

PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Database Management Systems
COURSE CODE	04MB0339
COURSE CREDITS	03

COURSE OUTCOMES:

- Understand the major DBMS concepts
- Learn effective ways of building a model of the real world and optimizing it through normalization algorithms
- Study of database concepts with emphasis on network, CODASYL, and relational models and their application to business systems.
- Realize what database system is and list its characteristics
- Write basic SQL statements for data creation

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Introduction to Databases and Transaction: What is Database system, Purpose of Database System, view of data, Relational Databases, Database Architecture, Transaction Management Data Models: The importance of Data Models, Basic Building Blocks, Business Rules, The evolution of Data Models, Degrees of Data Abstraction. Object Oriented Data Model
II	Database Design, ER-Diagram and Unified Modelling Language: Database Design and ER Model: Overview, ER-Model, Constraints, ER-Diagrams, ERD Issues, Weak Entity Sets, Codd's rules, Relational Schemas, Introduction to UML
III	Relational Algebra and Calculus: Relational Algebra: Introduction, Selection and Projection, Set Operations, Renaming, Joins, Division, Syntax, Semantic. Operators, grouping and ungrouping, Relational Comparison. Calculus: Tuple Relational Calculus, Domain Relational Calculus, Calculus vs Algebra, Computational Capabilities.
IV	Constraints, Views and SQL: What is Constraints, types of Constrains, Integrity Constraints Views: Introduction to views, Data independence, security, updates on views, comparison between tables and views SQL: Data definition, Aggregate function, Null Values, Nested sub Queries, Joined relations, and Triggers
V	Relational database model: Logical view of data, keys, and Integrity rules: Relational Database design: Features of good Relational Database Design, Atomic Domain and Normalization (1NF, 2NF, 3NF, BCNF)

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:**Text Books:**

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T1	A Silberschatz, H Korth, and S Sudarshan	"Database System and Concepts	McGraw-Hill	fifth Edition
T2	Rob, Coronel	Database Systems"	Cengage Learning	Seventh Edition

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Rini Chakrabarti, Shilbhadra Dasgupta	Advanced Database Management System	Wiley	First Edition
R-02	Arun K. Majumdar, Pritimoy Bhattacharyya	Database Management Systems	McGraw Hill Education	2017
R-03	C.J. Date	An Introduction to Database Systems	Pearson	8 th Edition



PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Fundamentals of Insurance
COURSE CODE	04MB0336
COURSE CREDITS	3

COURSE OUTCOMES:

- Analyze the insurance sector and its mechanism in India.
- Assess the role of life insurance in personal risk management.
- Understand the dynamics of non-life insurance in India.
- Evaluate the social security systems in India.
- Appraise the marketing and distribution strategy adopted by insurance companies.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	<p>Introduction to Insurance:</p> <p>Introduction to Insurance: Purpose and need of insurance, Insurance as a social security tool; , History of Insurance- Indian Context; cost and benefits of insurance, Elements of insurable risk; Principles of Insurance; Insurance Contract Regulatory Framework: overview of Insurance Act,1938 and IRDA- Role and functions in Indian Insurance sector</p>
II	<p>Fundamental of Life Insurance:</p> <p>Introduction to Life Insurance: meaning, definition, features, nature, benefits; Life assurance contract, their nature and characteristics, Parties to the contract and their rights and duties. Type of life insurance; Conditions and terms of policy; Basic Procedure for Issuing a Life Insurance policy; alteration in policy; Issuing a Duplicate policy, Nomination, Assignment, Revivals, Policy Loans, Surrender Value, claim Settlements. Mortality Table.</p>
III	<p>Fundamental of Non-Life Insurance:</p> <p>Historical Framework of General Insurance in India, Industry Structure; GIC-Organization and Working; Practice of Non-life Insurance: Issue of Insurance policies, Rating Procedures, Claim Settlements</p>
IV	<p>Social Insurance:</p> <p>Meaning, characteristics; Legal framework; social insurance in India: Role of center and state government</p>

V	<p>Insurance Marketing and Intermediaries</p> <p>Insurance Marketing Concept: Modern views on marketing, Various distribution channels- traditional channel of distribution- New Distribution Channels- Direct marketing, digital marketing, telemarketing, retail chains, Bancassurance.</p> <p>Insurance Intermediaries – Agents and Procedure for Becoming and Agent: Prerequisite for obtaining a license: Duration of license; Cancellation of license, Revocation of suspension/ termination of agent appointment; Code of conduct; Unfair practices</p>
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Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year of Publication
T-01	P. K. Gupta	Insurance and Risk Management	Himalaya Publishing House	2019/ 2 nd edition
T-02	O.P. Agrawal	Banking & Insurance	Himalaya Publishing House	2017/ 1st Edition
T-03	M. N. Mishra	Principles and Practices of Insurance	S. Chand and Sons	2016/ 22 nd edition

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R-01	Neelam C Gulati,	Principles of Insurance Management	Excel Books India	First Edition in 2007 Revised in 2012
R-02	Emmett J. Vaughan and Therese Vaughan	Fundamentals of Risk and Insurance	Wiley	2013/10 th edition
R-03	Reports - IRDAI	Annual Reports	IRDAI- ,Mumbai	latest report / other annual reports



PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Treasury Management
COURSE CODE	04MB0335
COURSE CREDITS	3

COURSE OUTCOMES:

- To understand the importance of treasury management in banking institutions
- To apply treasury mathematics in its management and recognize capital requirements in banking institutions
- To apply risk management strategies in banking institutions
- To analyze the financial performance of banks with the use of various ratios and models
- To discuss other contemporary issues applicable in treasury management of banking institutions

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

Course Contents:

Unit No	Unit / Sub Unit
I	<p>The Overview of Financial Markets & Treasury Management:</p> <p>Financial Markets: Classification of financial markets, role and functions of participants in financial markets, money market, money market instruments, participants in money market, interest rate quotation and market terminology, capital markets and foreign exchange markets, introduction to derivatives</p> <p>Treasury Management: Nature of treasury assets and liability, objectives of treasury, organizational structure of treasury, treasury as a cost center and profit center, treasury terminology, treasury operations in global scenario</p>
II	<p>Treasury Mathematics & Capital Requirement for Banks:</p> <p>Treasury Mathematics: Dynamics of fixed income securities, price calculations for treasury bills, exchange rate mechanism, FEDAI guideline and valuation, exchange rate mechanism and arithmetic, swap valuation mathematics</p> <p>Capital requirement for Banks: Economic capital of banks, measuring and allocating economic capital, Constituents of bank capital, treatment of credit and market risk, capital adequacy norms in India, minimum capital requirement for credit risk, credit risk mitigation, significance of market discipline</p>
III	<p>Risk Analysis/Control & Role of IT in treasury management:</p> <p>Risk analysis: Interest rate risk, credit risk, operational risk, liquidity risk, Value at Risk (VaR), hedging risk at banks, Risk management with the use of derivatives market, Derivatives</p>

	based funding strategies, Asset backed financing strategies (Trade finance & Letters of credit, Forfaiting and factoring, Securitisation, warehouse financing) Role of IT: Negotiated Dealing System (NDS), various trading platforms and systems, Straight through Processing (STP)
IV	Performance Analysis for Banks: Determinants of bank performance, ratio analysis for banks, RoE model for profitability analysis, CAMELS (an integrated scorecard for banks)
V	Contemporary Issues in Treasury Management: Regulations (Basic), Supervision and Compliance of Treasury Operations, Back Office Operations in International and Domestic Treasury, Assets/Liability Management (ALM), Accounting for treasury transactions, Valuation of Assets and Liability

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year of Publication
T-01	Meera Sharma	Management of Financial Institutions: With Emphasis on Bank and Risk Management	PHI Publication	1 st Edition, 2018
T-02	Steven M Bragg,	Treasury Management	Wiley	1st, Edition of 2010

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R-01	Indian Institute of Banking & Finance	Treasury Investment & Risk Management	Indian Institute of Banking & Finance	3 rd Edition, 2018
R-02	Indian Institute of Banking & Finance	Treasury Management	Macmilam India Ltd.	1 st Edition, 2018



PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Big Data in IT and Systems
COURSE CODE	04MB0340
COURSE CREDITS	03

COURSE OUTCOMES:

- Understand the concept and challenge of Big Data and why existing technology is inadequate to Analyze the Big Data;
- Integrate and Apply knowledge on Collect, Manage, Store, Query, and Analyze various form of Big Data;
- Gain hands-on experience on large-scale Analytics tools to solve some open Big Data problems
- Ability to integrate machine learning libraries and mathematical and statistical tools with modern technologies like hadoop and mapreduce.
- Understand the impact of Big Data for Business Decisions and Strategy.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Module No	Unit / Sub Unit
I	<p>Introduction to Big Data Analytics and Lifecycle Big Data Overview, Data Structures , Perspective on Data Repositories, Practices in Analytics , BI versus Data Science , Analytical Architecture , Drivers of Big Data , Big Data Ecosystem. Data Analytics Lifecycle : Phase 1 : Discovery , Phase 2 : Data Preparation , Phase 3 : Model Planning , Phase 4 : Model Building , Phase 5 : Results , Phase 6 : Operationalize</p>
II	<p>Advanced Analytical Theory and Methods -I : Clustering Overview of Clustering , K-means : Use Cases ; Overview of the Method ; Determining the Number of Clusters ; Diagnostics; Reasons to Choose and Cautions. Association Rules Overview of Association Rules, Apriori Algorithm, Evaluation of Candidate Rules, Applications of Association Rules, Validation and Testing, Diagnostics.</p>

III	Advanced Analytical Theory and Methods -II : Classification Decision Trees: Overview of Decision Tree, The General Algorithm, Decision Tree Algorithms, Evaluating a Decision Tree. Naïve Bayes: Bayes Theorem, Naïve Bayes Classifier, Smoothing, Diagnostics. Diagnostics of Classifiers. Text Analysis Text Analysis Steps, Collecting Raw Text, Representing Text, Term Frequency-Inverse Document Frequency (TFIDF) , Categorizing Documents by Topics , Determining Sentiments , Gaining Insights .
V	Advanced Analytics : Technology and Tools - MapReduce and Hadoop Analytics for Unstructured Data : Use Cases , MapReduce , Apache Hadoop The Hadoop Ecosystem : Pig , Hive , HBase , Mahout , NoSQL Technology and Tools – In-Database Analytics SQL Essentials : Joins , Set Operations , Grouping Extensions Advanced SQL : Window Functions , User-Defined Functions and Aggregates , Ordered Aggregates , MADlib
V	Application of Data Mining, predictive and prescriptive analytics using big data: Data Mining, predictive and prescriptive analytics using big data & Decision Making Predictive Analysis, Forecasting, Optimization, Simulation Gamification, Business Metrics in Action Data science in Startups Basics of Problem-Solving Design Patterns in Statistical Computing Excel for Data Science.

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:
Text Books:

Sr. No	Name of the Book	Author /s	Publisher	Edition & Year
T-01	Big Data & Analytics	Chellappan and Acharya	Wiley	2 nd edition, 2019
T-03	Big Data Big Analytics: Emerging Business Intelligence and Analytic Trends for Today's Businesses	Michael Minelli, Michele Chambers, Ambiga Dhiraj	John Wiley & Sons, Inc.	1 st edition, 2012

Reference Books:

Sr. No	Name of the Book	Author/s	Publisher	Edition & Year
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Marwadi
University

R-01	Business Analytics: Data Analysis and Decision Making	S. Christian Albright	Cengage Learning	5 th edition, 2012
R-02	Analytics in a Big Data World	Bart Baesens	John Wiley & Sons	3 rd edition, 2014
R-03	Big Data Analytics with R & Hadoop	Vignesh Prajapati	PACKT Publishing	1 st edition, 2019



PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Network and Communication Management
COURSE CODE	04MB0338
COURSE CREDITS	03
COURSE DURATION	42 Hrs (42 sessions of 60 minutes each)

COURSE OUTCOMES:

- Understand the major Network concepts
- Interpreting the effective ways of Network Components and Architecture
- Determining the Network Standards and Network Operations.
- Explaining the Network Protocols
- Reviewing the elements of network connectivity.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs.	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Module No	Unit / Sub Unit
I	Introduction to Networking: Introduction to Network, Network Configuration, Network Topology. Basic Network Media: Network Cabling, The Network Interface Card, Wireless Networking
II	Understanding Network Architecture: Access Method, How Networks Send Data, Ethernet, Token Ring
III	Introducing Network Standards and Network Operating: Open System Interconnection (OSI) Reference Model, Introduction to Network Operating Systems.
IV	Defining Network Protocols: Introduction to Protocols, TCP/IP. Elements of Network Connectivity: Connectivity Devices, Connection Services
V	Network Security & Management - Principles of cryptography – Elliptic-AES- Authentication – integrity – key distribution and certification – Access control and: fire walls – DoS-attacks and countermeasures – security in many layers.



Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS: Text Books:

Sr. No	Name of the Book	Author /s	Publisher	Edition & Year
T-01	Network+	KELLY W. KUTZ	John Wiley & Sons, Inc	2 nd edition,2019
T-02	Network Security	Dr. Eric Cole, Dr. Ronald Krutz, and James W. Conley.	Bible.	1 st edition,2012

Reference Books:

Sr. No	Name of the Book	Author/s	Publisher	Edition & Year
R-01	Upgrading and Repairing PCs	Scot Muller	Cengage Learning	5 th edition,2012
R-02	Networking Essentials Plus.	MCSE Training Kit	MCSE Training Kit	Third Edition or latest 2014

PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Software Project Management
COURSE CODE	04MB0337
COURSE CREDITS	03

COURSE OUTCOMES:

- Understand the major SPM concepts
- Interpreting the effective ways SPM tools and Techniques
- Examining the Software Project Maintenance and Software Quality Managements.
- Explaining SPM testing plans and methods
- Assessing the Software Risk Management strategies

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	<p>Introduction to Software Project Management: Concepts, Umbrella Activities under Software Project Management.</p> <p>Software Project Planning tools and techniques: Work breakdown Structure, Milestones, Software Sizing, Rayleigh curve etc.</p> <p>Cost Estimation techniques like COCOMO, Function Point Analysis and other Cost Estimation methods. Time Estimation Tools like CPM/PERT, Gantt charts and other methods, COCOMO for time estimation etc. (Use of MS-PROJECT is recommended).</p>
II	<p>Software Project Maintenance: Types, steps, Resource planning and estimation, Re- engineering the software products, Documentation standards, Version Control and Software Configuration Management.</p>
III	<p>Software Testing: Techniques, test plans, Introduction to manual testing and Automated testing tools.</p> <p>User Acceptance Testing: Implementation Planning, Steps, methods, Documentation etc.,</p>
IV	<p>Software Risk Management: Strategies of Risk Management, Software Risks, risks Identification, Risk Projection, Risk Refinement, Risk Mitigation, Monitoring & Management.</p>
V	<p>Software Quality Management: Quality Concepts, SQA, V & V Planning, tools and techniques (reviews, FTR inspections, walkthroughs etc.), Software Quality parameters with their definitions, Introduction to ISO 9000 Quality Standards and CMM.</p>

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:**Text Books:**

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T1	K.K. Aggarwal and Yogesh Singh	<i>Software Engineering</i>	New Age International	2002
T2	Martin L Shooman	<i>Software Engineering</i>	Tata McGraw Hill	1983

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Carlo Ghezzi, Mehdi Jazayeri	<i>Software Engineering</i>	PHI	1996
R-02	Roger S. Pressman	<i>Software Engineering: A Practitioner's Approach</i>	Tata McGraw Hill	4 th edition 1999.
R-03	Sommerville Ian	<i>Software Engineering,</i>	Pearson Ed	2004

PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Data Science Using R
COURSE CODE	04MB0341
COURSE CREDITS	03

COURSE OUTCOMES:

- Apply R code to use the API (Application Programming Interface) to manage databases.
- Select the right functions and control structure of R Programming language.
- Combine various tools and packages of R programming language for business analytics.
- Analyze data graphically by creating various plots using visualization tools in R.
- Analyze business data using simple linear regression and multiple linear regression for prediction and decision making.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	R Nuts and Bolts, Getting Data In and Out of R & Using Textual and Binary Formats for Storing Data R Nuts and Bolts: Entering Input, Evaluation, R Objects, Numbers, Attributes, Creating Vectors, Mixing Objects, Explicit Coercion, Matrices, Lists, Factors, Missing Values, Data Frames, Names Getting Data In and Out of R: Reading and Writing Data. Reading Data Files with, read .table (), Reading in Larger Datasets with read. table, Calculating Memory Requirements for R Objects
II	Sub setting R Objects, Managing Data Frames with the dplyr package & Control Structures Sub setting R Objects: Sub setting a Vector, Sub setting a Matrix, Sub setting Lists, Sub setting Nested Elements of a List, Extracting Multiple Elements of a List, Partial Matching, Removing NA Values Managing Data Frames with the dplyr package: Data Frames, The dplyr Package, dplyr Grammar, Installing the dplyr package, select() , filter() , arrange() , rename() ,mutate(), group_by(), %>%
III	Control Structures: if-else for Loops, Nested for loops , while Loops , repeat Loops , next, break Functions, Scoping Rules of R & Loop Functions: Functions: Functions in R, Your First Function, Argument Matching, Lazy Evaluation, The ... Argument, Arguments Coming After the ... Argument Loop Functions : Looping on the Command Line, lapply(), sapply(), split(), Splitting a Data Frame, tapply, apply(), Col/Row Sums and Means, Other Ways to Apply, mapply() , Vectorizing a Function

IV	Descriptive Statistics: Basic Arithmetic Operations, Standard Functions like abs(), sqrt(), round(), sum(), product(), log(), log10(), Statistical Functions like min(), max(), range(), mean(), quantile (), summary(), var(), sd(), scale(), boxplot(), cov(), cor()
	Frequency Measures and Graphical Presentation frequency distribution and cumulative frequency distribution tables, Bar Chart, Pie Chart, Histogram, Box-Whisker Plot, Scatterplots, Matrix of Plots Simulation: Generating Random Numbers, Setting the random number seed, Simulating Random Sampling, R function for solution of Binomial, Poisson, Normal and Exponential distribution problems Hypothesis Testing: Testing Means (Single mean and Two Means)
V	Predictive Analytics: Types of Analytics, Analytics in Decision Making, Introduction to Predictive Analytics. Simple Linear Regression (SLR): Simple Linear Regression: Overview, Model Development, Assumptions, Model Validation, Model fitness and R^2 , Example of SLR. Multiple Linear Regression and Logistic Regression: MLR: Introduction, Estimation of Regression Parameters, Explanatory vs. Predictive Modeling, Assumptions and Model Diagnostics, MLR with categorical predictors (dummy variable), Derived & Interaction Variables, Multi-collinearity, Adjusted R^2 , Model Deployment, Example of MLR.

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:
Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T-01	Roger D. Peng	R Programming for Data Science	Lean Publishing	1 st edition, 2015
T-02	Nicholas J Horton	Using R and RStudio for Data Management, Statistical Analysis and Graphs	CRC Press – T&F Group	2015
T-03	Christian Heumann, Michael Schomaker, Shalabh Sinha	Introduction to Statistics and Data Analytics: With Exercise, Solutions and Applications in R	Springer	2016

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
R-01	Roger D. Peng	Exploratory Data Analysis with R	Lean Publishing	1 st Edition, 2015
R-02	Alain F Zuur, Elena Leno	A Beginner's Guide to R	Springer (Use R!)	1 st Edition 2009

R-03	A. Ohri	R for Business Analytics	Springer	1 st Edition, 2012
R-04	Seema Acharya	Data Analytics Using R	McGraw Hill	1st edition, 2018

PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Information Security, Ethics and Issues
COURSE CODE	04MB0342
COURSE CREDITS	03

COURSE OUTCOMES:

- Understand, appreciate, employ, design and implement appropriate security technologies and policies to protect computers and digital information.
- Identify & Evaluate Information Security threats and Cryptography methods
- Identify common Response and Human factors on Information Security
- Demonstrate the use of standards and cyber laws to enhance information security in the development process and infrastructure protection.
- Identify the common concepts involved in Information security and correlate the same with Industry practices.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs.	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Foundations of. Cyber Security Concepts: Essential Terminologies: CIA, Risks, Breaches, Threats, Attacks, Exploits. Information Gathering (Social Engineering, Foot Printing & Scanning). Open Source/ Free/ Trial Tools: nmap, zenmap, Port Scanners, Network scanners.
II	Cryptography and Cryptanalysis: Introduction to Cryptography, Symmetric key Cryptography, Asymmetric key Cryptography, Message Authentication, Digital Signatures, User Management, VPN Security, Security at Transport Layer- SSL and TLS, Security at Network Layer-IPSec.
III	Intrusion Detection and Response – Anomaly (network and host) – Specification based (network and host) – Human Factors: – Captcha’s – Social engineering, e.g., phishing – Economics of Security – Incentives and motivations for attack.
IV	Ethical Issues pertaining to IS: · Ethical responsibilities of business professionals · Computer crime – hacking & cracking, cyber theft, unauthorized use at work, software piracy, theft of intellectual property, viruses & worms, adware and spyware.
V	Information Security: · First line of defence – People / employees’ · Second line of defence – Technology for authorization, prevention, detection and response. Contemporary/ emerging technologies: · Cloud and mobile computing · E-commerce, m-commerce · Internet of Things

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:**Text Books:**

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T1	Michael T. Goodrich and Roberto Tamassia	Introduction to Computer Security	Addison Wesley	2011
T2	William Stallings	Cryptography and Network Security	Pearson Education	4 th Edition 2010

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Alfred J. Menezes, Paul C. van Oorschot and Scott A. Vanstone	Handbook of Applied Cryptography	CRC Press	2001
R-02	Nina Godbole	"Information System Security"	Wiley	2016
R-03	Bothra Harsh	"Hacking"	Khanna Publishing House, Delhi	2010



PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Fundamentals of Logistics and Supply Chain Management
COURSE CODE	04MB0343
COURSE CREDITS	3

COURSE OUTCOMES:

- Understand the importance of Logistics and Supply chain management relative to an Organization
- Apply the techniques of supply chain management in the Industry
- Examining the concept of Bull Whip Effect in managing Inventories
- Integrating the concept of Outsourcing and its role in Supply Chain Management
- Reviewing the concept of forecasting supply chain management in the industry

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Logistics management: Introduction, Logistics system design, Demand planning, Multiple channel distribution, Multi-echelon system, Model development, Concept of warehousing, Methods of storage, Primary and secondary transportation, Logistics information system, Logistics costing
II	Concept and various issues involved, EOQ models, Buffer Stock, leave time reduction, reorder point, ABC analysis, SDE/VED analysis
III	Supply chain management: Overview, Supply chain basics, Decision phases in a supply chain, Planning and operations, Importance of supply chain process, Functional and organizational scope of SCM, Management of Demand and supply in SCM, Capacity, Inventory, market segments, Supply chain forecasting, Supply chain forecasting management performance (SCFMP). Collaborative planning, forecasting and replenishment (CPFR).
IV	Drivers of outsourcing: Procurement approaches to SCM, Operational, strategic and global outsourcing, Production supply chain model, Intrafirm production, Build to order production, Lean, JIT, Dispersed production Relevance and role of supply chain coordination
V	Bullwhip effect: Modeling the impact of information on inventories, Role of Marketing, sales and R&D in SCM, Information systems and technology in supply chain, E-Business models: B to B, B to C. Managing service



Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Sunil Chopra and Peter Menidl	Supply chain management- Strategy planning and operations	Prentice Hall	2001
T-02	Manish Govil and Jean Marie Prop	Supply chain design and management: Statistical and Tactical perspectives	Academic press	Latest

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Sridhar Tayur, Ram Ganeshan and Micheal Magazine	Quantitative models for supply chain management	Kluwer Academic publishers	Latest
R-02	Lambert, D.M., Stock J.R.	Fundamentals of Logistics management	Irwing McGraw Hill	1998
R-03	Blanchard, B.S.,	Logistics Engineering & management	Prentice Hall, New Jersey	1997



PROGRAM	Master of Business Administration
SEMESTER	03
COURSE TITLE	Total Quality Management
COURSE CODE	04MB0346
COURSE CREDITS	03

COURSE OUTCOMES:

- Overview of quality and TQM and explain the salient contributions of Quality. General barriers in implementing TQM.
- Interpret the meaning of TQM concepts like customer Focus, Employee Focus and their involvement, continuous process improvement and Supplier Management.
- Explain the analytical skills required for investigating and analyzing quality management issues.
- Illustrate the in-depth knowledge on various tools and techniques of quality management.
- Review the ISO 14000 Principles and implementation of the same in Industries.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Introduction - Need for quality - Evolution of quality - Definitions of quality - Dimensions of product and service quality - Basic concepts of TQM
II	TQM Framework - Contributions of Deming,- Barriers to TQM - Quality statements - Customer focus - Customer orientation, Customer satisfaction, Customer complaints, and Customer retention - Costs of quality.
III	Continuous process improvement - PDCA cycle, 5S, Kaizen - Supplier partnership - Partnering, Supplier selection, Supplier Rating, TQM TOOLS & TECHNIQUES the seven traditional tools of quality- New management tools - Control Charts - Process Capability
IV	TPM - Concepts, improvement needs- Performance measures. QUALITY SYSTEMS: Need for ISO 9000 - ISO 9001-2008 Quality System - Elements, Documentation, Quality Auditing - QS 9000 - ISO 14000 - Concepts, Requirements and Benefits
V	TQM Principles- Leadership - Strategic quality planning, Quality Councils - Employee involvement - Motivation, Empowerment, Team and Teamwork, Quality circles Recognition and Reward, Performance appraisal



Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Er. V. Mohanavel Er. S. Suresh Kumar Er. T. Sathish Er. M. Balamurugan Er. G. Balamurugan	A text book on Total Quality Management	International research publication house	Latest edition
T-02	John s. oakland	Total Quality Management and Operational Excellence: Text with Cases	Taylor and francis	4 th edition
T-03	B. Jankiraman, R.K. Gopal	The total quality management: text and cases	PHI learning	Latest edition

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Paul James	Total quality management: an introductory text	Prentice Hall, 1996	Latest edition
R-02	Joel E. Ross	Total quality management	Taylor & Francis, 2017	3 rd edition



PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Operations Research Applications
COURSE CODE	04MB0344
COURSE CREDITS	3

COURSE OUTCOMES:

- Select optimal problems solving techniques for a given problem using LPP with simplex method.
- Demonstrate and solve Simulation.
- Demonstrate and solve models of Game theory.
- Evaluate optimum solutions using dynamic programming for different applications.
- Choose / devise appropriate queuing model for practical application

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	<i>Linear Programming: Simplex Method:</i> Introduction, Linear Programming Problem, Requirements of LPP, Mathematical Formulation of LPP, Standard Form of LPP, Fundamental theorem of LPP, Solution of LPP
II	<i>Simulation:</i> Introduction, Methodology of Simulation, Basic Concepts, Simulation Procedure, Application of Simulation, <i>Simulation</i>
III	<i>Game Theory:</i> Introduction, Competitive Situations, Characteristics of Competitive Games, Maximin – Minimax Principle, Dominance, Advanced Queuing, sequencing, Simplex Method, The Simplex Algorithm, Penalty Cost Method or Big M-method, Two Phase Method, Solved Problems on Minimization, Goal Programming, Dynamic programming,
IV	Replacement theory: Introduction, Replacement of capital equipment which depreciated with time, replacement by alternative equipment, Group and individual replacement policy.
V	<i>Monte-Carlo Method:</i> Introduction, Monte-Carlo Simulation, Applications of Simulation, Advantages of Simulation, Limitations of Simulation



Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	N.D.Vohra	Quantitative Techniques in Management	Tata McGraw-Hill	Latest
T-02	V.K Kapoor	Operations Research: techniques for Management	Sultan Chand	Latest
T-03	J.K Sharma	Operations Research: theory and application	Lakshmi publication	Latest

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	R. Paneerselvam	Operations Research	Prentice Hall of India Pvt. Ltd.	Latest
R-02	Hamdy Taha	Operations Research: An Introduction	Pearson	Latest
R-03	D. S. Hira and Prem Kumar Gupta	Operations Research	s. chand	latest



PROGRAM	Master of Business Administration
SEMESTER	03
COURSE TITLE	Material Management and Inventory Control
COURSE CODE	04MB0345
COURSE CREDITS	03

COURSE OUTCOMES:

- Have the depth knowledge of material requirement planning-methods
- Implement methods like EOQ, POQ in Industries and Manufacturing Sector.
- Analyze the demands-supply gap and forecasting practices implementation.
- Understand the importance of warehousing & inventory control.
- Evaluate the store's operation and its importance in Industries.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Introduction to materials management –production planning system, master scheduling, material requirement planning-process, bills of material, using material requirements plan
II	Capacity management, purchasing, selecting suppliers, ordered quantity-EOQ, quantity discounts, period order quantity (POQ)
III	Physical distribution, Total quality management, production activity control, data requirements, order preparation
IV	Stock and inventories, models for known demand, just in time, models for uncertain demand-models for discrete demand, service level, periodic review methods, Planning and stocks- levels of planning, master and operational schedules, forecasting-methods,
V	Stores Management: Layout of stores and warehouse, material handling in stores, physical control of stocks : obsolete, surplus and scrap Management, accounting and record keeping of stores, classification, coding and codification systems,



Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	J. R. Tony Arnold, Stephen N. Chapman, Lloyd M. Clive	Introduction to materials Management	Pearson (prantice hall)	sixth edition
T-02	Donald waters	Inventory control and management	Wiley	Latest edition

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Datta A K	“Materials Management, Procedures, Text and Cases” by	PHI PUBLICATION	Latest edition
R-02	James H Greene	Production and Inventory Control Handbook	McGraw-Hill Education	3rd edition
R-03	Geoff Relph and Catherine Milner	Inventory management	Koganpage	Latest edition



PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Management of Manufacturing Systems
COURSE CODE	04MB0347
COURSE CREDITS	3

COURSE OUTCOMES:

- Understand facility, capacity, and layout planning.
- Apply the concepts of production planning and control.
- Analyze the production planning and control.
- Evaluate the inventory planning and control.
- Critically examine demand forecasting and project management

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Facility planning - factors affecting selection of plant location, plant design, plant layout, criteria for good layout. Capacity planning- analysis of designed capacity, installed capacity, commissioned capacity, utilized capacity, factors affecting productivity. Facility layout planning – Assignment model, load distance analysis, closeness ratings.
II	Steps in PPC process mapping, preparation of process mapping and feedback control for effective monitoring. Aggregate production planning, production planning strategies, Disaggregating the aggregate plan, Materials Requirement Planning (MRP), MRP-II, Supply chain management, Operation scheduling, prioritization.
III	EOQ models- with and without shortages, price breaks, effect of quantity discount – selective inventory control techniques – ABC, FSN, VED etc. Types of inventory control – Perpetual, two-bin and periodic inventory system – JIT.
IV	Demand forecasting – Quantitative and qualitative techniques, measurement of forecasting errors, numerical problems.
V	Project management – its role in functional areas of management, network diagrams, CPM and PERT techniques, crashing, resource levelling and resource smoothing.

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:
Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	S.N.Chary	Production and Operations management	SIE, TMH2007	3rd edition, 2007
T-02	R.Pannererselvam	Production and operations management	PHI, 2008.	2nd edition, 2008

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	James.B.Dilworth	Operations management-Design, planning and control for manufacturing and services	McGraw hill, Inc Management series 1992	1992
R-02	Melnyk.Denzler	Operations management-A value driven approach	Irwin McGraw-Hill 1996.	1996.
R-03	Lee.J.Krajewski, L.P.Ritzman,	Operations management – Process and value chains	PHI	8th edition, PHI, 2007.
R-04	R.B.Chase, N.J.Aquilano,	Operations management – for competitive advantage	SIE, TMH 2007	11th edition, 2007
R-05	Kanishka Bedi	Production and Operations management	Oxford higher Education 2007.	2nd edition, Oxford higher Education 2007.



PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Sourcing Management
COURSE CODE	04MB0348
COURSE CREDITS	3

COURSE OUTCOMES:

- Understand the process of how Sourcing works and its relationship with Production & Operations.
- Interpret the meaning of Sourcing.
- Integrate the in-depth knowledge of Sourcing Process, Vendor Selection.
- Assess the Global Trends in Sourcing.
- Devise the practices used in sourcing.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Understanding Sourcing as a Strategic Organizational Function -Evolution of purchasing, Purchasing, sourcing and vendor management as a key organizational function, purchasing objectives, Impact of strategic purchasing on profitability, Make or Buy Decisions, Types and methods of sourcing in retail; centralized vs decentralized, single sourcing vs multiple sourcing, day-to-day vs long range sourcing
II	The Sourcing Process -Market analysis and supplier research, Prime sources of supplier information, Request for Proposal, Fundamental steps of the buying process, terms and condition of purchase, Buying Documentation, Negotiation, Use of IT in sourcing, Global Tenders and E-Procurement, Reverse Auctions, Expanded role of global purchasing
III	Vendor Selection and Management -Vendor selection process, Evaluation of existing vendors, developing vendor performance measures, new vendor development process, working with suppliers to manage quality, JIT and TQM in sourcing, Key supplier account management, Vendor relationship development, Negotiation skills, Vendor monitoring, Promoting SME suppliers.
IV	Cross functional Approach to Sourcing - Overview of material management function and supply chain alignment, Role of purchasing in supporting inventory objectives, Goals of Inventory Control, hedging vs. Forward Buying, Risk management, managing price fluctuation and volatility in international finance, matching supply with customer demand, managing inward logistics, Transportation modes and warehousing.
V	Global Trends and Issues in Sourcing -Global Trade Barriers, Dealing with international suppliers, UNO and GATT conventions, Legal, socio-cultural issues in international buying, Environmental issues-Green Purchasing- Industry Best Practices, Measurement of sourcing performance, Benchmarking in Retail Purchasing.



Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Leenders, Johnson, Flynn and Fearon	Purchasing And Supply Management—,	Tata McGraw Hill	Latest
T-02	Burt, Dobler, Starling,	World Class Supply Management	Tata McGraw Hill	Latest

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Robert B. Handfield Larry C. Giunipero	Sourcing and Supply Chain Management	Cengage	2012
R-02	Robert Handfield	Supply Market Intelligence: A Managerial Handbook for Building Sourcing Strategies	Auerbach Publications	2006
R-03	Professor Olivier Briel	Strategic Sourcing Management: Structural and Operational Decision-making	Kogan Page	1 st , 2016



PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Sourcing Management
COURSE CODE	04MB0372
COURSE CREDITS	3

COURSE OUTCOMES:

- Understand the process of how Sourcing works and its relationship with Production & Operations.
- Interpret the meaning of Sourcing.
- Integrate the in-depth knowledge of Sourcing Process, Vendor Selection.
- Assess the Global Trends in Sourcing.
- Devise the practices used in sourcing.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Understanding Sourcing as a Strategic Organizational Function -Evolution of purchasing, Purchasing, sourcing and vendor management as a key organizational function, purchasing objectives, Impact of strategic purchasing on profitability, Make or Buy Decisions, Types and methods of sourcing in retail; centralized vs decentralized, single sourcing vs multiple sourcing, day-to-day vs long range sourcing
II	The Sourcing Process -Market analysis and supplier research, Prime sources of supplier information, Request for Proposal, Fundamental steps of the buying process, terms and condition of purchase, Buying Documentation, Negotiation, Use of IT in sourcing, Global Tenders and E-Procurement, Reverse Auctions, Expanded role of global purchasing
III	Vendor Selection and Management -Vendor selection process, Evaluation of existing vendors, developing vendor performance measures, new vendor development process, working with suppliers to manage quality, JIT and TQM in sourcing, Key supplier account management, Vendor relationship development, Negotiation skills, Vendor monitoring, Promoting SME suppliers.
IV	Cross functional Approach to Sourcing - Overview of material management function and supply chain alignment, Role of purchasing in supporting inventory objectives, Goals of Inventory Control, hedging vs. Forward Buying, Risk management, managing price fluctuation and volatility in international finance, matching supply with customer demand, managing inward logistics, Transportation modes and warehousing.
V	Global Trends and Issues in Sourcing -Global Trade Barriers, Dealing with international suppliers, UNO and GATT conventions, Legal, socio-cultural issues in international buying, Environmental issues-Green Purchasing- Industry Best Practices, Measurement of sourcing performance, Benchmarking in Retail Purchasing.

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:
Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Leenders, Johnson, Flynn and Fearon	Purchasing And Supply Management—,	Tata McGraw Hill	Latest
T-02	Burt, Dobler, Starling,	World Class Supply Management	Tata McGraw Hill	Latest

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Robert B. Handfield Larry C. Giunipero	Sourcing and Supply Chain Management	Cengage	2012
R-02	Robert Handfield	Supply Market Intelligence: A Managerial Handbook for Building Sourcing Strategies	Auerbach Publications	2006
R-03	Professor Olivier Bruel	Strategic Sourcing Management: Structural and Operational Decision-making	Kogan Page	1 st , 2016



PROGRAM	Master of Business Administration
SEMESTER	03
COURSE TITLE	Total Quality Management
COURSE CODE	04MB0373
COURSE CREDITS	03

COURSE OUTCOMES:

- Overview of quality and TQM and explain the salient contributions of Quality. General barriers in implementing TQM.
- Interpret the meaning of TQM concepts like customer Focus, Employee Focus and their involvement, continuous process improvement and Supplier Management.
- Explain the analytical skills required for investigating and analyzing quality management issues.
- Illustrate the in-depth knowledge on various tools and techniques of quality management.
- Review the ISO 14000 Principles and implementation of the same in Industries.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Introduction - Need for quality - Evolution of quality - Definitions of quality - Dimensions of product and service quality - Basic concepts of TQM
II	TQM Framework - Contributions of Deming,- Barriers to TQM - Quality statements - Customer focus - Customer orientation, Customer satisfaction, Customer complaints, and Customer retention - Costs of quality.
III	Continuous process improvement - PDCA cycle, 5S, Kaizen - Supplier partnership - Partnering, Supplier selection, Supplier Rating, TQM TOOLS & TECHNIQUES the seven traditional tools of quality- New management tools - Control Charts - Process Capability
IV	TPM - Concepts, improvement needs- Performance measures. QUALITY SYSTEMS: Need for ISO 9000 - ISO 9001-2008 Quality System - Elements, Documentation, Quality Auditing - QS 9000 - ISO 14000 - Concepts, Requirements and Benefits
V	TQM Principles- Leadership - Strategic quality planning, Quality Councils - Employee involvement - Motivation, Empowerment, Team and Teamwork, Quality circles Recognition and Reward, Performance appraisal



Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Er. V. Mohanavel Er. S. Suresh Kumar Er. T. Sathish Er. M. Balamurugan Er. G. Balamurugan	A text book on Total Quality Management	International research publication house	Latest edition
T-02	John s. oakland	Total Quality Management and Operational Excellence: Text with Cases	Taylor and francis	4 th edition
T-03	B. Jankiraman, R.K. Gopal	The total quality management: text and cases	PHI learning	Latest edition

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Paul James	Total quality management: an introductory text	Prentice Hall, 1996	Latest edition
R-02	Joel E. Ross	Total quality management	Taylor & Francis, 2017	3 rd edition



PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Physical Distribution and Transportation Management
COURSE CODE	04MB0349
COURSE CREDITS	3

COURSE OUTCOMES:

- Evaluate how Distribution contributes to managing Supply Chain network
- Understand the role Transportation in Logistics.
- Analyze the Importance of Information Technology in relation to Transportation Management.
- Apply various concepts of International Transportation in Industry
- Remember the Process of Planning of Distribution & Transportation.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Distribution Role of Distribution in Supply chain, Distribution channels – Functions, resources, Operations in Distribution, Designing Distribution network models - its features - advantages and disadvantages
II	Planning & Transportation Distribution network planning, Distribution network decisions, Distribution requirement planning (DRP)
III	International Transportation International transportation, Carrier, Freight and Fleet management, Transportation management systems-Administration, Rate negotiation, Trends in Transportation.
IV	Information Technology (IT) Usage of IT applications -E commerce – ITMS, Communication systems-Automatic vehicle location systems, Geographic information Systems.
V	Role of Transportation in Logistics and Business, Principle and Participants-Scope and relationship with other business functions, Modes of Transportation - Mode and Carrier selection, Routing and scheduling



Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Janat Shah	Supply Chain Management	Pearson Education India	2016
T-01	Raghuram and N. Rangaraj	Logistics and Supply chain Management - Leveraging Mathematical and Analytical Models: Cases and Concepts	Macmillan	2000

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	David Lowe	Lowe's Transport Manager's and Operator's Handbook	Prentice Hall of India	2019
R-02	Michael B Stroh	Practical Guide to Transportation and Logistics	Logistics Network	2006
R-03	Alan Rushton, John Oxley	Handbook of Logistics & Distribution Management	Kogan Page Publishers	2006



PROGRAM	Master of Business Administration
SEMESTER	03
COURSE TITLE	Material Management and Inventory Control
COURSE CODE	04MB0374
COURSE CREDITS	03

COURSE OUTCOMES:

- Have the depth knowledge of material requirement planning-methods
- Implement methods like EOQ, POQ in Industries and Manufacturing Sector.
- Analyze the demands-supply gap and forecasting practices implementation.
- Understand the importance of warehousing & inventory control.
- Evaluate the store's operation and its importance in Industries.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Introduction to materials management –production planning system, master scheduling, material requirement planning-process, bills of material, using material requirements plan
II	Capacity management, purchasing, selecting suppliers, ordered quantity-EOQ, quantity discounts, period order quantity (POQ)
III	Physical distribution, Total quality management, production activity control, data requirements, order preparation
IV	Stock and inventories, models for known demand, just in time, models for uncertain demand-models for discrete demand, service level, periodic review methods, Planning and stocks- levels of planning, master and operational schedules, forecasting-methods,
V	Stores Management: Layout of stores and warehouse, material handling in stores, physical control of stocks : obsolete, surplus and scrap Management, accounting and record keeping of stores, classification, coding and codification systems,



Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	J. R. Tony Arnold, Stephen N. Chapman, Lloyd M. Clive	Introduction to materials Management	Pearson (prantice hall)	sixth edition
T-02	Donald waters	Inventory control and management	Wiley	Latest edition

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Datta A K	“Materials Management, Procedures, Text and Cases” by	PHI PUBLICATION	Latest edition
R-02	James H Greene	Production and Inventory Control Handbook	McGraw-Hill Education	3rd edition
R-03	Geoff Relph and Catherine Milner	Inventory management	Koganpage	Latest edition



PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Fundamentals of Logistics and Supply Chain Management
COURSE CODE	04MB0375
COURSE CREDITS	3

COURSE OUTCOMES:

- Understand the importance of Logistics and Supply chain management relative to an Organization
- Apply the techniques of supply chain management in the Industry
- Examining the concept of Bull Whip Effect in managing Inventories
- Integrating the concept of Outsourcing and its role in Supply Chain Management
- Reviewing the concept of forecasting supply chain management in the industry

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Logistics management: Introduction, Logistics system design, Demand planning, Multiple channel distribution, Multi-echelon system, Model development, Concept of warehousing, Methods of storage, Primary and secondary transportation, Logistics information system, Logistics costing
II	Concept and various issues involved, EOQ models, Buffer Stock, leave time reduction, reorder point, ABC analysis, SDE/VED analysis
III	Supply chain management: Overview, Supply chain basics, Decision phases in a supply chain, Planning and operations, Importance of supply chain process, Functional and organizational scope of SCM, Management of Demand and supply in SCM, Capacity, Inventory, market segments, Supply chain forecasting, Supply chain forecasting management performance (SCFMP). Collaborative planning, forecasting and replenishment (CPFR).
IV	Drivers of outsourcing: Procurement approaches to SCM, Operational, strategic and global outsourcing, Production supply chain model, Intrafirm production, Build to order production, Lean, JIT, Dispersed production Relevance and role of supply chain coordination
V	Bullwhip effect: Modeling the impact of information on inventories, Role of Marketing, sales and R&D in SCM, Information systems and technology in supply chain, E-Business models: B to B, B to C. Managing service



Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Sunil Chopra and Peter Menidl	Supply chain management- Strategy planning and operations	Prentice Hall	2001
T-02	Manish Govil and Jean Marie Prop	Supply chain design and management: Statistical and Tactical perspectives	Academic press	Latest

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Sridhar Tayur, Ram Ganeshan and Micheal Magazine	Quantitative models for supply chain management	Kluwer Academic publishers	Latest
R-02	Lambert, D.M., Stock J.R.	Fundamentals of Logistics management	Irwing McGraw Hill	1998
R-03	Blanchard, B.S.,	Logistics Engineering & management	Prentice Hall, New Jersey	1997



PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	EXIM Trade Documentation and Procedures
COURSE CODE	04MB0350
COURSE CREDITS	3

COURSE OUTCOMES:

- Examine how Government Policies works and how it is related to EXIM
- Identify how Export & Import works and how it can be applied in real world
- Gather in-depth knowledge of Documentation.
- Link of Incoterms & Practical Examples.
- Understand the Quality Control & Inspection related to the Import Export Process.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Regulatory Framework Governing Exports and Imports:- Laws governing India's export- import (general provisions), Foreign trade (Development and Regulation) Act, 1992, Foreign trade (Development and Regulation) Amendment Bill, 2010., DGFT, The Customs Act, GST Act · Export Inspection Council · Overview of Foreign Trade Policy (2015-2020) Legal basis and duration of FTP, Handbook of Procedures, E-IEC, General Provisions, EDI, Bonded Warehouses, Free exports, Objective of MEIS & SEIS, Towns of Export Excellence, Specific Input-Output Norms (SION)
II	International Trade Documents: - Aligned Documentation System (ADS), Proforma Invoice, Commercial Invoice, Packing List 9 18, Shipping Bill Certificate of Origin, Consular Invoice, Certificate of Origin vs. Consular Invoice Commercial Invoice vs. Consular Invoice ,

III	Export Procedure:- · Registration Procedure · Pre-shipment Procedure · Shipment Procedure · Post-shipment Procedure (Realization of Export Proceeds) · Excise Clearance for Exportable Goods / GST provisions Quality Control and Pre-shipment Inspection · Objectives of Quality Control and Pre-shipment Inspection
IV	Import Procedure: · Categories of Importers · Import License · Import of Samples · Import Contract · Pre-import Procedure · Legal Dimensions of Import Procedure · Retirement of Import Documents · Customs Clearance for Imported Goods · Warehousing of Imported Goods · Exchange Control Provisions for Imports · Import Risks · Import Duties · Valuation for Customs Duty · Import Incentives under Special Schemes · Import of Personal Baggage · Import of Gifts.
V	Methods of Quality Control and Pre-shipment Inspection · Procedure for Pre-shipment, Inspection · Procedure for Shipping and Customs Clearance · Registration-cum-Membership, Certificate (RCMC) · Role of Customs House Agents (CHAs), Mate's Receipt ,Bill of Lading ,Mate's Receipt vs. Bill of Lading ,Guaranteed Remittance (GR) Form ,Bill of Exchange , Airway Bill , Import Documents

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:
Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Nabhi's Board of Editors	How to Export	Nabhi Publications-New Delhi,	2019,
T-02	Mahajan	A Guide on Export Policy Procedure & Documentation	Snow White Publication Private Limited	13th Edition

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Sudhir Kochhar	Export Import Procedures and Documentation	Gullybaba Publishing House (P) Ltd	2012

R-02	Raj Kumar Sharma	Export Business – A beginner’s Guide	Notion Press	1st Edition, 2020
R-03	Jignesh Vidani	Export and Import Procedures	Educreation Publishing	2019



PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Customer Relationship Management
COURSE CODE	04MB0355
COURSE CREDITS	3

COURSE OUTCOMES:

- Avail the understanding of the concept of CRM and its importance in marketing functions.
- Gaining the conceptual & practical know-how of the system and tools used in contemporary CRM practices.
- Understand the CRM planning process and the scope of the same.
- Have a comprehensive idea about the various automation systems used in CRM.
- Aligning the CRM to the business strategy and plan as well as implement the CRM strategies.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs.	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	CRM concepts – Acquiring customers, – Customer loyalty and optimizing customer relationships – CRM defined – success factors, the three levels of Service/ Sales Profiling – Service Level Agreements (SLAs), creating and managing effective SLAs. case study
II	CRM in Marketing – One-to-one Relationship Marketing – Cross-Selling & Up-Selling – Customer Retention, Behaviour Prediction – Customer Profitability & Value Modeling, – Channel Optimization – Event-based marketing. – CRM and Customer Service – The Call Centre, Call Scripting – Customer Satisfaction Measurement. case study
III	SalesForce Automation – Sales Process, Activity, Contact- Lead, and Knowledge Management – Field Force Automation. – CRM links in e-Business – E-Commerce and Customer Relationships on the Internet – Enterprise Resource Planning (ERP), – Supply Chain Management (SCM), – Supplier Relationship Management (SRM), – Partner Relationship Management (PRM). case study
IV	Analytical CRM – Managing and sharing customer data – Customer information databases – Ethics and legalities of data use – Data Warehousing and Data Mining concepts – Data analysis – Market Basket Analysis (MBA), Clickstream Analysis, Personalization, and Collaborative Filtering. case study



V	CRM Implementation – Defining success factors – Preparing business plan requirements, justification, and processes. – Choosing CRM tools – Defining functionalities – Homegrown versus out-sourced approaches – Managing customer relationships – conflict, complacency, Resetting the CRM strategy. Selling CRM internally – CRM development Team – Scoping and prioritizing -Development and delivery – Measurement. case study
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Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Alokkumar Rai	CRM CONCEPT & CASES	Prentice Hall of India Private Limited	Latest
T-02	Francis Buttle, Stan Maklan	Customer Relationship Management: Concepts & Technology	Routledge	Latest

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Brand H Schmitt	CUSTOMER EXPERIENCE MANAGEMENT: A Revolutionary Approach To Connecting With Your Customers.	Jhon Willy & Sons	Edition is old but relevant



PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Project Management
COURSE CODE	04MB0351
COURSE CREDITS	3

COURSE OUTCOMES:

- Understand Project Management.
- Understand Monitoring and Controlling the Project
- Evaluating and Terminating the Project.
- Relate the importance of Project Management.
- Illustrate Strategic implications of Project Planning.
- Acquaintance with basics of Project management and execution.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Introduction to Project management: Introduction to Project Management, Need for Project Management, Organization: Structure and Culture, Strategic Management Process
II	Project Identification and Selection: Generation of Project Ideas, Defining the Project Scope, WBS, Phases of a project, Feasibility study, project selection.&
III	Project Planning and Implementation: Project Appraisal Method -Marketing, Technical, Environmental, Social, Estimation of project time and cost, Project Implementation-Managing Project Team & Effective Project Leadership.
IV	Project Controlling & Risk Management: Project Control Process, Tools -Project Network Construction (AOA and AON approach), Gantt Chart, CPM and PERT Techniques, (PERT & CPM: Theory and Examples), Crashing of the Project (Concept and Sums), Construction of Gantt Chart, Project Risk Management Process.
V	Project Closures: Project Audit, Project Termination, Project Closeout Reports



Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Gray, C. F., Larson, E.W., and Desai, G. V.	Project Management-The Managerial Process	McGraw Hill	2010
T-02	Samuel J. Mantel, Jr. , Jack R. Meredith, Scott M. Shafer, Margaret M. Sutton with M. R. Gopalan	1. Project Management	WILEY-INDIA	2012

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Chandra Prasanna	Projects – Planning analysis, Selection, Implementation and Review	Tata McGraw-Hill.	2014
R-02	Sitangshu Khatua	Project Management and Appraisal	Oxford	2008
R-03	Marr, B.	Need to Know Key Performance Indicators.	Pearson	2014

PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Creativity and Innovation
COURSE CODE	04MB0352
COURSE CREDITS	3

COURSE OUTCOMES:

- Recognize innate creative potential and its role in to enhance quality of individual / Business.
- Appreciate the role of courage in coming up with and implementing new ideas and approaches in entrepreneurial problem solving.
- Describe the creative and innovative processes and understanding the ways in which individuals/ firms interact with the society.
- Discuss practice of entrepreneurial thinking in a larger social context.
- Invent or experiment with a project that shows the students understanding of creativity and innovation to become more visionary.
- Apply frameworks and tools that will improve individual, team, and organizational creativity.
- Understand creativity and innovation in global context with a focus on the changing economy and entrepreneurial thinking.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Introduction Creativity - Recognize the own creativity, its potential ; Self- education and expansion - The importance and need for innovation. - Understanding and managing a human centered innovation methodology.
II	Investigation - Recognizing the importance of observation and empathy tools to understand real user needs. - Developing own observation guidelines and tools to gather information. Innovation – Types -Incremental and Radical Innovation - Factors that Favor Incremental Innovation, - Service Innovations - Innovations in Processes

III	Ideation <ul style="list-style-type: none"> - Creativity Tools and Techniques - Entrepreneurial Creativity - Characteristics of Creative Groups, Three Components of Individual Creativity - Time Pressure and Creativity - Steps for Increasing Creativity - Developing the ability to create in a collaborative and diverse team. - Designing multiples alternatives of solutions for the same problem.
IV	Prototyping Developing concepts and ideas through modeling and “Rapid Prototype “. <ul style="list-style-type: none"> - Communicating ideas through visual maps and three-dimensional representations. - Feedback from the users by testing the prototypes.
	Moving Innovation to Market <ul style="list-style-type: none"> - The Idea Funnel - Stage-Gate Systems - Extending Innovation through Platforms
V	Implementation <ul style="list-style-type: none"> - Controlling and combining multiple variables of a problem. - Detecting the key proposals and synthesizing them in a final solution - Identifying the appropriate specialists to develop the design. - Creating a system around the solution and developing a value proposition. - Designing an effective presentation of the offer. - Technology Management - Asset Protection through IPR

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:
Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Harvard Business Review Press	Managing Creativity and Innovation	Harvard Business Press	Latest Edition
T-02	Bettina von Stamm	Managing Innovation, Design and Creativity	John Wiley & Sons	Latest Edition
T-03	Vijaykumar Khurana	Management of Technology and Innovation	Ane Books Pvt. Ltd	Latest Edition

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	H. S. Fogler and S.E. LeBlanc	Strategies for Creative Problem Solving	Prentice Hall	Latest
R-02	E. Lumsdaine and M. Lumsdaine	Creative Problem Solving	McGraw Hill	Latest
R-03	E. Sickafus	Unified Structured Inventive Thinking	Ntelleck	Latest



PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Econometrics
COURSE CODE	04MB0353
COURSE CREDITS	3

COURSE OUTCOMES:

- Understand some useful tools for empirical economic models
- Develop a way of thinking in quantitative terms for economic analysis
- Estimate the economic models with econometric modeling software Developing critical thinking and the application of both logical and quantitative skills.
- Learn basic econometric techniques and their applications to business, economics, and finance
- Understand how to postulate and test hypotheses related to economic issues or problems.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I Introduction to Econometrics	Introduction to Econometrics and its application in business and economics, Methodology of Econometrics. Structure of Economic Data – Cross-sectional, Time series and Panel data. Introduction to Time series Econometrics - Stationary and non-stationary data, tests of stationarity, Data handling using Eviews – Raw data and log values and data differencing
II Modeling through Non-Stationary Time-series processes	transformation of non-stationary data to stationary data, Deterministic and stochastic trends, Integrated process and random walk, random walk with drift, Unit root and tests for unit root- Dickey-Fuller and Augmented Dickey Fuller tests, Phillips-Perron Test and KPSS test, Unit Roots and Structural Breaks, Unit roots in regression residuals and spurious regression, Cointegration and its testing using Engel-Granger method, Lead-lag and Long Run relationships, Characteristic Root, Rank and Cointegration, Testing for and estimating cointegrating systems using the Johansen method based on VARs, Vector Error Correction Models.

III Modeling through volatility clustering	Volatility-Meaning and measurement, Volatility clustering, Econometric models of volatility, Conditional heteroscedasticity in ARMA models, Estimation and Testing for ARCH and GARCH models for volatility clustering in economic time-series, multivariate regression models and conditional heteroscedasticity, Asymmetric GARCH models-GJR model and EGARCH.
IV Regression model using SPSS and STATA	Two variable regression model – assumptions – method of least squares – properties – BLUE – R-square – maximum likelihood method – testing of hypotheses using point and interval estimates – forecasting – solving problems using SPSS and STATA. General linear model (matrix approach) – specification – OLS estimators – testing significance of individual and overall regression coefficients – restricted least squares – structural regression models – dummy variables – problems and application using STATA.
Unit V Relaxing the Assumptions of the Classical Model	Violation of classical assumptions – Nature and estimation of multicollinearity; Heteroscedasticity – problems – causes – consequences, the method of Generalised least Squares (GLS) – remedial measures Autocorrelation – OLS Estimation in the presence of autocorrelation, OLS versus FGLS and HAC

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	DamodarN. Gujarati and Sangeetha	Basic Econometrics	McGraw Hill Education	6th Edition Special Indian Edition
T-02	J. Johnston	Econometric Methods,	McGraw Hill Education	4th Edition
T-03	Brooks, C.	Introductory Econometrics for Finance	Cambridge University Press,	3rd Edition

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Hamilton, J. D.	Time Series Analysis,	Princeton University Press, 1994	2 nd Edition
R-02	Baltagi, Badi.	Econometric Analysis of Panel Data,	Wiley Publication	5th Edition
R-03	Shankar Kumar Bhaumik	Principles of Econometrics: A Modern approach using Eviews	Oxford Publication	Latest Edition



PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Value chain Management
COURSE CODE	04MB0356
COURSE CREDITS	3

COURSE OUTCOMES:

- Understand the different customers value and measuring inputs and outputs to assess value
- Analyze and maximize value in accounting, operations, and marketing.
- Generate value for customers and greater surplus for organizations.
- Synthesize information to make decisions for organizational initiatives.
- Apply analytical techniques for tactical operations and process improvement decisions.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Module 1: Managerial accounting: Managerial accounting and its importance, financial perspective of accounting for costs, Problems associated with financial accounting information and internal decision making, Organize cost information, Apply activity-based costing (ABC) and recognize the influence of setting and decision characteristics on the relevance of ABC systems, cost-volume-profit (CVP) analysis, Apply CVP analysis in a variety of scenarios.
II	Module 2: Managerial Accounting- The role of managerial accounting information in common business decisions, Differentiating relevant and irrelevant information, Avoid common pitfalls in business decisions, master budget and its key components, the iterative and interrelated nature of budgeting, Capital investments via a variety of measures, how upper management uses variance analysis, Calculate, interpret, and investigate variances, decentralization and its advantages and disadvantages, Compute and interpret financial performance measures, the role of non-financial measures and strategic performance measurement systems, issues associated with performance measurement and incentives, the nature and role of subjective performance evaluation

III	Module 3: Operation Management- Analysis and Improvement Methods in operation Management, The role of operations management, principles to operations management frameworks and techniques, information to make strategic operations decisions, Evaluating processes on different dimensions, analytical techniques for tactical operations decision
IV	Module 4: Operations Management- Strategy and Quality Management for the Digital Age, the roles of process improvement, principles to frameworks and techniques used for process improvement, Information to make decisions for organizational initiatives and process improvement, Apply analytical techniques for tactical decisions in a process improvement project.
V	Module 5: Marketing Management - Define marketing, how marketing creates value, Elements of the marketing mix, Role of each element in creating value, Different analytical frameworks to examine to solve business problems, Brand extensions and how it can be evaluated, Developing a marketing Plan & proposal, Different pricing models, Use of different channels of distribution by existing businesses, Critique advertising execution, Create a persuasive advertising piece.

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Adam & Ebert	Production and operation Management	E-book (amazon)	latest
T-02	William Stevenson	Operation Management	E-book (amazon)	Latest
T-03	Saxena & vashist	Advanced cost & Management accounting	Sultan & Chand	4 th edition
T-04	Inamdar S.M (satish. Inamdar)	Cost & Management accounting	Everest publishing house	14 th edition

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Christopher Lovelock	Service marketing	Pearson	Latest
R-02	Rampal & Gupta	Service marketing	Pearson	latest



PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Personal Financial Management
COURSE CODE	04MB0354
COURSE CREDITS	3

COURSE OUTCOMES:

- Acquainting themselves about essentials of finance and financial planning.
- Be aware of protecting the resources by varieties of Insurance.
- Evaluate the risk and return associated with different types of investments alternatives and construct an efficient portfolio.
- Meet the client's wealth creation needs through financial planning.
- Competent in retirement planning and estate planning.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Introduction of Financial Planning Personal Finance Basics and Time Value of Money, Financial aspects of Career Planning, Money management strategy, Financial Statements and Budgeting, Planning your Tax Strategy.
II	Insurance of your resources Property Insurance, Motor vehicle insurance, health disability and long term care insurance, Life insurance.
III	Investment Planning I Managing your Money, Managing your Credit, Investment Objectives, Investing fundamentals, investing in stocks, Investing in bonds.
IV	Investment Planning II Understanding of Mutual Funds, Investing in Mutual fund, Investing in real estate and other investment alternatives
V	Retirement Planning and Estate Planning Retirement needs analysis, Development of retirement plans, Various retirement schemes. Objectives of will and creating a valid will; Power of Attorney, Setting personal financial goals. Life cycle approach to financial planning.



Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Jack R. Kapoor, Les R. Dlabay, Robert J. Hughes	Personal Finance	McGraw Hill	12 th Edition, July 2020
T-02	Madura Jeff	Personal Finance	Pearson	6 th Edition, May 2016
T-03	Keown A J	Personal finance	Pearson	8 th Edition, 2019

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	V.K.Singhania	Taxman's direct taxes planning and management	Taxman	2021- professional edition
R-02	Prasanna Chandra	Investment Analysis and Portfolio Management	McGraw Hill	5 th Edition, March 2017



PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Emotional Intelligence
COURSE CODE	04MB0357
COURSE CREDITS	03

COURSE OUTCOMES:

- Understand the concept and significance of emotions
- Explain the ability to recognize and regulate the emotions
- Know how to use emotions to facilitate thought and behaviour that support high performance
- Analyse the competencies of Emotional Intelligence for personal and workplace effectiveness
- Gain Knowledge to measure and assess Emotional Intelligence

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs.	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENT:

Unit No.	Unit / Sub Unit
Unit: 1	INTRODUCTION: Emotions–Concept, Components of Emotion, Emotion Wheel, Emotions and Childhood, Emotional Developments, Emotional Maturity, Emotions and Enneagram, Rational Emotive Therapy, Role of Emotions, Emotions and Attitude
Unit: 2	CONCEPT OF EMOTIONAL INTELLIGENCE: Emotional Intelligence- Concept, History of Emotional Intelligence, Science of Emotional Intelligence, Emotional Quotient and Intelligence Quotient, Models of Emotional Intelligence, Strategies to improve Emotional Intelligence, Emotional Intelligence and Resilience
Unit: 3	COMPONENTS OF EMOTIONAL INTELLIGENCE: Self-awareness, Self-regulation, Self-motivation, Empathy, Social skills, Developing Emotional Intelligence, Interpersonal Management, Intrapersonal Management, Problem Solving, Conflict Management
Unit: 4	EMOTIONAL INTELLIGENCE AT WORKPLACE: Role of Emotional Intelligence at Workplace, Stress Tolerance, Anxiety Management, Social Competencies, Emotionally Intelligent-Leadership, Emotionally Intelligence-Job Performance, Emotional Intelligence-Teamwork, Emotional Labour

Unit:	MEASURING EI AND IMPACT OF EI:
5	Bar-On Emotional Quotient Inventory, Mayer-Salovey-Caruso Emotional Intelligence Test, The Work Group Emotional Intelligence Profile, Emotional Intelligence-Personality, Impact of Emotional Intelligence on Behaviour, Behavioural Emotional Quotient, Emotional Intelligence-Relationships

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

TEXT BOOKS

Sr. No	Author/s	Name of the Book	Publisher	Edition and year of publication
T-01	Dr. Dalip Singh	Emotional Intelligence	Sage Publication	4 th -2015
T-02	Daniel Goleman	Working with Emotional Intelligence	Bantam Doubleday Dell Publishing Group	2000
T-03	Liz Wilson, Stephen Neale & Lisa Spencer-Arnell	Emotional Intelligence Coaching	Kogan Page India Private Limited	2012

REFERENCE BOOKS:

Sr. No	Author/s	Name of the book	Publisher	Edition and year of publication
R-01	Daniel Goleman	Emotional Intelligence - Why it can Matter More than IQ	Bantam Doubleday Dell Publishing Group	1996
R-02	Gupta S.K.	Guidance and Counselling in Indian Education	New Delhi: NCERT	1980
R-03	Jean Greaves and Travis Bradberry	Emotional Intelligence 2.0	Talent Smart	2009
R-04	David R. Caruso and Peter Salovey	The Emotionally Intelligent Manager: How to Develop and Use the Four Key Emotional Skills of Leadership	Jossey-Bass	1 st - 2004



PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Managerial Psychology
COURSE CODE	04MB0359
COURSE CREDITS	03

COURSE OUTCOMES:

- ❖ Interpret the concepts, motivation, attitudes, and values on human thinking.
- ❖ Analyze how a person can try to change the behavior of another.
- ❖ Apply appropriate measures to improve uses of groups in modern organizations.
- ❖ Interpret the role of organizational leadership, culture, and structure.
- ❖ Elaborate relationship between contemporary organizations and their environments.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	People one at a time: The Individual in the organization Motivation, reinforcement and cognition, development of individuality, Human feelings and the manager, reasoning, attitudes, beliefs and values, managerial styles of thinking, dilemmas of the evaluation process.
II	People two at a time: Communicating, influencing, challenging Communicating, influencing others, authority, power tactics, Manipulation, collaborative models, efforts to influence human productivity.
III	People in threes to twenties: Efficiency and influence in groups Group decisions, group process, group pressure and the individual, conflict and competition among groups, communication nets in groups and organizations, designing organizations around small groups.
IV	People in hundreds and thousands: Managing the whole organization Managing process, volatile organization, from scientific management to organizational culture, organizational missions and strategies, managing people in large numbers, Organizational structure.
V	Organizations and environments: Managing in a turbulent world Changing organizational environment, organizations in intrusive environments, Managing our environments.

SUGGESTED READINGS:**Text Books:**

Sr.No	Author/s	Name of the Book	Publisher	Edition & Year of Publication
T-01	Harold J. Leavitt, Homa Bahrami	Managerial Psychology Managing Behavior in Organizations	University of Chicago Press	5 th edition
T-02	Ricky W. Griffin, Jean M. Phillips, Stanley M. Gully	Organizational Behavior: Managing People and Organizations	Cengage Learning	13 th edition

Reference Books:

Sr.No	Author/s	Name of the Book	Publisher	Edition / Year of Publication
R-01	Robert B Cialdini	Influence: Science and Practice: The Comic	Pearson	5 th edition
R-02	Rick D. Johnson	Handbook of Research on Multidisciplinary Perspectives on Managerial and Leadership Psychology	IGI GLOBAL	1 st edition
R-03	Robert R. Spillane, John Martin	Personality and Performance Foundations for Managerial Psychology	UNSW Press	1 st edition, 2005



PROGRAM	Master of Business Administration
SEMESTER	4
COURSE TITLE	Psychometric Testing
COURSE CODE	04MB0358
COURSE CREDITS	3

COURSE OUTCOMES:

- ❖ Develop understanding about the basics of measurement theory.
- ❖ Apply theoretical background for supplementing the understanding of psychological assessment.
- ❖ Develop capacity for critical judgment of the adequacy of measures purported to assess behavior in the role of theory development.
- ❖ Interpret test profiles and explore patterns in interpretation from several tests.
- ❖ Develop a perspective about the intricacies and ethics of use of psychological tests.
- ❖ Create scales or use established scales for measuring constructs.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Subunit
I	<p>Basics of Measurement Theory- Measurement in Science, Definition and Meaning of Measurement, Theories of Measurement: Campbell's Theory, Steven's Contribution, Types of Measurement Scale: Nominal, Ordinal, Interval, Ratio, Attributes of Measuring Instruments, Application of Measurement Theory to Educational and Psychological Research,</p> <p>Problems in Psychological Measurement Errors in Measurement- What are Errors of Measurement, Sources/Types of Error</p> <p>Speed Test versus Power Test – Speed Test, Power Test, Types and Errors and Speed and Power Tests, Effect of Unattempted Items on Errors of Measurement</p> <p>Criterion for Parallel Tests – Equality of Means, Variances and Covariances, Calculation of Lmvc, Interpretation of Lmvc, Equality of Variances and Covariances, Calculation of Lvc, Interpretation of Lvc, Equality of Means, Interpretation of Lm, Use of Parallel Tests to Calculate Test Reliability</p>
II	<p>Introduction to Psychological Testing – Psychological Tests: What are They? Nature and Characteristics of Psychological Tests, History of Psychological Testing, Types of Psychological Tests</p> <p>Test Construction – Test Construction and Standardization, Steps Involved in Test Construction</p> <p>Item Analysis – Introduction: Item Analysis, Item Discrimination, Item Difficulty, Item Validity: Biserial Correlation Method and Point-Biserial Correlation, Role of Item Characteristics Curve in Predicting the Test Scores</p>

	<p>Scoring of Tests and Problems of Scoring – Scoring of Tests, Problems of Scoring: Time Scoring Problems, Response Prejudice/Bias, Scoring of Rank-Ordered Items, Importance of scoring in psychological testing</p>
III	<p>Reliability – What is Reliability? Methods of Calculating Reliability: (i) Test-Retest (ii) Parallel Form (iii) Split-Half (iv) Method of Rational Equivalence (v) Cronbach Alpha, Factors Affecting Reliability, Types of Reliability Used in Some Psychological Tests, Importance of Reliability in Psychological Testing</p> <p>Validity – What is Validity? Methods for Calculating Validity, Factors Affecting Validity, Using Validity Information to Make Prediction, Relationship between Reliability and Validity</p> <p>Norms – The Concept of Norms: Definition and Nature, Types and Methods of Calculating Norms, Difference between Norms and Standards, Types of Norms Used by Some Psychological Tests</p>
IV	<p>Applications of Psychological Testing in Educational Setting - Psychological Testing in the Field of Education, Two Practical Demonstrations with Scores, and Interpretation: Career Interest Inventory and Standard Progressive Matrices (SPM), Directory of Major Tests Used in the Educational Field: Foreign Test and Indian Tests</p> <p>Applications of Psychological Testing in Counselling and Guidance - Psychological Testing for Better Health, Adjustment and Counselling. Two Practical Demonstrations of Tests with Scores and Interpretation: Dimensions of Temperament Scale (DTS) and Family Environment Scale (FES)</p> <p>Applications of Psychological Testing in Organisational Setting - Two Practical Demonstrations with Scores and Interpretations: Myres-Briggs Type Indicator (MBTI) and Emotional Quotient (EQ) Test</p>
V	<p>Ethical Issues in Psychological Testing – Ethical Considerations in Psychological Testing, Specific Principles for Psychological Testing: America Psychological Association (APA) Guidelines, Moral and Legal Standards, Inter-Professional Relation, Responsibility Towards Organisations, Promotional Activities</p> <p>Basics of Factor Analysis - Factor Analysis: Introduction, Relationship between Correlation Coefficient and Factor Loadings, Communality, Specificity, Uniqueness, R-Type and Q-Type Factor Analyses, Merits of Factor Analysis, Major Limitations of Factor Analysis, When to Factor Analyse?</p> <p>Extraction of Factors by Centroid Method - The Purpose of Factor Extraction, The Centroid Method of factor extraction, Finding the number of Factors to be extracted: Fruckter Formula, Eigen Value Index and Residual Correlation Matrix, Rotation of the Reference Axis: Oblique Rotation and Scree Test, Interpretation of Factors.</p> <p>Applications of Factor Analysis - Applications of Factor Analysis to Various Fields, Theory Development, Test Development, Vocational Psychology, Personnel Selection and Job Performance, Clinical Psychology, Experimental Psychology, A Factor Analytic Study of the Dimensions of Temperament, A Factor Analytic Study of Socio-Economic Status, Frustration and Anxiety</p>

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:**Textbooks:**

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Narender Kumar Chadha	Applied Psychometry	SAGE Publications India Pvt Ltd	2009
T-02	Anne Anastasi and Susana Urbina	Psychological Testing	Pearson	1997, 7 th Edition
T-03	Paul Kline	The New Psychometrics: Science, Psychology and Measurement	Routledge	2000

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Udai Pareek and Surabhi Purohit	Training Instruments in HRD and OD	SAGE Publications Pvt. Ltd	2018, 4th Edition
R-02	D.M. Pestonjee	Third Handbook of Psychological and Social Instruments (In 2 Volumes)	Concept Publishing Company Pvt. Ltd.	1997



PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	GOODS AND SERVICE TAX
COURSE CODE	04MB0361
COURSE CREDITS	02

COURSE OUTCOMES:

- ❖ Understand basics of GST and the concept of Supply in GST
- ❖ Analyse provisions of Input Tax Credit in GST
- ❖ Evaluate provisions concerning various GST returns to be filed by GST Dealer and Modes of Payment of GST

Delivery of Course and Examination Scheme							
No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
6	12	10	10	22	30	70	0

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	INTRODUCTION TO GST AND SUPPLY Basics of Indirect Taxation – Difference between Direct Taxes and Indirect Taxes- GST charge and applicability – Advantages and limitations of GST – Concept of Supply and various types of supply under GST
II	INPUT TAX CREDIT Meaning of Input Tax Credit -Eligibility for taking Input Tax Credit – Conditions attached with availing and utilizing Input Tax Credit – Overview of blocked credit
III	REGISTRATION AND RETURN FILINGS UNDER GST -Persons required to take Registration under GST – Explanation of GST Portal – Process and Time Limit of taking Registration - Various returns under GST- Frequency of Returns – Overview of Payment of GST

NOTE:- Provisions of the GST Act as amended from time to time shall be the part of syllabus

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

Text Books:

Sr.No	Author/s	Name of the Book	Publisher	Edition & Year of Publication
T-01	V.S DATEY	GST Law And Practice	Taxman	Latest

Reference Books:

Sr.No	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R-01	Dr Yogendra Bangar, Dr. Vandana Bangar	Bangar's comprehensive guide to Taxation	Aadhya Prakashan	Latest
R-02	CA Raj K Agrawal	GST (CA Intermediate)	Taxmann	Latest



PROGRAM	Master of Business Administration
SEMESTER	3
TITLE OF THE SUBJECT	Advanced Corporate Communication
COURSE CODE	04MB0362
CREDITS	2

Course Outcomes:

- ❖ Develop oral and written skills required in the corporate world.
- ❖ Learn language functions required for interactions at a workplace.
- ❖ Make an effective oral presentation on a topic.

Delivery of Course and Examination Scheme							
No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
6	12	10	10	22	30	70	0

Course Contents:

UNIT	TOPIC
1 Communication Verbal & Non-Verbal	Elements of Communication <ul style="list-style-type: none"> - Introduction - Face-to-Face communication - Tone of Voice - Body Language - Verbal Communication
	Interpersonal Communication Functions: <ul style="list-style-type: none"> - Accepting and declining the invitation - Making requests - Giving suggestions
	Telephone Skills <ul style="list-style-type: none"> - Making business calls - Short talks over the calls - Active Listening Skills
	Written Discourse <ul style="list-style-type: none"> - Introduction to Basic Writing - Styles of writing - Significance of Writing - Do's and Don'ts of good writing

<p style="text-align: center;">2</p> <p>Business Correspondence</p>	<p>Article Writing</p> <ul style="list-style-type: none"> - What is an article? - Essential elements of Article Writing. - Format - Practice
	<p>Report Writing</p> <ul style="list-style-type: none"> - What is a Report? - Essential elements of Report Writing - Kinds of reports <ul style="list-style-type: none"> a. Report for a Meeting b. Report for a Newspaper c. Report for a Magazine - Format - Practice
	<p>Email Writing</p> <ul style="list-style-type: none"> - Elements of a formal email - Cohesive devices to used in writing formal email - Format - Kinds of emails - Practice
	<p>Writing formal Letters</p> <ul style="list-style-type: none"> - Types of letters <ul style="list-style-type: none"> a. Circulars b. Promotional Content c. Sales - Format - Practice
<p style="text-align: center;">3</p> <p>Presentation Skills</p>	<p>Spoken Discourse</p> <ul style="list-style-type: none"> - Introduction to Basic speaking - Styles of speaking - Significance of speaking - Do's and Don'ts of good speech
	<p>Using Powerpoint</p> <ul style="list-style-type: none"> - Preparing effective slides - Using images, graphs and charts etc., - Delivering an effective presentation - Do's and Don'ts of Power Point

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Dr.J.Jethwaney	Corporate Communication: Principles & Practices	OXFORD Higher education	2016
T-02	Klement Podnar	Corporate Communication: Marketing Viewpoint	Taylor & Francis Ltd	2019

PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Foreign Language - French
COURSE CODE	04MB0363
COURSE CREDITS	2

COURSE OUTCOMES:

- ❖ Develop a beginner level proficiency in the language
- ❖ Be in a position to initiate conversation in French
- ❖ Express the views using simple sentence structure
- ❖ Be familiar with common French nuances, vocabulary, and expressions
- ❖ Participate in culture exchange programs
- ❖ Explore options in French speaking countries for higher studies or for immigration
- ❖ Understand French tradition and culture
- ❖ Develop self-learning practices

Delivery of Course and Examination Scheme							
No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
6	12	10	10	22	30	70	0

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	<ul style="list-style-type: none"> ● Greetings and Salutations ● Colors ● Numbers ● Introduction ● 1st Group verbs : Manger, aimer, parler, écouter, adorer etc.
II	<ul style="list-style-type: none"> ● Sentence formation (grammar) ● Ce/Cet/Ces/Cette (grammar) ● De/de la/du/des (grammar) ● Quelques objets ● Negation
III	<ul style="list-style-type: none"> ● Passe compose (Etre and Avoir) ● Passe recent (Venir) ● Futur proche (Aller) ● Questions using (Est-ce-que and que-est-que)

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:**Text Books:**

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Marie-Noelle Cocton	Saison 1	Didier; Methode de Francais	Latest
T-02	J. Girardet, J. Pecheur	Echo	Method of French	Latest

Reference Book:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Mahitha Rajit and Monica Singh	Apprenons le francais : 3	New Saraswati House	Latest



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CENTRE FOR DISTANCE AND ONLINE EDUCATION

MASTER OF BUSINESS ADMINISTRATION

(Online)

SEM IV

SYLLABI





PROGRAM	Master of Business Administration
SEMESTER	4
COURSE TITLE	Business Ethics & Corporate Governance
COURSE CODE	04MB0401
COURSE CREDITS	3

Learning Outcomes: This course aims,

- * To demonstrate an enhanced appreciation for the relevance and practical application of ethics in the role of management.
- * Critically evaluate the different ways in which people may respond to ethical issues at work and what may influence such responses.
- * To develop accountability towards business and community through understanding of principles and importance of corporate governance.
- * Critically evaluate the theory of corporate governance and apply these theories in analyzing corporate structures, board composition and how boards of directors conduct their affairs.
- * To appreciate how the ethical and business values of different countries and societies differ.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Introduction to Business Ethics: Meaning, Nature and Sources, Features of Unfair Business Practices, Ethical Theories, Values: Meaning, Types, Teaching from Scriptures like Gita, Quran, Bible w.r.t. Indian Value Systems in Business.
II	Institutionalization of Business Ethics: Ethical dilemma, Ethical Leadership, Ethical Decision-making, Ethical Dilemmas in Organization, Ethics of Whistle Blowing, Creative Accounting, Insider Trading, Social Responsibility of Business, Ethics in Functional Area - Marketing, Finance, Human Resource, and Information Technology
III	Introduction to Corporate Governance (Framework in India): Meaning, Principles, Significance, Dimensions of CG, benefits of CG, issues in CG, Reasons for corporate Governance Failure, Certain new initiatives in Governance, Corporate Governance Reports of Narayana Murthy Committee, Clause 49 and role of SEBI, Naresh Chandra, Ganguly Committee by RBI
IV	Internal Control System: Board Structure, Various Board Committees (remuneration committee, nomination committee, CSR committee, Stake Holder committee, Audit committee), Role, and responsibilities of Independent director, Corporate governance rating. Training of Board Member
V	Corporate Governance in Globalized Economy (International Perspective): Introduction- Corporate Governance in Globalized Economy, Corporate Governance in Family-owned Business, International

Corporate Governance Committee and Acts, Cadbury Committee, OECD Principles, Sarbanes Oxley Act of 2002,
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Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year of Publication
T-01	A. C. Fernando	Business Ethics and Corporate Governance	Pearson	2 nd edition, 2012
T-02	S K Mandal	Ethics in Business and Corporate Governance	Tata McGraw Hill	2 nd edition, 2012

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R-01	Murthy C.S.V.	Business Ethics and Corporate Governance	Himalaya Publishing	1 st edition, 2017
R-02	Daniel Albuquerque	Business Ethics: Principles and practice	Oxford Uni. Press	2010
R-03	Ferrell, Fraedrich, Ferrell	Business Ethics	Cengage Learning	11 th edition, 2017
R-04	Rupani Riya	Business Ethics and Corporate Governance	Himalaya Publishing	4 th edition, 2015

PROGRAM	Master of Business Administration
SEMESTER	4
COURSE TITLE	Management Information System
COURSE CODE	04MB0402
COURSE CREDITS	03

COURSE OUTCOMES:

- ❖ Understand the role of Management Information Systems in achieving competitive business advantage through informed decision-making.
- ❖ Analyse how information technology impacts a firm in terms of value creation and bring about strategic advantage for a firm.
- ❖ Gain consciousness about the ethical responsibilities while dealing with information.
- ❖ Develop the ability to make meaningful decisions aimed at acquisition, development, deployment and management of information systems.
- ❖ To explain the contemporary issues related to emerging technologies and

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	<p>Organization and Information Systems: The Organization: · Structure, Managers and activities. · The level of people and types of decisions and their information needs. · Changing the Environment and its impact on Business - IT/IS and its influence.</p> <p>Information Systems: · Data, information and its attributes. · Information Systems – meaning, functions and dimensions and needs. · Categorization of Organizational Information Systems – hierarchical and functional perspective. Strategic business use of IS: · Interdependence between organization and IS · IS strategies for competitive advantage using Porter’s Five Forces Model and Value Chain Mode</p>
II	<p>Types of Information systems - I: Meaning, functions and applications of: - Transaction Processing Systems - Management Information Systems - Decision Support Systems - Executive Support / Information Systems o Digital Dashboards o Artificial Intelligence and Machine Learning - Expert Systems</p>
III	<p>Types of Information systems - II: Meaning, functions and applications: - Functional system: o Financial o Human Resource o Marketing o Production and Operations.</p>
IV	<p>Ethical Issues pertaining to IS: · Ethical responsibilities of business professionals · Computer crime – hacking & cracking, cyber theft, unauthorized use at work, software piracy, theft of intellectual property, viruses & worms, adware and spyware.</p>
V	<p>Information Security: · First line of defense – People / employees · Second line of defense – Technology for authorization, prevention, detection and response.</p> <p>Contemporary/ emerging technologies: · Cloud and mobile computing · E-commerce, m-commerce · Internet of Things</p> <p>Enterprise Systems: Business Process integration: ERP o Supply chain management systems o CRM o Business Intelligence</p>

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:**Text Books:**

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T1	Kenneth Laudon, Jane Laudo	Essentials of Management Information Systems	PHI	10th
T2	EfraimTurban, Dorothy Leidner, Ephraim McLean and James Wetherbe	Information Technology for Management: Transforming Organizations in Digital Economy	Wiley	2010

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	W.S. Jawadekar	Management Information systems	Tata McGraw Hill	2012
R-02	James A O'Brien, George M Marakas, Ramesh Behl	Management Information Systems	TMH	2016
R-03	Raymond McLeod and George P. Schel	Management Information systems	Pearson	10th

PROGRAM	Master of Business Administration
SEMESTER	4
COURSE TITLE	Corporate Restructuring and Valuation
COURSE CODE	04MB0403
COURSE CREDITS	3

COURSE OUTCOMES:

- ❖ Understand the various forms of corporate restructuring.
- ❖ Evaluate the value of firms undergoing corporate restructuring.
- ❖ Estimate value of synergies for valuing firms at the time of corporate restructuring.
- ❖ Equip with accounting and tax aspects of M & A.
- ❖ Analyze and develop a leader's approach in implementing and integrating the strategies of Merger and acquisition.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs.	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Basics of corporate restructuring Corporate restructuring: Meaning, Reasons for corporate restructuring, Barriers to Restructuring, Forms of corporate restructuring Mergers and acquisitions: Meaning, Various concepts, Theories of M&A, reverse mergers Strategic alliances: Meaning, reasons Take Over: Meaning, techniques for takeover, defense tactics of takeover
II	Forms of corporate restructuring Demergers: Meaning, Split off, Spin off, Slum sale, Equity carve-out Employee stock option plan: Meaning, Conditions/features, SEBI guidelines for ESOP Going private and Leverage buyout : Concept, Types of Leverage Buyouts Share buyback: Meaning, SEBI guidelines Cross border mergers and acquisitions: Concept, Benefits of Cross Border Acquisitions, Difficulties in Cross Border Acquisition Due Diligence: Concept, Types of Due Diligence Sources of fund for M & A
III	Accounting and taxation of Mergers and Acquisitions (Theory and examples) standard 14, Methods of accounting, balance sheet restructuring after M & A of Income Tax Act Accounting Provisions
IV	Valuation of business: (Theory and examples) Based Valuation Book Value basis, Market value basis, liquidation value basis Based Valuation: Equity Valuation and Firm Valuation covering Stable growth and two stage growth (FCFE and FCFF models), Dividend Yield Method, Capitalization Method Asset Net Asset Method: Income
V	Recent trends in Mergers and Acquisitions , Contemporary issues in M& A

	Practical learning through real Indian cases: Corus by TATA, Demergers of L&T and Ultratech, Demerger of RTL and RITL, Acquisition of Kotak by ING Vysya bank, Consolidation Dena bank/ Vijya Bank and Bank of Baroda, Acquisitions of Jaguar and Land rover by TATA	Acquisition of
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Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Prasad G. Godbole	Mergers, Acquisitions and Corporate Restructuring	Oxford	Second edition -2013
T-02	Rajinder S. Aurora, Kavita Shetty, Sharad Kale	Mergers and Acquisitions	Vikas Publication	Second Edition - 2012
T-03	Aswath Damodaran	Damodaran on Valuation	Wiley publication	Second edition - 2014

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Prasanna Chandra	Financial Management: Theory and Practice	McGraw Hill	10th edition -2019
R-02	Pradip Kumar Sinha	Mergers, Acquisitions and Corporate Restructuring	Himalaya	First edition - 2016
R-03	Prasanna Chandra	Corporate Valuation: A Guide for Analysts - Managers and Investors	McGraw Hill	First Edition - 2014

PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Financial Modeling and Analytics
COURSE CODE	04MB0404
COURSE CREDITS	3

COURSE OUTCOMES:

- ❖ To understand Financial Modeling and use of MS Excel in Financial Modeling
- ❖ To analyze performance of a firm in terms of Profit and loss, Balance sheet and Cash flow Analysis
- ❖ To Develop an integrated knowledge of Forecasting Model of Financial statement
- ❖ To develop and design the model for analysis of securities
- ❖ To Develop knowledge of Investment Analysis

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs.	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Introduction to Financial Modeling : What is Financial Model, Excel as Modeling tool, Independent and Dependent Variable, Steps in Creating Model – Define and Structure Problem, Define Variable, User of the Model, Design, Spreadsheet, Test the model, Protect and Documentation of Model, Update Model, Overview of Financial Modeling Using Excel -overview on Basic and Advanced Functions(Relative Cell reference, Creating Name for Cell and Range, Data Table, Scenario Manager, Goal Seek, Logical Functions, Data Validation, Conditional Formatting, Solver, Pivot table), Financial Functions – Annuity, PV, FV, PMT, NPER, RATE, IPMT, PPMT, TVM Functions,
II	Analyzing Performance and Cash flow Analysis - Profit and loss, Balance sheet, Key ratios – Du Pont ratios (core ratios), Profitability, Operating efficiency, Leverage, liquidity and capital structure, Coverage on interest, Trend analysis, Sustainability Cash flow - Deriving cash flow – NOCF, free cash flow, Cover ratios
III	Forecasting Model and Forecast Financials - Linear regression and Multiple Regression, Trend lines, Trend lines for analysis, Data smoothing – Simple Moving Average and Exponential Moving Average, Forecast financials Key drivers - Deriving financial statements Analysis
IV	Portfolio Analysis and Bonds Pricing -Review Of Theory And Concept, Model 1: Calculating Total Returns, Model 2: Comparing Returns On Several Assets, Model 3: Comparing Nominal And Real Growth Of Investment, Model 4: Comparing Rolling Period Returns, Simulating Stock Prices : Model 1: Estimating A Stock's Volatility, Model 2: Simulating Stock Prices, Model 3: Lognormal Distribution Of Stock Prices, Bonds Pricing- Yield measures - Yield to maturity, Duration, Sensitivity Chart and modified duration
V	Investment analysis Investment model revisited, Payback and discounted payback, Accounting Return, Net present value, Fisher Formula, Internal rate of return, Benefit Cost Ratios, Management tests – cash flow etc., Scenarios, Sensitivity analysis and graphs, Capital rationing – Solver and Solver Chart

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:**Text Books:**

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	C. Sengupta	Financial Modeling Using Excel and VBA	John Wiley & Sons, Inc.	1st Edition, Year 2004
T-02	Alstair L. Day	Mastering Financial Modeling in Microsoft Excel: A Practitioner's Guide to Applied Corporate Finance	FT Publishing International	3rd Edition, Year - 2012

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Alistair L. Day	Mastering Risk Modeling: A Practical Guide to Modeling Uncertainty with Excel	Prentice Hall	Second Edition, 2008
R-02	Sengupta Chandan	Financial Analysis and Modeling	Wiley India Pvt. Ltd.	Second Edition, 2009



PROGRAM	Master of Business Administration
SEMESTER	4
COURSE TITLE	Rural Marketing
COURSE CODE	04MB0411
COURSE CREDITS	3

COURSE OUTCOMES:

- ❖ To make students understand rural economy and experiences of the industry and make them identify the rural marketing opportunities.
- ❖ To make students understand thoroughly the behaviour of rural consumers and process of identifying the right markets.
- ❖ To make students identify the right marketing mix for rural markets and will be able to prepare suitable strategies for the rural markets.
- ❖ To make students apply the right marketing strategies for the success of rural market.
- ❖ To make students able to predict the future for rural marketing.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	OVERVIEW OF RURAL MARKETS AND RURAL MARKETING Rural economy — size and nature, Rural marketing — definition and scope, Characteristics of Rural markets Taxonomy of Rural markets, Changing patterns, Attractiveness of Rural markets, problems and constraints in rural marketing
II	THE RURAL CONSUMER Classification of Rural consumers, classification and characteristics of rural consumers, Rural consumer behavior — decision process, brand loyalty, Innovation Adoption, Factors influencing rural consumer behavior, consumer buying process — opinion leadership process — rural shopping habits, growing consumerism - Concepts and process of Rural market Segmentation — bases, Targeting, Positioning
III	PRODUCT STRATEGY AND PRICING IN RURAL MARKETS Product Strategy — Scope and significance, Product mix decisions, Product personality, Rural Branding, Product Life Cycle Rural Pricing — Pricing in Rural Markets, Objectives, policies and Strategies,
IV	PROMOTION AND DISTRIBUTION IN RURAL MARKETS Promotion — Role of Media in rural market, Conventional Media, Rural communication mix, Media and Creative Strategies, Personal selling — Role and management of rural sales force Rural Distribution —Type of Channels, Distribution Strategies, Promotion

V	FUTURE OF RURAL MARKETS <ul style="list-style-type: none"> ● Role of Government and NGO ● Role of ICT Tools ● Innovations and Opportunities ● Case study Discussion
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Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Pradeep Kashyap, Siddhartha Raut	The Rural Marketing Book	Dreamtech Press, 2005	Revised
T-02	Balram Dogra	Rural Marketing	Tata McGraw-Hill Education, 2010	Revised
T-03	C.S.G. Krishnamacharyulu	Rural Marketing: Text and Cases	Pearson Education India, 2011	Revised

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Gopaldaswamy T P	Rural Marketing	Vikas	Latest Edition
R-02	Sawalia Bihari Verma, M. Narayan, P. Thryambakam	Rural Marketing	Scientific Publishers, 2014	Revised
R-03	Ramkishen Y	New Perspectives in Rural & Agricultural Marketing	Jaico Publishing House, Mumbai	Latest Edition

PROGRAM	Master of Business Administration
SEMESTER	4
COURSE TITLE	Project Appraisal & Finance
COURSE CODE	04MB0405
COURSE CREDITS	3

COURSE OUTCOMES:

- ❖ Gain knowledge on various aspects of projects planning, project selection and implementation
- ❖ Apply the Project Appraisal methods for financing and risk evaluation of various distinct projects.
- ❖ Evaluate Projects with the help of projecting cash flows and making capital allocation decisions by developing profitability projections.
- ❖ Acquaint with the application of mathematical and statistical tools for analyzing project appraisal decisions and managerial problems.
- ❖ Develop the strategies employed in managing project risk.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs.	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	INTRODUCTION AND OVERVIEW OF PROJECTS Understanding Project and Project Management, Project identification and idea generation monitoring and evaluating the environment corporate appraisal for identifying investment opportunities scouting for project ideas and contracting project rating index strategy (corporate & business level) and proper resource allocation process.
II	PROJECT APPRAISAL Market and Demand Analysis: Identification of the Target Market, Choice of the Market Strategy, Projection of Demand using Primary Data and Secondary Data, Projection of Demand using Qualitative models. Technical Analysis: Selection of appropriate technology, acquisition of technology, choice of good location of the project, design of the layout of facilities at project site
III	PROJECT FINANCEING AND RISK ANALYSIS Project Financing: Pattern of financing, Sources of finance, Menu of financing, capital structure, debt capital, debentures, bonds, Term Loans, Working capital, Advances, equity and preference capital, project financing structures. Various debt instruments and innovative Structures, New source of financing avenues for promoting projects-venture, seed finance. Project risk analysis: sources, measures and perspectives on risk, types of risk, sensitivity analysis, scenario analysis, stimulation analysis, BEP analysis, Hillier Model, Decision making tree analysis, managing risk and project selection under risk.
IV	SOCIAL COST BENEFIT ANALYSIS

	Rationale for SCBA, UNIDO Approach, Net benefit for economic efficiency, measurement of impact on distribution, shadow prices and adjustment of goods, saving and income distribution impact, Little-Mirrlees Approach, SCBA for financial institution and investment decision making in India.
V	<p>FINANCING INFRASTRUCTURE PROJECT AND SPECIAL DECISIONS SITUATION</p> <p>Financing Infrastructure Project: key project parties, financing power project Infrastructure Project Financing and managing risk associated with it, Different considerations for projects under private, public, and joint sectors. PPP models</p> <p>Special Decisions Situation: Choice between mutually exclusive projects and unequal life, determination of economic life of the project and capital budgeting for the projects.</p>

Note: Case study falling in the below mentioned area should be considered

Hydro-electric project, Thermal Power Project, Irrigation Ports, Urban, Waste Management, Telecom sector, National Highways, Promoting world class school, Franchise mode of Business, Essence of Detailed Project Report

EVALUATION:

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Prasana Chandra	Projects: Planning, Analysis, Selection, Financing, Implementation & Review	Tata Mc Grawhill Publishing house	9th edition, 2019
T-02	Sitangshu Khatua	Project Management and Appraisal	Oxford	1 st edition, 2011
T-03	Stefano, Gatti.	Project finance in theory and practice – Designing structuring and financing private and public projects.	Academic Press - An imprint of Elsevier	1st edition, 2007

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Esty, Benjamin.	Modern Project Finance: A Casebook	John Wiley & Sons, Inc	3 rd edition, 2006
R-02	B.B. Goel	Project Management: A Development Perspective	Deep and Deep Publications, New Delhi	2 nd edition, 2002
R-03	Nevitt, Peter K / Fabozzi, Frank J.	Project Financing	Euromoney Book	7 th edition, 2000

PROGRAM	Master of Business Administration
SEMESTER	4
COURSE TITLE	Behavioral Finance
COURSE CODE	04MB0406
COURSE CREDITS	03

COURSE OUTCOMES:

- ❖ Inferring the basic tenets of Rational finance vs. Behavioral finance.
- ❖ Evaluating the foundations of rational finance with its limitation
- ❖ Evaluate the impact of behavioral biases on financial decision making
- ❖ Explain the impact of emotional and social force in Investment
- ❖ Examine value investing and central tenets.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs.	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Introduction to traditional / rational finance: Basic tenets, evolution, history, requirements for rational choices, Versions of EMH, perfect capital market, implications, etc, Challenge posted by behavioral aspects to rational finance
II	Foundations of rational finance: Expected Utility theory, Modern portfolio theory, Capital Asset pricing model (CAPM), Efficiency market hypothesis, Challenges to Efficient Market Hypothesis, Arbitrage: Limits to arbitrage, fundamental risk, Noise Trader Risk, Influence of psychology
III	Foundations of Behavioral Finance: Heuristic & Biases, Self-deception, overconfidence, Beliefs – expert judgement, narratives, superstitious, The Availability Heuristic, Prospect theory, Anchoring, Framing, mental accounting, herd behavior, disposition effect, endowment effect.
IV	Emotional and social forces: Investor behavior, Implications of biases for financial decision making, Behavioral portfolio theory, Psychographic models, Sound investment philosophy, Guidelines for overcoming psychological biases
V	The Aggregate stock market: Puzzles and behavioral explanations, Value Investing, Central tenets, Evidence and prospectus, Strategies of well-known value investors, Contemporary issues relating to value investing, Neurofinance and its simple applications.

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:**Text Books:**

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Prasanna Chandra	Behavioral Finance	McGraw Hill	First Edition 2016
T-02	Suyash Bhatt	Value Investing and Behavioral Finance	Packt Publisher	First Edition 2014
T-03	M M Sulphay	Behavioral Finance	PHI Learning	First Edition 2014

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Kahneman, Daniel & Tversky, Amos. (2000).	Choices, Values and Frames	Cambridge University Press	Third, 2016
R-02	William Forbs	Behavioral Finance	Wiley publication	Second, 2017
R-03	Lucy Ackert Richard Deaves	Behavioral Finance: Psychology, Decision-Making, and Markets	Cengage Learning	Fourth, 2014

PROGRAM	Master of Business Administration
SEMESTER	4
COURSE TITLE	Supply Chain Management
COURSE CODE	04MB0407
COURSE CREDITS	3

Course Outcomes

- ❖ Understand how the supply process with end-to-end solutions
- ❖ Gain in depth knowledge about how the drivers affect the supply chain business strategies.
- ❖ Will be able to develop a critical skill set thinking which helps to take decisions related to supply problems.
- ❖ Learn supply chains with the appropriate levels of risk involved in managing supply networks.
- ❖ Apply information systems to develop and support visibility in the supply chain.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

Course Contents:

Unit No	Unit/Sub-unit
Unit I	INTRODUCTION TO SUPPLY CHAIN MANAGEMENT: Evolution, Importance, Supply Chain Performance Enablers, Performance Measures: Customer Service & Cost Trade-off, Supply Chain Benchmarking, Supply Chain and Business Performance, Enhancing Supply Chain Performance Outsourcing: Make-Vs-Buy - Core Process, Market versus Hierarchy, Portfolio Approach, Impact of Internet on Sourcing Strategy, case study
Unit II	MANAGING MATERIAL FLOW: Inventory Management: Types - Cycle Stock, Safety Stock, Seasonal Stock, Inventory Costs Transportation: Drivers, Mode of Transportation - Choice & Performance, Transportation for E-Retailers Facility Location: Factors affecting location decision, Role of location in network. case study
Unit III	MANAGING INFORMATION FLOW Demand Forecasting: Role of Forecasting, Qualitative Forecasting, Quantitative Forecasting, Behavioral Issues in Forecasting Information Technology in Supply Chain Management: Transaction Execution, Collaboration and Coordination, Decision Support, Measurement and Reporting, case study

Unit IV	SUPPLY CHAIN INNOVATIONS: Supply Chain Integration - Internal Integration, External Integration, Building Partnership and Trust in a Supply Chain. Vendor Managed Inventory, Efficient Customer Response System Supply Chain Restriction - Mapping, Process Restructuring, Point of Differentiation, Shape of Value-addition Curve, Advancing customer ordering point, case study
Unit V	MANAGING SUPPLY CHAIN DISRUPTIONS: Agile Supply Chains - High Demand Uncertainty Environment, Responsive Supply Chain Approach, Supply Chain Disruptions and its impact on Business, Methods of Handling Disruptions Supply Chain Cases.

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
1	Janat Shah	Supply Chain Text and Cases	Pearson Education	2nd Edition
2	Sunil Chopra	Supply Chain Management	Pearson Education	6th Edition
3	Amit Sinha	Supply Chain Management- A Managerial Approach	McGraw-Hill	1 st Edition
4	Dobler and Burt	Purchasing and Supply Management	McGraw-Hill	6th Edition
5	Lee J. Krajewski , Manoj K. Malhotra, Larry P. Ritzman	Operations Management: Processes and Supply Chains	Pearson Education	11th Edition



Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
1	Yann Bouchery Charles J. Corbett Jan C. Fransoo Tarkan Tan	Sustainable Supply Chains	Springer International Publishing	1ST Edition
2	Anna Nagurney Dong Li	Competing on Supply Chain Quality	Springer International Publishing	2nd edition
3	Yacob Khojasteh	Supply Chain Risk Management -Advanced Tools, Models, and Developments	Springer Singapore	1ST Edition
4	Wolfgang Lehmacher	Globale Supply Chain	Gabler Verlag	1ST Edition
5	Michael Roe, Wei Xu and Dongping Song	Optimizing Supply Chain Performance	Palgrave Macmillan UK	1ST Edition

PROGRAM	Master of Business Administration
SEMESTER	4
COURSE TITLE	Sales and Distribution Management
COURSE CODE	04MB0409
COURSE CREDITS	3

Course Outcomes:

- ❖ Understand Sales Management and its importance in marketing
- ❖ Describe the significant Sales Strategies and Sales Management responsibilities that a salesperson/Manager faces as the point of contact representing a specific company or service within the marketplace.
- ❖ Able to Manage and enhance the sales force productivity and performance
- ❖ Evaluate the role of Sales manager and their responsibilities in recruiting, motivating, managing and leading sales team
- ❖ Able to Design and implement distribution channel strategy and know how to manage the Channels efficiently and effectively

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

Course Contents:

Unit No	Unit / Sub Unit
I	Objective of Sales Management; Business Environment & Sales practices; concept of sales force in marketing; Theories in Sales management; Personal Selling process – Stages & Sales strategies; Case Study in Sales.
II	Understanding Sales Analysis and Sales Forecasting; Sales Budget – Methods, Precautions, Advantages; Territory Management in Sales – Concept; Criteria's of territory formation; Methods; Quotas in Sales – Types, Methods, Characteristics, Limitations; Designing; Case Study.
III	Directing Sales force : Responsibilities of Sales force; Recruitment & Training in Sales – Sources of Recruitment, Selection Process, Methods of selection process; Sales Compensation- Types; Case Study

IV	Marketing Channel: Functions & Importance in Logistics Management, Technology in Logistics, Local & Global Challenges in Logistics; Evolution of Marketing Channels; Roles & Functions of
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	Channel members; Designing Channels & Channel Structure; Channel Integration – VMS, HMS, Hybrid Channel; Case Study	
V	Channel Management; Channel Performance; Channel Conflict; Channel Information System; Wholesaling – Types, Features, Strategic Issues, Challenges, Trends; Retailing – Importance, Evolution, Wheel of Retailing, Classification, Strategic Issues, Trends, Scope of Logistics – Introduction , Types, Supply Chain Management; Inventory Management – Warehousing, Transportation; Distribution management in International markets; Case Study	08

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition & year of publication
T-01	Krishna Havaladar & Vasant M. Cavale	Sales & Distribution Management	Tata McGraw-Hill Education	2006

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R-01	Richard R. Still	Sales Management: Decision Strategy and Cases	Prentice Hall of India,	1987
R-02	Pingali Venugopal	Sales & Distribution Management – An Indian Perspective	Sage Publications India Pvt Ltd.	Latest

PROGRAM	Master of Business Administration
SEMESTER	4
COURSE TITLE	INDUSTRIAL MARKETING
COURSE CODE	04MB0410
COURSE CREDITS	03

COURSE OUTCOMES:

- ❖ Understand the concepts of B2B marketing and its distinguishing features.
- ❖ Explain organizational buying behaviour and analyze customer relationship management.
- ❖ Assess business market opportunities i.e. market segmentation and demand analysis, including sales forecasting.
- ❖ Design business market planning and strategy.
- ❖ Identify the drivers of marketing strategy performance and evaluate the critical area of strategy implementation of a business marketing firm.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

Course Contents:

Unit No	Unit/Sub-unit
I	B2B definition (b) Classification of business products- Foundation, entering & facilitating. (c) Type of business customers, Commercial. Government & institutional (d) Differences between consumer and business marketing. <ul style="list-style-type: none"> ● Market structure difference. Marketing Approach difference. A business Marketing Perspective <ul style="list-style-type: none"> Business Marketing Business Market Customers Customers: Government, Institutions Business Marketing management B2B Top Performers Classification of Goods for the Business Markets, case study
	ORGANIZATIONAL BUYING PROCESS-1 (a) Robinson, Faris & Wind Models (i) Buy- phase model (ii) Buy Class model (iii) Buy grid model

<p>II</p>	<p>(b) Marketing implications of buy phase model- (i) Salesman role @ different stages of buying process(c) Marketing Implications of buy class models- (i) Marketing approach of in suppliers vs out suppliers. ORGANIZATION BUYING PROCESS-2 (a) Webster & Wind model (b) Buying Centre roles (c) How buying center composition changes with buying situation (d) Decision making in Buying Centre</p> <ul style="list-style-type: none"> ● Varying Individual preference & their relation to organizational function <p>Varying patterns of interaction & group choice CUSTOMER RELATIONSHIP MANAGEMENT STRATEGIES FOR BUSINESS MARKETS</p> <ul style="list-style-type: none"> ● Relationship Marketing-Process ● Managing Buyer-Seller Relationships ● Measuring Customer Profitability ● Customer Relationship Management (CRM) <p>B2B RELATIONSHIP & RELATIONSHIP MANAGEMENT STRATEGIES</p> <p>(a) Types of relationship& relationship spectrum & Industry Bandwidth (b) Understanding customer profitability using whale curve & Net margin/cost to serve matrix (c) Strategy guidelines for creating collaborative relationships (i) Customer coverage-Enterprise to enterprise bonding (ii) Growing Business- Going up business share ladder (iii) Retaining business – JIT & Operational & Design Partnering strategies (d) Switching costs</p> <p>case study</p>
<p>III</p>	<p>Segmentation and Targeting in Business Markets-I Macro-segmentation variables (i) Geography, industry, size, end use, Application Micro-segmentation variables (i) Buyer –seller relationship, key criteria, structure of buying center, organizational innovativeness.</p> <p>Segmentation and Targeting in Business Markets -II</p> <p>(a) Criteria for targeting segments (i) Company criteria-objective, capability (ii) Segment criteria- segment volume, segment profitability, & segment competition (b) Types of targeting strategies Full market coverage, single segment coverage, product specialist, Market specialist, selective specialization. Demand forecasting & sales planning (a) Demand forecasting-Sales force opinion/composite method (b) Demand forecasting-Survey of buyer intention method (c) Demand forecasting-Growth rate method (d) Demand forecasting-End use method (e) Sales planning using market share method (f) Customer wise sales planning using business share method (g) Marketing risk concept</p> <p>Case Study</p>
	<p>BUSINESS MARKETING PLANNING: STRATEGIC PERSPECTIVE Marketing’s Strategic Role Cross Functional Relationships</p>

<p>IV</p>	<p>The Components of a Business Model Core Strategy The Value network Strategic positioning, BUSINESS MARKETING STRATEGIES GLOBAL MARKETS Capturing Global Advantage Network Coordination Global Market Entry-Options Global Strategy. MANAGING PRODUCTS FOR BUSINESS MARKETS Building a strong B2B Brand Brand Strategy Product- 9 dimensions of product differentiation Product Positioning Case Study</p>
<p>V</p>	<p>MARKETING PERFORMANCE MEASUREMENT A Strategy Map Developing Strategy Allocation of Resources The Marketing Control Process. KEY ACCOUNT MANAGEMENT (a) Field Sales force organization structure – Geographic, Product and market centered (b) Key account management sales force structure (c) Criteria for selecting key accounts (d) Role of KAM (i) Creating a special offering (ii) Relationship building (iii) Relationship facilitator (iv) Problem solving/coordination. B2B Marketing Channels (a) Example of multiple channel using company sale force & industrial distributors (b) Situations where sales force is used & situations where industrial distributors are used. B2B Marketing Channels (a) Example of multiple channel using company sale force & industrial distributors (b) Situations where sales force is used & situations where industrial distributors are used (c) Industrial Distributors (i) Activities performed for company (ii) Services offered to customers- fulfilment & value added services (d) Types of industrial Distributors (i) General Line distributors (ii) Specialty Distributors (iii) Value added resellers – VAR (e) Manufacturer representative & their activities Case Study</p>

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year of Publication
T-01	Michael D. Hutt, Dheeraj Sharma and Thomas W. Speh, Cengage	B2B Marketing: A South-Asian Perspective	Cengage	Edition: 11 th ISBN-13: 9788131520796

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R01	Kotler and Keller	Marketing Management	Pearson Prentice Hall	(15th Edition)
R02	by Arch G. Woodside (Editor), Jagdish N. Sheth (Editor), Peter D. Bennett (Editor)	Consumer and Industrial Buying Behavior	Elsevier Science Ltd (June 1, 1977)	<ul style="list-style-type: none"> ● ISBN-10 : 0444002308 ● ISBN-13 : 978-0444002303
R03	Krishna K. Havaladar	Industrial Marketing	Tata McGraw-Hill Education, 2005	2009 2ND EDITION
R04	Richard M. Hill, Ralph S. Alexander and James S. Cross	Industrial Marketing	Homewood, Ill. : Richard D. Irwin	4. ed., 6. prin
R05	Brennan, Canning & McDowell	Business – to – Business Marketing	SAGE Publication	5th ed.2020
R06	Nirmalya Kumar	Marketing (chapter on Solution Selling)	Harvard Business Review Press	2n 2018



PROGRAM	Master of Business Administration
SEMESTER	4
COURSE TITLE	Rural Marketing
COURSE CODE	04MB0411
COURSE CREDITS	3

COURSE OUTCOMES:

- ❖ To make students understand rural economy and experiences of the industry and make them identify the rural marketing opportunities.
- ❖ To make students understand thoroughly the behaviour of rural consumers and process of identifying the right markets.
- ❖ To make students identify the right marketing mix for rural markets and will be able to prepare suitable strategies for the rural markets.
- ❖ To make students apply the right marketing strategies for the success of rural market.
- ❖ To make students able to predict the future for rural marketing.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	OVERVIEW OF RURAL MARKETS AND RURAL MARKETING Rural economy — size and nature, Rural marketing — definition and scope, Characteristics of Rural markets Taxonomy of Rural markets, Changing patterns, Attractiveness of Rural markets, problems and constraints in rural marketing
II	THE RURAL CONSUMER Classification of Rural consumers, classification and characteristics of rural consumers, Rural consumer behavior — decision process, brand loyalty, Innovation Adoption, Factors influencing rural consumer behavior, consumer buying process — opinion leadership process — rural shopping habits, growing consumerism - Concepts and process of Rural market Segmentation — bases, Targeting, Positioning
III	PRODUCT STRATEGY AND PRICING IN RURAL MARKETS Product Strategy — Scope and significance, Product mix decisions, Product personality, Rural Branding, Product Life Cycle Rural Pricing — Pricing in Rural Markets, Objectives, policies and Strategies,
IV	PROMOTION AND DISTRIBUTION IN RURAL MARKETS Promotion — Role of Media in rural market, Conventional Media, Rural communication mix, Media and Creative Strategies, Personal selling — Role and management of rural sales force Rural Distribution —Type of Channels, Distribution Strategies, Promotion

V	FUTURE OF RURAL MARKETS <ul style="list-style-type: none"> ● Role of Government and NGO ● Role of ICT Tools ● Innovations and Opportunities ● Case study Discussion
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Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Pradeep Kashyap, Siddhartha Raut	The Rural Marketing Book	Dreamtech Press, 2005	Revised
T-02	Balram Dogra	Rural Marketing	Tata McGraw-Hill Education, 2010	Revised
T-03	C.S.G. Krishnamacharyulu	Rural Marketing: Text and Cases	Pearson Education India, 2011	Revised

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Gopaldaswamy T P	Rural Marketing	Vikas	Latest Edition
R-02	Sawalia Bihari Verma, M. Narayan, P. Thryambakam	Rural Marketing	Scientific Publishers, 2014	Revised
R-03	Ramkishen Y	New Perspectives in Rural & Agricultural Marketing	Jaico Publishing House, Mumbai	Latest Edition

PROGRAM	Master of Business Administration
SEMESTER	IV
COURSE TITLE	Marketing Strategy
COURSE CODE	04MB0463
COURSE CREDITS	3

Learning Outcomes:

- Analyze marketing opportunities, competition, and competitive advantage using established frameworks, theories, and empirical findings.
- Explain the intricacies of segmentation, targeting, and positioning decisions, and align the marketing mix with overall strategy for both domestic and global businesses.
- Evaluate distribution strategies to effectively reach target markets.
- Develop comprehensive promotional strategies across diverse channels to engage and resonate with target audiences.
- Apply strategic thinking to adapt marketing approaches to evolving market dynamics.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs.	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	The Framework for Marketing Strategy: Understanding the concept of marketing strategy, Importance of Marketing Strategy, Marketing Mix, Types of marketing strategies (Differentiation strategy, Cost leadership strategy, Niche marketing strategy, Growth strategies (market penetration, market development, product development, diversification)), Differentiating between strategic and tactical marketing decisions
II	Developing a Marketing Strategy: Defining the Internal and External Analysis, Assessing Market Opportunities: Market sizing and forecasting techniques, Competitive positioning analysis.
III	Market Segmentation and Product Positioning & Pricing: Strategic market segmentation (demographic, psychographic, geographic, behavioral), PRIZM Model, Strategic Product Development, Strategic Pricing Positioning. Strategic Product Pricing,
IV	Distribution Strategy: Channel Selection and Management, Logistics Optimization, Inventory Control and Management, Retailer Relationship Management, Online Distribution Strategies. Promotional Strategy: Advertising Campaign, Public Relations Strategy, Sales Promotion Strategy, Digital and Social Media Marketing Strategy

V	Strategic Brand Management: Process of Strategic Brand Management, Brand Equity Pyramid, Strategic Service Management: Meaning, Importance, Elements of Strategic Service Management, SERVQUAL Model, RATER Model, Customer Lifetime Value Model, Strategies for Effective Customer Relationship
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Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year of Publication
1	Ranchod & Gurau	Marketing Strategies, A contemporary approach	Pearson India	Latest Edition
2	Chernev, Alexander	Strategic Marketing Management: The Framework	Cerebellum Press	Latest Edition

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year of Publication
1	Walker, Orville C. and Mullins, John	Marketing Strategy: A Decision-Focused Approach	McGraw-Hill Higher Education	Latest Edition

COURSE	Master of Business Management
SEMESTER	IV
TITLE OF THE SUBJECT	International Trade Operations and Documentation.
COURSE CODE	04MB0419
COURSE CREDIT	3

COURSE OUTCOMES

- ❖ To make student aware about the foreign trade policy
- ❖ To relate the promotional measures to merchandise and service exports under foreign trade policy.
- ❖ To categorize different duty expectation schemes Under the foreign trade policies.
- ❖ To Prioritize the importance of deemed exports In India.
- ❖ To lead the documentation process required for import and exports.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

Course Contents:

Unit No	Unit / Sub Unit
I	INTRODUCTION TO FOREGIEEN TRADE POLICY Niryat Bandhu - hand holding scheme for new export / import entrepreneurs, Importer and exporter profile, 24 x 7 customs clearance, single window in customs, case study
Unit II	MAJOR PROVISIONS Promotional Measures-Merchandise Exports-Service Exports-Quality Complaints & Trade Disputes, case study
Unit III	DUTY EXEMPTION & REMISSION SCHEME Objectives-Advance Authorization-Duty Drawback-Value Addition-Export obligation-DFIA (Duty Free Import Authorization). case study
Unit IV	EOU (EXPORT ORIENTED UNITS) Objectives-EOU-SEZ-EHTP-STP & BTP-Deemed Exports. Only the introduction and meaning. case study
Unit V	NEGOTIATION AND CULTURES DOCUMENTATIONS AND PAPERWORK Only the introduction and meaning of: Bill of lading, Certificate of Origin, Commercial Invoice, Dock receipts, Inspection Certificate, Insurance Certificate, Packaging list. case study

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:
Textbooks:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year of Publication
1	Ministry of Commerce	Foreign Trade policy of India	Ministry Government of India	2015 to 2020.
2	Abhishek A. Rastogi	Handbook On Foreign Trade Policy 2015-2020 Paperback –	Lexis Nexis;	1 st Edition.
3	R. K. Jain	Foreign Trade Policy & Handbook of Procedures	CENTAX Law Publications Pvt. Ltd.	26th Edition
4	Vibha Mathur	Foreign Trade, Export-Import Policy and Regional Trade Agreements of India	Ingram Publications	1 st Edition.

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition
R-01	Madhusudana H.S.	Foreign Trade and Export-Import Policy of India	New Century Publications	1 st Edition
R-02	V.S. Datey	Customs Law & Foreign Trade Policy- 2020	Taxmann's book	22nd Edition
R-03	Kaza Subrahmanyam & T.N.C. Rajagopalan	Centax Publication's Export - Imports and Deemed Exports under GST 2019	Centax Publications	1 st Edition
R-04	Rakesh Garg, and Sandeep Garg	Handbook of GST – Procedure, Commentary and Rates	Bloomsbury Publications	1 st Edition
R-05	Ashok Batra	GST Acts, Rules & Forms with Referencer	Wolters Kluwe	05 th Edition

PROGRAM	Master of Business Administration
SEMESTER	4
COURSE TITLE	India: International Relations
COURSE CODE	04MB0418
COURSE CREDITS	3

COURSE OUTCOMES:

- ❖ Develop an understanding of central geopolitical perspectives and dimensions in humanitarian disaster situations;
- ❖ An ability to use key concepts related to geopolitics for the analysis of the social and political dimensions of disaster situations;
- ❖ An ability to formulate critical questions and problems in the geopolitical analysis of disaster situations
- ❖ Become familiar with the major approaches in political geography for examining territorial forms, structures, and change; and
- ❖ Develop critical reading and analytical skills to aid in better understanding contemporary global, regional, and national debates and issues of geopolitical importance.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

Course Contents:

Unit No	Unit / Sub Unit
I	EMERGING MARKETS CHALLENGES India and India's Foreign Trade Policy International Economic Institutions, Trade with Emerging Economies, India and South-South Trade Co-operation, SAFTA and ASEAN emerging challenges like Immigration/migration Trafficking, India and Climate Change debates Technology and Energy. - World Bank, IMF and WTO, case study.
II	INDIA INTERNATIONAL RELATIONS. India and South Asia, Pakistan and Afghanistan, Myanmar and North east Region. Bangladesh, Sri Lanka, Nepal and Bhutan, Japan, Tibet and China and USA.case study
III	STRATEGIC ASPECTS IN INDIAN FOREIGN POLICY. Indian Ocean and Expansion of maritime forces, piracy, unregulated migration, string of pearls china, India's involvement in global energy groups, Defence Policy of India and Indian Economic Policy, case study
IV	ANALYSIS AND INFLUENCE OF GLOBALIZATION. The New Revolution in Military Affairs, Battlefield Internet, How Artificial Intelligence Will Reshape the Global Order, The Age of Transparency. Impact of corruption on international section and stability. Case study
V	Bilateral treaties, India's bilateral treaties with underdeveloped, developing and developed, its significance with foreign trade. case study

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year of Publication
T-1	Rajiv Sikri	Challenge and Strategy Rethinking India's Foreign Policy.	Sage Publication.	1st Edition.
T-2	Shivshankar Menon	India and Asian Geopolitics The Past, Present	Brookings Institution Press.	1 st Edition
T-3	Colin Flint	Introduction to Geopolitics	Routledge Publications	1 th Edition
T-4	Keegan,W.J. and Green, M	Global Marketing	Pearson Publication	7 th Edition

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition
R-01	Dr.Wajid Ali	India & The Non-Aligned Movement	Adam Publishers & Distributors,	1 st Edition
R-02	William H. Thornton - Songok Han Thornton.	Toward a Geopolitics of Hope	Sage Publication	1 st Edition
R-03	Pamela (Ferrante) Walaski.	Conflict and Cooperation in the Indo-Pacific New Geopolitical Realities	Routledge Publications	1 st Edition
R-04	Ash Rossiter, Brendon J. Cannon.	Women, Politics, and Power A Global Perspective	Sage Publication	3 st Edition
R-05	James Ash - Rob Kitchin - Agnieszka Leszczynski.	Digital Geographies	Sage Publication	1 st Edition

Research Papers: -

The below mention research papers students are advised to read during the academic duration for having clear understanding.

- Barter P, 2006. Multiple dimensions in negotiating the cross-border transport links that connect and divide Singapore and Johor, Malaysia. *Asia Pacific Viewpoint*, 47(2): 287–303.
- Bellamy A J, Williams P D, 2011. The new politics of protection? Cote d'Ivoire, Libya and the responsibility to protect. *International Affairs*, 87(4): 825–850.
- Cohen S B, 2011. *Geopolitics: The Geography of International Relations*. 2nd ed. Shanghai: Shanghai Academy of Social Sciences Press.
- Du Debin, Duan Dezhong, Liu Chengliang, et al., 2015. Progress of geopolitics of Chinese geography since 1990. *Geographical Research*, 34(2): 199–212. (in Chinese)
- Ek R, 2000. A revolution in military geopolitics? *Political Geography*, 19(7): 841–874.
- K. Vinayaraj, "India as a Threat: Bangladeshi Perceptions," *South Asian Survey* 16, Issue 1 (2009).
- Joshy M. Paul, "India and Japan: Reluctant Idealism to Practical Realism," *South Asian Survey* 15, Issue 1 (2008).

- Rajesh Rajagopalan and Varun Sahni, "India and the Great Powers: Strategic Imperatives, Normative Necessities," *South Asian Survey* 15, Issue 1 (2008).
- C. Raja Mohan, "India's Regional Security Cooperation: The Nehru Raj Legacy," *ISAS Working Paper* 168 (2013): 3-4.

PROGRAM	Master of Business Administration
SEMESTER	4
COURSE TITLE	Talent Management and Employee Engagement
COURSE CODE	04MB0415
COURSE CREDITS	3

Course Outcomes:

- ❖ To discuss the process of linking talent management to organizational strategy and other HR practices.
- ❖ To create the process for identifying high potential talent and developing a pipeline of talent to serve organizational present and future needs.
- ❖ To design the strategies for talent development and succession planning.
- ❖ To evaluate the effectiveness of a Talent Management System
- ❖ To identify the issues associated with employee engagement and develop a strategy for employee engagement success.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs.	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Introduction to Talent Management: Meaning, History, Scope, Need of Talent Management- Benefits and Limitations of Talent Management-Principles of Talent Management-Sources of Talent Management- Talent Gap: Meaning, Strategies to Fill Gaps- The Talent Value Chain- Role of HR in Talent Management- Role of Talent Management in Building Sustainable Competitive Advantage to an Organization
II	Talent Management System: Introduction, Key Elements of TMS -Critical Success Factors to Create TMS- Building Blocks of Effective TMS- Life Cycle of Talent Management – Steps in Talent Management Process, Importance, Essentials of Talent Management Process- Approaches to Talent Management- Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies- Talent Management and Succession Planning.
III	Competency Management and Competency Mapping: Concept of Competency and Competence- Types of Competencies, Benefits and Limitations of Implementing Competencies- Iceberg Model of Competency- Competency Management – Meaning, Features, Objectives, Benefits and Challenges- Competency Development: Meaning and Process- Competency Mapping: Meaning, Features, Need and Importance- Methods of Competency Mapping-Steps in Competency Mapping
IV	Contemporary Issues and Current Trends in Talent Management: Talent Management Information System- Contemporary Talent Management Issues and Challenges- Current Trends in Talent Management- Best Practices of Talent Management- Ethical and Legal Obligations Associated with Talent Management- Talent Management in India- Role of Information Technology in Talent Management Systems- HR Analytics for Talent Management Processes
V	Talent Engagement and Retention:

	Introduction, Concept of Talent Engagement, Retention, the Race for Talent: Retaining and Engaging Workers, Best Practices for Talent Engagement, Improving Employee Retention, Strategic Compensation plan for Talent Engagement, Talent management and Corporate restructuring.
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Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Swathi Padoshi	Talent and Competency Management	Himalaya Publishing House	1st
T-02	Lance A Berger, Dorothy R Berger	Talent Management Hand Book	Mcgraw Hill	13th
T-03	Hasan, M., Singh, A. K., Dhamija	Talent management in India: Challenges and opportunities	Atlantic Publication	Latest

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Dessler Gary	A Framework for Human Resource Management	Pearson	7th
R-02	Armstrong, Michael	A Handbook of Human Resource Management Practice	Kogan Page Publication	Latest
R-03	Pattanayak Biswajeet	Human Resource Management	PHI Learning Pvt. Ltd.	Latest



PROGRAM	Master of Business Administration
SEMESTER	4
COURSE TITLE	Strategic Human Resource Management
COURSE CODE	04MB0412
COURSE CREDITS	03

Course Outcomes:

- ❖ To understand the transformation in the role of Strategic Human Resource Management
- ❖ To identify the linkages between SHRM functions and operations and organizational strategies, structures, and culture.
- ❖ To understand the factors of change in the political, social, environmental and the economic scenarios that has transformed the role of HR functions from being a support function to strategic function.
- ❖ To reflect and comment in a way that demonstrates awareness of the different contexts that impact on the operation of SHRM.
- ❖ To identify the role of HRM in a global perspective.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs.	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Strategic management of Human resources: An introduction, The Evolving strategic role of HRM, Strategic HR Vs Traditional HR, Barriers to strategic HR, Models of SHRM, Business strategy- An introduction to market driven strategy, Resource driven strategy, Strategic Human resource system- its macro and micro dimensions. Case Studies.
II	Strategic Planning, Recruitment & Selection: Strategic HRP - Activities related to Strategic HR planning, Integration of HR plan & Business Plan, Strategies for managing employee shortage and Surpluses Strategic approach to recruitment and selection(Online recruitment; Employee referrals; Recruitment process outsourcing, Head hunting; Flexi timing; Telecommuting, Quality of work life; Methods of recruiting. Selection - Selection Process, Interviewing, Types of selection test, Strategic Outsourcing. Case Studies
III	Strategic Training and Development: Strategic Training, Meaning, Process and Methods Strategic development of human resources: Management Development – Meaning, Methods, Differences between Training and Development Strategic management of performance: Meaning, Need and Process, Performance Appraisal Methods, Case Studies
IV	Strategic Compensation & Reward Management: Performance based pay; Skill based pay; Team based pay, Broad banding; Profit sharing; Executive Compensation; Variable pay, Strategic Reward & Recognition. Strategic Industrial Relations & Collective Bargaining. Case Studies

V	Organization Culture and Strategic Global HRM: Managing Strategic Change, Organizational Culture, Role of HR In Knowledge Management and Learning Organization, Strategic Leadership, Work - life balance, Talent Management, Glass ceiling and Gender Equality, HR In Global Perspective. Case Studies
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Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Text Books:

Sr.No	Author/s	Name of the Book	Publisher	Edition & Year of Publication
T-01	Pulak Das	Strategic HRM	Cengage Learning	Latest
T-02	Jeffery Mello	Strategic HRM	Thompson publication, New Delhi	5 TH Edition
T-03	Charles Greer	Strategic HRM	Pearson education Asia, New Delhi	2 nd Edition
T-04	Michael Armstrong	Strategic HRM	Kogan page, London,	2 nd Edition

Reference Books:

Sr.No	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R-01	Tanuja Agarwala	Strategic Human Resource Management	Oxford University Press , Latest publication	4 th Edition
R-02	S.K. Bhatia	Strategic Human Resource Management: Winning Through People: Concepts, Practices And Emerging Trends	Deep & Deep Publications, New Delhi, Latest publication	2 nd Edition
R-03	Dhar Ravishankar	HRD Skills For Organizational Excellence,	Excel (Publications),	1 st Edition

PROGRAM	Master of Business Administration
SEMESTER	4
COURSE TITLE	International Supply Chain Management
COURSE CODE	04MB0417
COURSE CREDITS	3

COURSE OUTCOMES:

- ❖ Get a comprehensive knowledgebase of international supply chain management.
- ❖ Examines foundational international supply chain concepts, strategic implementations, and operational techniques which will develop critical thinking.
- ❖ Formulate and implement various techniques which can be used for warehouse management.
- ❖ To deal with issues related to forecasting, inventory management, distribution, dealing with uncertainty, and reverse logistics.
- ❖ Cover dynamics, evolving issues pertaining to the international supply chain which affects the stakeholders across global level.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs.	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Foundation of International supply chain Drivers of supply chain, Stock Valuation & verification. Disposal of obsolete and scrap items. Vendor rating. Right time of buying, method of materials handling, case study
II	Transportation Infrastructure Ports, Canals & waterways, Airport, rails & Structures. Road & warehousing Different communication infrastructures Utilities infrastructure. Service, Legal & regulatory infrastructure, case study
III	Enter International Markets Different ways to international Methods of entry Indirect ways, active exporting production abroad, parallel imports, Counterfeit goods. Case study
IV	Types of Contracts International Contracts, Incoterms, & terms of payments International Insurance and documentation & paper works Air water, land & Multimodal transportations, packaging & Custom clearance. case study
V	Pricing strategy in international supply chain management, Dumping, price distortion, case study Practical module Which will be done by individual students as such which will have a presentation on paper works required for the customs clearance either students have to go to the offices or have to visit the dock for the business purpose

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year of Publication
T-1	Pierre A. David	International Logistics: The Management of International Trade Operations 5th	Cicero Books	05 th Edition
T-2	Kenneth Lyons, Brian Farrington	Purchasing and Supply Chain Management	Pearson Publications	07 th Edition
T-3	Janat Shah	Supply Chain Management: Text and Cases	Pearson Publications	02 nd Edition
T-4	H Badenhorst-Weiss, J Strydom, S Heckroodt, J Howell, & Gavin Cook	Introduction to Supply Chain Management - A Logistics Approach	Oxford University Press	01 st Edition

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year of Publication
R-1	Edmund Prater & Kim Whitehead	An Introduction to Supply Chain Management: A Global Supply Chain Support Perspective	Tata McGraw-Hill Publishing	03 rd Edition.
R-2	Martin Christopher	Logistics & Supply Chain Management	Financial Times Prentice Hall.	01 st Edition.
R-3	Nada R. Sanders	Supply Chain Management: A Global Perspective, 3rd Edition	Wiley Publication	Edition.

04	Frank Straube Shihua Ma Michael Bohn	Internationalization of Logistics Systems	Springer-Verlag Berlin Heidelberg	01 st Edition
05	Jan Dethloff Hans-Dietrich Haasis Herbert Kopfer Herbert Kotzab Jörn Schönberger	Logistics Management	Springer International Publishing	01 st Edition

PROGRAM	Master of Business Administration
SEMESTER	3
COURSE TITLE	Human Resource Development
COURSE CODE	04MB0413
COURSE CREDITS	03

Course Outcomes:

- ❖ To explain the concept of HRD and its significance.
- ❖ To develop skills in identifying HRD needs and in designing, implementing, and evaluating HRD programs.
- ❖ To analyse the HRD culture and its role in employee development.
- ❖ To explain the strategic importance of HRD in the success of organizations within the context of social and environmental pressure.
- ❖ Critically analyse and evaluate international perspective of HRD practices.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs.	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Introduction to HRD: Concept, relationship between HRM and HRD, HRD Philosophy, HRD policies, HRD Strategy, HRD mechanisms, HRD matrix, HRD interventions, Roles, and competencies of HRD professionals, Challenges in HRD.
II	HRD Process: Assessing need for HRD, designing, and developing effective HRD programs, Implementing HRD programs, Evaluating effectiveness of HRD Programs.
III	HRD Culture & Employee Development Activities – HRD Culture- OCTAPACE, Role of top management in building HRD culture, Approaches to employee development, leadership development, action learning, assessment and development centres, Employee engagement.
IV	HRD Applications and Trends: Coaching and Mentoring; Career management and development; Employee counselling; Talent Management, Competency mapping; PCMM (People Capability Maturity Model), Balanced Scorecard, Appreciative inquiry; Integrating HRD with technology and Employer branding.
V	HRD in Organisations: International and Cross-cultural perspective of HRD, Virtual HRD, Green HRD, HRD overview in

	Government, manufacturing and service industries, HRD mechanisms in SMEs, Ethics in HRD, Corporate Social Responsibility & HRD.
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Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Textbooks:

Sr.No	Author/s	Name of the Book	Publisher	Edition & Year of Publication
T-01	Mankin, David	Human resource development	Oxford University Press India	2nd edition
T-02	Neal F. Chalofsky	Handbook of Human Resource Development	Wiley Publication	1st Edition
T-03	Werner J. M., DeSimone, R.L.	Human Resource Development	South Western	7th Edition

Reference Books:

Sr.No	Author/s	Name of the Book	Publisher	Edition / Year of Publication
R-01	Thomas Garavan, Alma McCarthy, Ronan Carbery	Handbook of International Human Resource Development: Context, Processes and People	Edward Elgar Publishing	2nd Edition
R-02	HRD Score Card 2500: Based on HRD audit	Rao, T.V.	SAGE Publications.	2nd Edition
R-03	Future of HRD	Rao, T.V.	Macmillan Publishers India.	4th Edition
R-04	Hurconomics for talent management: Making the HRD missionary business driven	Rao, T.V.	Pearson Education	1st Edition

PROGRAM	Master of Business Administration
SEMESTER	IV
COURSE TITLE	Application of Cloud Management
COURSE CODE	04MB0431
COURSE CREDITS	03

COURSE OUTCOMES:

- Understand the management of cloud services
- Develop and implement cloud IT model
- Examining the Cloud Computing Fundamentals.
- Analyse how Cloud Platform using in Computer Network
- Reviewing the consciousness about cloud Services.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Introduction to Cloud Technologies: Introduction to the Cloud Computing, History of cloud computing, Cloud service options, Cloud Deployment models, Business concerns in the cloud.
II	Virtualization and Cloud Platforms: Exploring virtualization, Load balancing, Hypervisors, Machine imaging, Cloud marketplace overview, Comparison of Cloud providers.
III	Management of Cloud Service: Reliability, availability and security of services deployed from the cloud. Performance and scalability of services, tools and technologies used to manage cloud services deployment; Cloud Economics:
IV	Cloud IT Model: Analysis of Case Studies when deciding to adopt cloud computing architecture. How to decide if the cloud is right for your requirements. Cloud based service, applications and development platform deployment so as to improve the total cost of ownership (TCO)..
V	Cloud Computing infrastructures available for implementing cloud-based services. Economics of choosing a Cloud platform for an organization, based on application requirements, economic constraints and business needs (e.g Amazon, Microsoft and Google, Salesforce.com, Ubuntu and Redhat)

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:**Text Books:**

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T1	Toby Velte, Anthony Velte, Robert Elsenpeter	“Cloud Computing, A Practical Approach”	McGraw-Hill Osborne Media	1 edition 2009.
T2	Thomas Erl	Cloud Computing Design Patterns	Prentice Hall	2012

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Rajkumar Buyya	Cloud Computing: Principles and Paradigms	John Wiley & Sons	2016
R-02	Dimitris N. Chorafas	Cloud Computing Strategies	CRC Press	1 edition 2010.
R-03	Gautam Shroff	Enterprise Cloud Computing Technology Architecture Applications”	Cambridge University Press	1 edition, 2010

PROGRAM	Master of Business Administration
SEMESTER	4
COURSE TITLE	Strategic Performance Management
COURSE CODE	04MB0414
COURSE CREDITS	3

Course Outcomes:

- ❖ To explain the attributes of a well-designed performance management system
- ❖ To compare and contrast various organizational performance management programs
- ❖ To recommend appropriate performance appraisal methods and tools
- ❖ To develop and implement an effective performance management system
- ❖ To design a Performance Management linked Reward and Compensation System

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs.	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Introduction to Performance Management: Performance Management: Concept and Definition - Performance Appraisal Vs Performance Management- Objectives and Importance of Performance Management, Determinants of Job Performance- Process of Performance Management- Performance Management Cycle - Linking PMS with other HR functions.
II	Performance Management System: Model of Performance Management System, Objectives and Functions of Performance Management System, Characteristics of Effective Performance Management System, Competency Based Performance Management System- Performance Planning- Competency Mapping and its linkage to Performance Planning, Counselling and Monitoring of Performance for High Job Performance
III	Implementation of Performance Management System: Balance Scorecard Approach to Performance Management System- Strategies for Effective Implementation of Performance Management- Operationalizing Change through Performance Management- Concept of High Performance Teams- Organizational Culture and Performance Management, Role of HR Professionals in improving Organizational Performance
IV	Performance Management Linked Reward system: Performance Analysis Process and Methods of Performance Appraisal- Performance Review- Relationship of Job Performance with Job Satisfaction- Objectives and Components of Reward System-Linkage of Performance Management to Reward and Compensation System- Implication of Performance management on Organizational Reward System.
V	Current trends in Performance Management: Potential Appraisal, Challenges & Ethics in Performance Management, Benchmarking, Six Sigma, Pygmalion effect, Performance Management Strategic Planning, Appraisal and Management Practices in Indian Organizations.

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:**Text Books:**

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Prem Chadha	Performance Management	Macmillan	Latest
T-02	Michael Armstrong	Performance Management	Kogan Page.	Latest
T-03	T.V.Rao	Performance Management & Appraisal System	Sage	Latest

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	A.M. Sharma,	Performance Management System	HPH	Latest
R-02	M Armstrong,	Performance Management & Development	Jaico	Latest
R-03	Joe Willmore,	Performance Basics	ASTD Press	Latest
R-04	A S Kohli, T.DeB,	Performance Management	Oxford Higher Education	Latest
R-05	S.K.Bhatia.	Performance Management	Deep and Deep Publication	Latest

PROGRAM	Master of Business Administration
SEMESTER	4
COURSE TITLE	INTERNATIONAL RISK COMMUNICATION
COURSE CODE	04MB0416
COURSE CREDITS	3

COURSE OUTCOMES:

- ❖ Relate the academic part of risk communication in their respective professional carriers.
- ❖ Understand the relationship between the terms reducing the risk and relative risk.
- ❖ Analysis how consumers react to risk and during the pre and post stage of the risk crisis.
- ❖ Plan and communicate the risk in a very systematic and efficient manner and will be in position to analyse the audience response during the crisis.
- ❖ Develop and write risk and crisis communication plans.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

Course Contents:

Unit No	Unit / Sub Unit
I	DECISION TO INTERNATIONALISE Risk Communication process, audiences, Situations and Process, Mental Models Approach, Crisis Communication approach, hazard Plus Outrage Approach, Mental Noise Approach, Laws in India that mandate risk communication basic acts and introduction only, constraints to effective risk communication, Principles of risk communication.
II	PLANNING THE RISK COMMUNICATION EFFORTS Research, Determine purpose and objectives, analyse your audience, Develop your message, Determine the appropriate methods, set a schedule, develop a communication plan.
III	RISK COMMUNICATION INTO ACTION Information materials, Visual representation of risks, Face to Face Communication, Working with the news media. Stakeholder Participation, Technology-assisted Communication and social media.
IV	EVALUATING RISK COMMUNICATION EFFORTS. Why Evaluate Risk Communication Efforts, Emergency risk communication. International risk communication, Look for “Your” Risk in Other Countries, Plan for Cross-Country Communication, Checklist for International Risk Communication
V	PUBLIC HEALTH CAMPAIGNS Understand the goals, use research to design Campaigns, use multiple methods to reach people, using other media. Case study

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year of Publication
T-1	Regina E. Lundgren Andrea H. McMakin	RISK COMMUNICATION A Handbook for Communicating Environmental, Safety, and Health Risks	Wiley-IEEE Press.	5 nd Edition.
T-2	Timothy L. Sellnow • Robert R. Ulmer • Matthew W. Seeger • Robert S. Littlefield	Effective Risk Communication A Message-Centered Approach	Springer publication	1 rd Edition
T-3	Hyunyi Cho, Torsten Reimer, Katherine A. McComas	The SAGE Handbook of Risk Communication	SAGE Publications	1 th Edition
T-4	Jonathan Crichton Christopher N. Candlin Arthur S. Firkins	Communicating Risk	Palgrave Macmillan UK	1 th Edition

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition
R-01	Philip Linsley Philip Shrives Monika Wieczorek-Kosmala	Multiple Perspectives in Risk and Risk Management	Springer International Publishing	1 rd Edition
R-02	Josephine Adekola	Power and Risk in Policymaking	Palgrave Pivot Springer International	1 st Edition
R-03	• Pamela (Ferrante) Walaski	Risk and Crisis Communications: Methods and Messages	Wiley Publications	1 st Edition
R-04	Rob Weinhold, Kevin Cowherd	The Art of Crisis Leadership: Save Time, Money, Customers and Ultimately, Your Career	Apprentice House	1 st Edition
R-05	Michael J. Fagel, Jennifer Hesterman.	Soft Targets and Crisis Management: What Emergency Planners and Security Professionals Need to Know	Routledge Publication	1 st Edition

Research Papers:-

- The below mention research papers students are advised to read during the academic duration for having clear understanding.

1. Boroush, M. (1998). Understanding risk analysis: A short guide for health, safety, and environmental policy making (internet ed.). Washington, DC: American Chemical Society.
2. Graham, J. D., & Rhomberg, L. (1996). How risks are identified and assessed. *The Annals of the American Academy*, 545, 15-24.
3. Milroy, S. J. (2001). Lesson 7: Big numbers mean big lies. In *Junk science judo: Self-defense against health scares and scams* (pp. 115-118). Washington, DC: Cato Institute.
4. Ropeik, D., & Gray, G. (2002). Tobacco. In *Risk! A practical guide for deciding what's really safe and what's really dangerous in the world around you* (pp. 139-148). New York: Houghton Mifflin.
5. Sjöberg, L. Factors in risk perception. (2000). *Risk Analysis*, 20, 1-11.
- Sjöberg, L., & Wåhlberg, A. A. (2002). Risk perception and new age beliefs. *Risk Analysis*, 22, 751-764.
6. Sandman, P. M. (1993). Risk = Hazard + Outrage. In *Responding to community outrage: Strategies for effective risk communication* (pp. 1-10). Fairfax, VA: American Industrial Hygiene Association.
7. Sandman, P. M. (1993). Components of Outrage. In *Responding to community outrage: Strategies for effective risk communication* (pp. 11-57). Fairfax, VA: American Industrial Hygiene Association.
8. Leiss, W. (1996). Three phases in the evolution of risk communication practice. *The Annals of the American Academy*, 545, 85-94.
9. Lundgren & McMakin – Chapters 2 “Approaches to Risk Communication” and 4 “Constraints for Risk Communication”
10. Lundgren & McMakin – Part two “Planning the Risk Communication Effort” & Part three “Putting Risk Communication into Action”
11. Fearn-Banks, K. (2002). The crisis communications plan. In *Crisis communications: A casebook approach* (2nd ed.) (pp. 22-40). Mahwah, NJ: Lawrence Erlbaum Associates.
12. Fiorino, D. J. (1990). Citizen participation and environmental risk: A survey of institutional mechanisms. *Science, Technology, and Human Values*, 15, 226-243.
13. Arvai, J. L. (2003). Using risk communication to disclose the outcome of a participatory decision-making process: Effects on the perceived acceptability of risk-polity decisions. *Risk Analysis*, 23, 281-289.
14. McComas, K. A. (2003). Citizen satisfaction with public meetings used for risk communication. *Journal for Applied Communication Research*, 31, 164-184.
15. Lundgren & McMakin –6 “Principles of Risk Communication”
16. Chess, C. (2001). Organizational theory and the stages of risk communication. *Risk Analysis*, 21, 188-179.
17. Neuwirth, K., Dunwoody, S., & Griffin, R. J. (2000). Protection motivation and risk communication. *Risk Analysis*, 20, 188-179.
18. Scherer, C., & Cho, H. (2003). A social network contagion theory of risk perception. *Risk Analysis*, 23, 261-267.



PROGRAM	Master of Business Administration
SEMESTER	IV
COURSE TITLE	Managing Corporate Entrepreneurship
COURSE CODE	04MB0420
COURSE CREDITS	3

COURSE OUTCOMES:

- Identify, examine, and clarify the differences between independent entrepreneurship and corporate entrepreneurship.
- Understand different forms of Corporate Entrepreneurship.
- Discover how creativity leads to innovation in companies and how entrepreneurship drives the innovation process.
- Analyze the scope and complexity of the issues related to corporate entrepreneurship.
- Develop strategies for corporate entrepreneurship.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs.	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Introduction to Corporate Entrepreneurship: Introduction to Corporate Entrepreneurship- Why companies lose their entrepreneurial way: The organizational life cycle - A model of Corporate Entrepreneurship- How Corporate Entrepreneurship differs- Where to find entrepreneurship within a company- General framework for understanding Corporate Entrepreneurship
II	The forms of Corporate Entrepreneurship- Corporate venturing- Strategic entrepreneurship- The business model as vehicle for corporate entrepreneurship-The open innovation revolution- Applying Entrepreneurial Concepts to the Nonprofit and Public sectors- Exploring Entrepreneurship in Nonprofit and Government Organizations- How Public sector managers view Entrepreneurship- Toward Entrepreneurial Government
III	Creating the Entrepreneurial Organization: The creative individual in a company, The Creative process, The Creative blocks- Creativity Techniques and Creative Quality- The Entrepreneurial Personality- Motivating Entrepreneurial Behavior-Are corporate Entrepreneurs different? - Categories of Entrepreneurs- Critical roles incorporate entrepreneurship- Myths about Corporate Entrepreneurs
IV	Corporate Strategy and Entrepreneurship: The changing landscape, The Role of Strategic Management and Corporate Strategy, Integrating Entrepreneurship with Strategy- Managing innovation Strategically: A Portfolio Approach- Technology, Entrepreneurship and Strategy- Key Strategic Concept: Entrepreneurship as the Driver- Entrepreneurial Strategy- Some contributing Factors- Implementation Issues
V	Structuring the Company for Entrepreneurship: Types of structures: Links to an entrepreneurial strategy- An entrepreneurial and the concept of cycling- Structure to support New Product/ Service Development Projects- Entrepreneurial projects: Structures within structures- Structuring relationship between Entrepreneurial Initiatives and the cooperation: Some organizational design Alternatives- Developing an Entrepreneurial Culture: Nature, pieces and parts of Culture- Generic culture types-A culture with a different view of failure- Leadership and Culture

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:
Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Michael H. Morris, Donald F. Kuratko, Jeffrey G. Covin	Corporate Entrepreneurship and Innovation	Cengage Learning	Third, 2011
T-02	Paul Burns	Corporate Entrepreneurship	Palgrave Macmillan	Third, 2013
T-03	Robert D. Hisrich & Klaudine Kearney	Corporate Entrepreneurship	Mcgraw-Hill	Latest

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Kevin C. Desouza	Intrapreneurship	University of Toronto Press	Latest
R-02	Vijay Sathe	Corporate Entrepreneurship	Cambridge University Press	Latest



PROGRAM	Master of Business Administration
SEMESTER	IV
COURSE TITLE	Succession Planning for Family Business
COURSE CODE	04MB0421
COURSE CREDITS	3

COURSE OUTCOMES:

- Understand the value of succession planning for successful businesses.
- Identify competencies and plan competency based succession
- Create and discuss aspects of a succession plan.
- Discuss the elements of a succession plan in terms of roles, responsibility, function, scope, and evaluation.
- Assess alternative internal and external successors
- Develop a program for succession planning

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	<p>INTRODUCTION TO SUCCESSION PLANNING</p> <ul style="list-style-type: none"> -Career planning and succession management: -Definitions, concept and Need for career and succession planning -Self Assessment for Career planning -The Six Ps of Career Management, -The six stages of modern career development (Assessment • Investigation • Preparation • Commitment • Retention • Transition.); -Integrating Career planning with Succession planning -Integrating HR planning with Succession Planning -Succession management process; - challenges of succession management, -Trends Influencing Succession Planning and Management - Succession Planning benefit to employees and organisation
II	<p>COMPETENCY MAPPING AND INTERNAL MOBILITY METRICS</p> <ul style="list-style-type: none"> - Competency Identification, Values Clarification, and Ethics - Conducting Competency Identification Studies - Using Competency Models - Internal Mobility Metrics: Career Progression Indices - Promotion index, Rotation index, Career path index, Level wise succession readiness index. Replacement analysis - New Developments in Competency Identification, Modeling, and Assessment

	<ul style="list-style-type: none"> - Competency Driven Career and Culture: Role of Competency in Career Progression - Transactional Competency, Tradition Competency and Transformational Competency, Evaluation of Career through KSA (Knowledge, Skill and Attitude) -Competency based Succession and Career planning, Corporate Competency driven Culture.
III	<p>INTERNAL SUCCESSORS FRAMEWORK</p> <ul style="list-style-type: none"> -Assessing Present Work Requirements and Individual Job Performance - Assessing Future Work Requirements and Individual Potential -Identifying Key Positions Job rotation as a tool to map competency -Three Approaches to Determining Work Requirements in Key Positions -Using Full-Circle, Multi Rater Assessments -Appraising Performance and Applying Performance Management -Developing Internal Successors -Assessing Alternatives to Internal Development -Integrating Recruitment with Succession Planning - Integrating Retention with Succession Planning - External versus Internal Successors -Creating Talent Pools: Techniques and Approaches -The Future of Succession Planning and Management
IV	<p>DEVELOPMENT PROGRAMS FOR SUCCESSION PLANNING</p> <ul style="list-style-type: none"> -Skill gap approach and assessment systems -Methods of Development Program, Employee Development - Management Development -“Nine-Box” Succession Planning Grid -Formulating Internal Promotion Policy -Preparing Individual Development Plans -Developing Successors Internally -The Role of Leadership Development Programs -The Role of Coaching and Mentoring -Evaluating Succession Planning and Management Programs -Auditing MDP’s management development method -Criteria for Evaluating Leadership Development Initiatives
V	<p>SUCCESSION PLANNING IN FAMILY BUSINESS+B11</p> <ul style="list-style-type: none"> -Family vs. Non-Family Managers - CEO and Senior Management Succession - -Family culture and impact on business -Managing successor development strategy -Profile of successful successors - rewards and challenges for latter-generation family members - Desirable next-generation attributes - Crafting the next generation career plan – Vision plan - Sibling and cousin teams - Handling disagreements & managing conflict - Importance of a Formal Senior Management Succession Plan - Steps of a Formal CEO Succession Plan - Measuring performance of family firms

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:
Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	William J. Rothwell, Robert D. Jackson, Cami L. Ressler, Meg Brower, Maureen Connelly Jones	Career Planning and Succession Management: Developing Your Organization's Talent—for Today and Tomorrow,	Praege ABC-CLIO	2nd Edition (2015)
T-02	Rothwell, W. J.	Effective succession planning: Ensuring leadership continuity and building talent from within	American Management Association. New York	(5th ed.) (2016).
T-03	Berke, D.	Succession planning and management: A guide to organizational systems and practices.	Greensboro, NC: Center for Creative Leadership	(2005).
T-04	Mark Fischetti	The Family Business Succession Handbook	Family Business Publishing Co.	Latest Edition

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Pamela A. Gordon Julie A. Overbey	Succession Planning Promoting Organizational Sustainability	Palgrave Macmillan, Cham	2018
R-02	Aronoff, Craig E., Stephen L. McClure and John L. Ward.	Family Business Succession: The Final Test of Greatness.	New York: Palgrave Macmillan,	2nd ed. 2010. Print.
R-03	Mark R. Sobol, Phil Harkins, Terence Conley	Linkage Inc.'s Best Practices in Succession Planning	Pfeiffer	July 2007
R-04	Seema Sanghi,	The handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations	Sage Publication Inc	

PROGRAM	Master of Business Administration
SEMESTER	IV
COURSE TITLE	Innovation Management and Technology Appreciation
COURSE CODE	04MB0422
COURSE CREDITS	3

COURSE OUTCOMES:

- Describe ideas and approaches to technology and innovation management.
- Critically understand the nature of the "knowledge landscape" - that is, what is established knowledge; where the open questions are; where the active research front currently is; and what analytical perspectives are available.
- Demonstrate a critical appreciation about how technology relates to different disciplines; and be able to show creativity in identifying insights for application in innovation management contexts.
- Apply concepts and approaches from technology and innovation in determining organizational circumstances, critically reviewing specific topics, and making informed judgments about their applicability in uncertain situations.
- Develop the ability for identifying issues, applying critical analysis, and developing creative responses to innovation challenges effectively presented in persuasive reports and presentations.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Innovations in Technology: Modern organizations – role of internet - Innovation Theory - Innovation Impact - Types of Business Innovations with IT - Management Issues: Challenges for Managers
II	Technology for decisions and IT strategy: Data and Information - Information in Organizational Functions - Types of Information Technology and Information Systems - Decision Making with MIS - Communication in Organizations - IT Strategy and Digital Goods - The Competitive Environment of Business - Using IT for Competing - Information Goods - Information Systems and Competitive Strategy
III	Electronic Commerce, Electronic Business: E-Commerce Technology - HTML and Email - Doing Business over the Internet -E-Business -Challenges of Managing the IT Function - Vendor Management
IV	Managing outside innovation: Crowd-sourcing software - Managing open source innovation - Managing outside innovation - Case study on managing outside innovation
V	Managing ethical and social issues: Managing ethical issues - Managing social issues - Innovating to stay green - ICT for development

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:
Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Rahul De	MIS: Managing Information Systems in Business, Government and Society	Wiley India	Latest
T-02	Rastogi, P.N.	Management of technology and innovation: competing through technological excellence.	Sage Publications India	Latest
T-03	White, Ronald V.	The ELT curriculum: Design, innovation and management (Vol.	Oxford: Blackwell.	Latest

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Ziman. J	Technological Innovation as an Evolutionary Process	Cambridge University Press, Cambridge	Latest
R-02	Tarek Khalil	Management of Technology	McGraw Hill International	Latest
R-03	Shlomo Maital D. V. R. Seshadri	Innovation Management Strategies, Concepts and Tools for Growth and Profit	Sage Publications	Latest

PROGRAM	Master of Business Administration
SEMESTER	IV
COURSE TITLE	Legal Aspects of Start Ups and IPR
COURSE CODE	04MB0423
COURSE CREDITS	3

COURSE OUTCOMES:

- Understand the major types of IP (patents, copyrights, trademarks, and trade secrets), what rights they include, how to obtain those rights, and how to avoid unnecessarily losing those rights.
- Apply IP to protect a competitive advantage in a target market.
- Identify and address risks related to IP infringement.
- Assessing how to avoid common IP stumbling blocks for startups, including: selecting name, securing ownership of IP; the dangers associated with employment.
- Understand the basic aspects of major legal milestones for an early-stage technology venture, such as incorporation and financing.
- Gaining knowledge about the international treaties.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Startups – Legal compliances : Introduction – Location of business – Regulatory and Tax considerations - Rules applicable for foreign investments in Indian companies - Company incorporation in India – Types of Companies, Documents, Incorporation steps – Financing - Venture capital, Angel Investments – Employee laws – The IT Act
II	Leveraging IP: Intellectual Property Rights – Types – Acts - Patents – Patentability criteria – Patenting Process – Claims – Infringements – Copyright Basics - Terms of Copyright - Copyright in Literary, Dramatic and Musical ,Works, Sound Recording, Cinematograph Films, Copyright in Computer Programme, Author Special Rights, Right of Broadcasting and performers – Copyright Registration - Copyright Infringement.
III	Trademarks: Trademarks – Kinds of trademark - Registration of trademark - Infringement of trademark - Remedies for infringement and passing off – Trade secrets – Industrial Design Protection – kind of protection
IV	Geographical Indications: Types – Need for GI protection – Indian GI Act – Case studies.

	Traditional Knowledge: Indigenous, medicinal, bio prospecting knowledge Examples. Need for protection, positive protection, defensive protection.
V	International Treaties: International Treaties for Patent - Paris Convention , Patent Cooperation Treaty (PCT) - Multilateral Agreements - Budapest Treaty , Madrid protocol , Hague Agreement, Convention of Biodiversity

EVALUATION:

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	N.S. Gopalakrishnan & T.G. Agitha	Principles of Intellectual Property	Eastern Book Company, Lucknow	Latest
T-02	P. Narayanan	Intellectual Property Law	Eastern Law House	Latest
T-03	Watal, Jayashree	Intellectual Property Rights in the WTO and Developing Countries	Oxford University Press	Latest

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Deborah, E. Bouchoux	Intellectual Property Rights	Cengage Learning	Latest
R-02	Department for Promotion of Industry and Internal Trade.	The Startup Guidebook The ultimate guide to starting a business in India	Startup India Hub https://www.startupindia.gov.in/content/sih/en/reources/knowledge-bank.html	2021
R-03	William Cornish.	Cases and Materials on Intellectual Property	Eastern Book Co.	Latest



PROGRAM	Master of Business Administration
SEMESTER	IV
COURSE TITLE	Microfinance and Rural Banking
COURSE CODE	04MB0426
COURSE CREDITS	3

COURSE OUTCOMES:

- To understand rural India and its initiatives for rural development.
- To learn the different models of Micro finance.
- To provide Knowledge about the development of microfinance products.
- To acquire information about micro finance and its importance in developing rural wealth.
- Expose students to get ideas about Microfinance organizations.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	<p>INTRODUCTION RURAL BANKING TO MICRO FINANCE.</p> <p>Microfinance – An Introduction ,Demand and Supply of Microfinance , A Development Strategy and an Industry Role of Grameen Banks in Microfinance ,Microfinance Innovative Concepts, Approaches and Financial Inclusion.</p> <p>Introduction to rural banking -Role of Banks in rural credit, Present structure of Rural Banking-Co-operatives, Commercial Banks, RRBs and other institutional agencies. Evolution of Co-operatives, short-term & long term credit structure, Role of Commercial Banks in rural credit</p>
II	<p>NEED OF SETTING UP OF REGIONAL RURAL BANKS :</p> <p>Salient provision of Regional Rural Banks Act, 1976, Management and functioning of RRBs, Organizational structure of RRBs, Performance of RRBs, Merger of RRBs, Present status. Role of Government, RBI and NABARD in monitoring Rural Credit, refinance and other supports, New initiatives in rural banking: financial inclusion, BC/ BF model, mobile banking etc.,</p> <p>Financing for non-farm activities and other matters- Credit to small and micro enterprises in rural areas, indirect advances to agriculture, artisans credit cards, financing under Govt.</p>

	sponsored schemes – PMEGP, NRLM, Linking SHGs with bank credit, Financing Joint Liability Groups, Various types of Loan Securities, Loan documentation, financial inclusion, financial literacy and credit counselling, role of farmers' club.
III	<p>FINANCIAL AND OPERATIONAL EVALUATION AND MODELS :</p> <p>Conventional Models, Direct Method; Indirect Method; – Business Facilitator/Business Correspondent Model,- Engagement of Business Facilitators/Correspondents: Concerns and Safeguards; Policy for identification and Acceptance – Bank-MFI Bulk Lending Model – Partnership Model, Promoting Bank-MFI Partnership Model. Analyzing and Managing Financial Statements of MFIs/RRBs</p>
IV	<p>Development of Microfinance in India: Types of Products – Savings, Objectives – Micro insurance, Regulation of micro insurance; Insurer-MFI Partnership Model – Securitization, Need for Securitization in India – ICICI Bank Lending Products. Sustainable Development Issues: Why Self-Help Groups? – Objectives – Promotion, SHG Issues, What are the Important Steps for Sustainable Development of SHGs? What are the Skills needed for Managing Successful SHGs? – Promotion of Micro Enterprises, Micro Enterprises-Opportunities and Challenges; Characteristics of Micro Enterprises; Micro Enterprise Promotion-Critical Gaps; Cluster Approach for Micro Enterprise Promotion; Types of Clusters; Challenges for Cluster Micro Enterprises – Capacity Building – Assessment of MFIs, Rating of Microfinance Institutions; Non-financial Parameters; Financial Parameters; Approach for MFI Evaluation – CRISIL Model, CRISIL’s Criteria for MFI Evaluation.</p>
V	<p>Issues, Trends and Frontiers of Microfinance:</p> <p>Emerging Issues in Microfinance, Gender Issues in Microfinance, Role of Technology in Microfinance ,Micro Credit as Priority Sector Advance, Impact of Microfinance on Empowerment of Women</p> <p>Regulatory Framework- Recommendations of Expert Groups,; Interest Rates; Savings; Regulations on Investment; Response to Primary Concerns: Bridging the Gap with Safeguards; Rate of Interest; Vepa Kamesam Group Recommendations – Microfinance Risk Scenario – Political Risk; Economic Risk; Currency Risk; Geographical Risk; Saturation and Unhealthy Competition; Institutional Risk.</p>

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:
Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	O.C. Rama, Hem Raj	Microfinance	Himalaya Publishing House Pvt. Ltd	1st Ed, , 2016
T-02	Rais Ahmad	Agriculture, Rural Banking & Micro Finance in India	New Century Publications	1st Ed, 2012
T-02	Indian Institute of Banking & Finance	Rural Banking	Macmillan Publishers India	2nd Ed, 2018
T-03	K G Karmakar	Microfinance in India	Sage Publications	1 st Ed, Aug, 2008
T-04	Indian Institute of Banking & Finance	MICRO – FINANCE Perspectives and Operations (IIBF)	Macmillan Publishers India	2nd Edition, Reprinted 2017

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Katuri Nageswara Rao	Rural banking Micro finance	ICFAI UNIVERSITY	1 st Ed, 2006
R-02	Vasant Desai	Rural Development in India	Himalaya Publishing House	5th Ed, 2019
R-03	Sinha, Tanka &	Microfinance and Self Help Groups in India: Living Up to Their Promise?	Reddy Practical Action	1st Ed, 2009
R-04	Dr Kamal Taori	Panchayat Raj and Corporate Sector and Challenges of our Time	CFIETRA, Kanpur	1 st Ed, 2006

PROGRAM	Master of Business Administration
SEMESTER	IV
COURSE TITLE	Economics Of Insurance
COURSE CODE	04MB0424
COURSE CREDITS	3

COURSE OUTCOMES:

- Demonstrate a working knowledge of the procedure associated with various aspects of the risk evaluation .
- Ability to apply theories of risk and insurance to perform risk management review for individuals and organizations.
- Ability to comprehend the shift in risk perceptions and risk management, across cultures.
- Identify and translate the high degree of ethical responsibility which accompanies insurance management.
- Listen, interpret and communicate ideas and solutions in a logical and professional manner.
- Learn collaboration for need assessment and for providing solutions.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

Course Contents:

Unit No	Unit / Sub Unit
I	Economic Foundations Expected utility, St. Petersburg paradox, Bernoulli's solution, Von Neumann Morgenstern Expected utility theorem, Risk preference, Demand for full insurance, maximum premium, Insurance at Fair Odds, Partial Insurance, Insurance Market-State Space Approach, contingent commodities, zero profit constraint, odd price ratio,
II	Asymmetric Information and Insurance Moral Hazard and Insurance, Insurance and Selection Problems, single Crossing Property; Imperfect information: pooling, contract, separate insurance, self selection constraint, separating equilibrium,
III	Experience Rating and Credibility Theory Experience or merit rating, risk classification, Bonus Malus System; Credibility theorem-Empirical Bayes approach to credibility theory, credibility premium formulae and standard elementary models, credibility premiums, full and partial credibility; the aggregate claim

	distribution for short term insurance contracts, aggregate claim distribution and application of binomial, Poisson, negative binomial distribution and normal distribution
IV	Insurance Pricing Fundamentals – fair premium; fair profit loading; Actuarial Science pricing techniques- individual risk theory and collective risk theory; financial pricing of Insurance-insurance capital asset pricing model; present value model and option pricing model;
V	Estimating Unpaid Claims Using Basic Techniques Development Techniques- Expected claims Techniques-Bornhuetter Ferguson Techniques- Cape Cod Techniques – Frequency Severity Techniques- Case Outstanding Development Techniques – Berquist Sherman TechniquesRecoveries: Salvage and subrogation and Reinsurance- Evaluation of Techniques.

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:
Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year of Publication
T-01	George E. Rejda & Michael McNamara	Principles of Risk Management & Insurance	Pearson	13 th Edition
T-02	Harrington and G. Niehaus	Risk Management and Risk	Tata McGraw-Hill	2 nd Edition

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R-01	Brian Hiller	Economics of Asymmetric Information	Palgrave Macmillian	1997
R-02	Hun Seog S.	Economics of Risk and Insurance	Wiley-Blackwell	1 st Edition
R-03	Walter Nicholson & Cheistopher Snyder	Microeconomic Theory (8th Edition)	CENGAGE Learning	11 th Edition
R-04	Hans U. Gerber	Life Insurance Mathematics,	Springer	3 rd Edition
R-05	Black, K. and H. Skipper	Life and Health Insurance,	Pearson Education	13 th edition, 2004



PROGRAM	MBA
SEMESTER	IV
COURSE TITLE	Wealth Management
COURSE CODE	04MB0425
COURSE CREDITS	3

COURSE OUTCOMES:

- To apply the financial statement analysis in preparing the financial plan of a client
- To do appropriate client profiling by using the skills required for effective wealth management
- To Formulate the Ideal asset allocation strategy by knowing risk-return-tax aspects of different investment avenues and asset classes
- To design strategies for effective Insurance Planning, Tax Planning, Retirement Planning & Estate Planning with the help of Wealth planning templates and tools
- To create/modify the asset allocation by doing portfolio performance attribution analysis

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

Course Contents:

Unit No	Unit / Sub Unit
I	<p>Introduction to wealth management & Financial Statement Analysis: How is wealth management different from personal financial planning? Key drivers of wealth management, Indian perspective of wealth management, Wealth management process, wealth management market in India, Importance of Financial Statements Analysis in Financial Planning</p> <p>Comparative-Common Size-Trend analysis (With the use of MS Excel): Income and Expenditure Statement, Balance Sheet, Financial Ratio Analysis, Cash Flow Analysis</p>

II	<p>Client Profiling & Behavioral Skills required for Wealth Management:</p> <p>Client Profiling (With the use of cash study): Know Your Customer / Client, Financial Planning Horizon, Reevaluating Customer Needs, Clients Goals setting, types of goals, goal prioritization, time dimension of goals, data gathering Constraints and Objectives, Strategies for Complete Financial Plan</p> <p>Skills required for Wealth Management: Time Management, Negotiation Skills, Convincing Skills, Etiquettes and Manners when especially dealing with personal confidential data of clients, ethical behavior, client objection handling, Closing a deal, Marketing Skills: Relationship Management, Selling in an competitive environment, relationship management process, personal selling skills</p>
III	<p>Investment Products & Asset Allocation:</p> <p>Investment Products: Investment constraints, investors categorization, investment styles and factor impacting investment behavior, Investment products - fixed income financial instruments, money market instruments, equity, mutual funds, derivatives, credit cards, Systematic Investment Planning (SIP) Risk analysis of various investment products, Art, Gold, Antiques, Commodities, Real Estate, Real Estate Investment Trust Security (REITS), Real Estate Related Mutual Funds</p> <p>Asset Allocation : risk associated with the various asset classes, Asset allocation process, strategic asset allocation strategies, tactical asset allocation strategies</p>
IV	<p>Insurance Planning, Tax Planning, Retirement Planning & Estate Planning (With the help of Wealth planning templates and tools):</p> <p>Insurance Planning: Life Cycle Stages of Individual and Concept of Life Insurance, Insurance products, Insurance Planning Strategies Concepts of Risks and Classification of Risks</p> <p>Tax Planning: Basic Concepts of Income Tax, Ethical Considerations in Tax Planning, Tax Planning Strategies</p> <p>Retirement Planning: Process of Retirement Planning, Type of Retirement Plans available</p> <p>Estate Planning: Need for Estate Planning, Process of Estate Planning, Creation of will and Administration, Estate Management</p>
V	<p>Portfolio Performance Attribution analysis & Wealth Management Strategies (With the help of MS Excel): Portfolio Construction, introduction to portfolio management services, portfolio management process, tracking of portfolio performance – Sharpe’s Ratio, Treynor’s Ratio, Jensen’s Ratio, Information Ratio, Drawdown, Sortino Ratio, Brinson Model</p> <p>Wealth Management Strategies (A Financial Plan is expected to be prepared by each student): Dropping the Non Wealthy habits, Philosophy of Wealth Creation and Management, Strategies for wealth management</p>

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:**Text Books:**

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year of Publication
T-01	Lawrence J. Gitman	Personal Financial Planning	Cengage	13 th Edition - 2014
T-02	Joydeep Sen	Financial Planning & Wealth Management: Concepts and Practice	SPD	1 st Edition - 2020

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R-01	Dun & Bradstreet	WEALTH MANAGEMENT	TMH Publications	2 nd Edition-2017
R-02	Madhu Sinha	Financial Planning: A Ready Reckoner	TMH Publications	2 nd Edition-2016



PROGRAM	Master of Business Administration
SEMESTER	IV
COURSE TITLE	Management of Services
COURSE CODE	04MB0433
COURSE CREDITS	3

COURSE OUTCOMES:

Students should be able to understand:

- Understand The role of services in an economy.
- Designing the service enterprise to support the competitive strategy.
- Illustrating the day-to-day operations in Management of Service.
- Assessing the Quantitative models for service management.
- Examining how management of forecasting demand for service can be done.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	The Role of Services in an Economy, The Nature of Services, Service Strategy, New Service Development
II	Technology in Services, Service Quality, Supporting Facility and Process Flows, Process Improvement
III	The Service Encounter, Service Facility Location, Managing Capacity and Demand, Managing Waiting Lines
IV	Service Supply Relationships, Globalization of Services, Managing Service Projects
V	Capacity Planning and Queuing Models, Forecasting Demand for Services, Managing Service Inventory.

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:
Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	James A. Fitzsimmons Mona J. Fitzsimmons	Service Management	McGraw Hill	7 th Ed.
T-02	C. Haksever, Render B., Russel S. R. and Murdick R. G.	Service Management and Operations	Prentice Hall	2 nd Ed. 2007.

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	James A. Fitzsimmons Mona J. Fitzsimmons	Service Management	McGraw Hill	7 th Ed. 2010
R-02	Stickdorn, Marc and Schneider, Jakob	Service Design Thinking	Wiley	2012
R-03	C. Haksever, Render B., Russel S. R. and Murdick R. G.	Service Management and Operations	Prentice Hall	2 nd Ed., 2007.
R-04	Palmer, Adrian	Principles of services marketing	McGraw-Hill	2008



PROGRAM	Master of Business Administration
SEMESTER	4
COURSE TITLE	Insurance and Risk Management
COURSE CODE	04MB0427
COURSE CREDITS	3

COURSE OUTCOMES:

- Analyze the concept of Risk and role of insurance in Risk management.
- Appraise the role of Health insurance and fire insurance in providing financial protection under catastrophic risk.
- Evaluate the role of Marine insurance in enhancing international trade and risk management.
- Determine the risk associated with vehicle ownership and role of Automobile insurance.
- Identify the role of Reinsurance in risk transfer.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	<p>Introduction to Risk Management</p> <p>Concept of Risk and Uncertainty, Peril, Hazard, Classification of risk – Pure and speculative risk, Diversifiable risk and non-diversifiable risk, Enterprise risk, Systemic risk, Technique of risk management. Insurance and Risk – Definition and characteristics of insurance, Insurance and Gambling, Insurance and Hedging, Type of insurance, Benefit, and cost of insurance.</p> <p>Introduction to Risk Management – Meaning and Objective of risk management, steps in the risk management, personal risk management, benefit of risk management. Enterprise risk management – Meaning, Insurance market dynamism, introduction to loss forecasting, Risk management tools</p>
II	<p>Non-Life Insurance - I</p> <p>Health Insurance - Meaning, Current scenario, Health insurance plans schemes, Micro health insurance. Fire insurance – Fire insurance contract, proposal and coverage, special coverage, Progress of fire insurance.</p>
III	<p>Non-Life Insurance – II</p> <p>Marine Insurance – Definition, history of marine insurance, Marine insurance contract, marine insurance policies, policy condition, special marine cover, marine cargo loss and fraud. Automobile Insurance – losses associated with automobile ownership and usage, need of automobile insurance, type of policies, factors considered in premium rating.</p>
IV	<p>Underwriting and Claim Management</p> <p>Underwriting – Philosophy of underwriting, objective, and principles of underwriting, underwriting of life and non-life insurance.</p> <p>Claims Management – Introduction, claim settlement in general insurance, claim management in life insurance, repudiation of claims.</p>
V	<p>Reinsurance and Financial Aspect of Insurance Companies</p>

	Reinsurance – Introduction, role of reinsurance, techniques of reinsurance, nature of reinsurance, reinsurance in India, Global reinsurance market, reinsurance trading. Financial Aspect of Insurance companies – Financial objective of an Insurance companies, role of financial manager, performance measurement of Insurance companies, Asset Liability management, ratio analysis in insurance companies
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Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:
Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	P.K. Gupta	Essentials of Insurance and Risk Management	Himalaya	1 st Edition, 2016
T-02	George E Rajeda & Michale J. McNamara	Principles of Risk Management and Insurance	Pearson	13 th , Edition, 2016
T-03	Scott E Harrington, Gregory R. Niehaus	Risk Management and Insurance	McGraw Hill	2 nd , Edition 2013

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	S. Arunajatesan & T. R. Viswanathan	Risk Management and Insurance	Trinity Press	2 nd Edition, 2015
R-02	P.K. Gupta	Insurance and Risk management	Himalaya	2 nd Edition, 2018
R-03	Trieschmann, James S, Hoyt, Robert E. ,Sommer, David W.	Risk Management and Insurance	Cengage Learning India Pvt. Ltd.	12 th , Edition, 2004



PROGRAM	Master of Business Administration
SEMESTER	04
COURSE TITLE	Enterprise Resource Planning and Business Process Management
COURSE CODE	04MB0428
COURSE CREDITS	03

COURSE OUTCOMES:

After completing the syllabus students should be able to-

- Understand how ERP works and its relationship with SCM.
- Categorizing the steps in SCM process and how it can be applied in real world.
- Explaining the in-depth knowledge of MRP, ERP and SCM
- Reviewing of Various model of SCM and ERP
- Adapting the Application of ERP in SCM.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Introduction: Evolution of ERP and SCM, MRP (material requirement planning, manufacturing resource planning, ERP-enterprise resource planning
II	Case: SAP ERP, implementing business process with SAP ERP, ERP system implementation, Manufacturing systems
III	SCM- supply chain management, modeling intercompany business processes, SCOR model
IV	SCM data structures and advance planning, advanced SCM planning approaches, APS-Advanced planning and scheduling, planning inventory and orders.
V	SAP scm- SAP advanced planner and optimizer, CIF –core interface, SAP SCM modules



Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Kurbel, Karl E	Enterprise Resource Planning and Supply Chain Management	Springer	latest edition
T-02	Knolmayer, Gerhard F., Mertens, Peter, Zeier, Alexander	Supply Chain Management Based on SAP Systems	Springer	latest edition

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Bansal	Enterprise Resource Planning	Pearson	Latest edition
R-02	Rajesh ray	Enterprise Resource Planning	Mcgraw Hill	Latest edition
R-03	Garg	Enterprise Resource Planning: Concepts and Practice	PHI publisher	Latest edition



PROGRAM	Master of Business Administration
SEMESTER	IV
COURSE TITLE	Data Visualization and Analytics using Power BI
COURSE CODE	04MB0429
COURSE CREDITS	3

COURSE OUTCOMES:

- Understand BI process and application of MS-Power BI in business analytics
- Apply the software knowledge to cleanse and transform data and build relational databases
- Analyze data through a variety of basic and advanced visualization tools available in Power BI
- Apply advanced data analysis tools such as DAX expressions
- Build Business Intelligence reports with cutting-edge visuals and analyses

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs.	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	<p>Introduction to Business Intelligence and Power BI Understanding the business intelligence (BI) process, BI and Power BI, Power BI parts and pieces, The Power BI architecture – Power BI Desktop, Power BI Service, Power BI Report Server, Power BI Mobile App, installation and overview of the interface</p> <p>Interacting with Power BI Desktop Opening a Power BI report/ preparing an Environment, working with single and multiple report items, altering a report (slicer, filter), navigating through Power BI reports</p>
II	<p>Building Data Models: Gathering data – Get data, Power BI connection types, Transforming data, The Power BI Query Editor, Shaping and Cleansing Data, Loading Transformed Data, Combining Datasets, creating intermediate tables, building relationships, creating a tabular model, formatting-hierarchies, groups and bins</p> <p>Creating Power BI Visuals-I: Basic visuals, Column chart, slicer, Tables and Matrix visualization, Cards and Multi-row cards, Pie, Donut, Treemap Basic formatting of visuals</p>
III	<p>Creating Power BI Visuals-II: Gauge chart (highlighting performance wrt set target) Exploring Interactivity with different types of slicer (horizontal-list, dropdown, range), Scatter plot (play-axis: chart in motion), Drill through feature, Geographic visualizations-bing map, filled map, shape map, Other visual elements (text boxes, images and shapes)</p> <p>Visual Formatting: page-specific and chart specific, advanced formatting (conditional formatting, data bars), visualization analytics tab, advanced interactivity and custom visualization-changing interactivity from highlights to filters in report settings, Synchronizing slicers, Bookmarks, Buttons</p>

IV	<p>Measures and Calculated Columns: Calculated Columns, Measures- default summarization, explicit measures, measures and context, time analytics, row-by-row calculations, the FILTER() function, DAX variables</p> <p>DAX Language Reference: Dax Operators-comparison operators, arithmetic operators, text operators, logical operators, Dax functions- Modifying Context, Time-valued functions, aggregate functions, DAX functions and time analytics, Parent/Child relationships, Additional DAX functions</p>
V	<p>Additional Power BI Desktop Features: Model features- Synonyms, linguistic schemas, display folder, What-if parameters Performance Analyzer- Capturing performance information, viewing the DAX Query Import and Export- Excel Workbook content, Power BI Templates</p>

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Brian Larson	Data Analysis with Microsoft Power BI	McGraw-Hill Publications	1 st Edition, 2020
T-02	Devin Knight, Brian Knight, Mitchell Pearson, Manuel Quintana and Brett Powell	Microsoft Power BI Complete Reference	Packt Publishing	1 st Edition, 2018

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Greg Deckler	Learn Power BI: A beginner's guide to developing interactive business intelligence solutions using Microsoft Power BI	Packt Publishing	1 st Edition, 2019.



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R-02	Mitchell Pearson	Microsoft Power BI Quick Start Guide: Build dashboards and visualizations to make your data come to life	Packt Publishing	1 st nd Edition, 2018.
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PROGRAM	Master of Business Administration
SEMESTER	IV
COURSE TITLE	Business Analytics using Python Programming
COURSE CODE	04MB0430
COURSE CREDITS	3

COURSE OUTCOMES:

- Apply knowledge of coding and write programs in Python
- Use python coding for string extraction, manipulation and data handling
- Apply different in-built modules such as math, random and Regular Expressions for computation and analysis purpose
- Apply different data analysis modules such as NumPy, Pandas for exploring and analyzing data
- Analyze data using various visual representations and descriptive measures

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs.	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	<p>Introduction to Python Programming: History, Features, Installation of Anaconda platform, The Python Shell , Use of a text editor , Jupyter Notebook, Spyder, Executing Python scripts, Basic Syntax, Variables, Data Types, Operators</p> <p>Conditional Statements, Looping, Control Statements: Conditional Statements: if, elif, else Nested if-else, catching exceptions “try and except” Looping: For, While, Nested loops Control Statements: Break, Continue, Pass</p>
II	<p>File Handling: Opening files, Reading files, Searching through a file, Writing files String Manipulation: Accessing Strings, Basic Operations, String Slices, looping and counting, String Methods, Parsing strings Lists: Introduction, Accessing Lists, Operations, Working with Lists, Functions and Methods Dictionaries: Introduction, Accessing values in Dictionaries, Working with Dictionaries, Properties, Functions Tuples: Introduction, Accessing tuples, Operations, Working with Tuples, Functions and Methods</p>
III	<p>Functions: Built-in functions, Defining a function, Calling a function, Function Arguments Modules: Importing a Module, Math Module, Random Module, Regular Expression Module</p>
IV	<p>Programming with NumPy and Pandas Modules NumPy</p>

	<p>Ndarray-Creating Numpy arrays , types of data, the dtype option, intrinsic creation of an array, Operations on NumPy Arrays , arithmetic operators, the matrix product, increment and decrement operators, universal functions (ufunc), aggregate functions, indexing an array, Slicing arrays, iterating an array, shape manipulation, Array manipulation- splitting and joining arrays, Reading and writing array on data files.</p> <p>Pandas Introduction to Pandas data structures, Creating series, Creating DataFrames, Adding data , Saving DataFrames , Indexing methods , Slicing a DataFrame , Arithmetic methods with DataFrames, Reading and Writing Data, I/O API tools, CSV and Textual files, Reading Data in CSV or Text Files, Writing Data in CSV, Reading and Writing Data on MS-Excel Files</p>
V	<p>Descriptive Analytics using Python Loading a dataset into Pandas DataFrame, Displaying records of the DataFrame, Value Counts and Cross Tabulations, Sorting values by columns, Creating New Columns, Filtering Records Based on Conditions, Summary measures Exploration of data using visualization (Using Matplotlib library), Bar chart, Histogram, Distribution or Density Plot, Box Plot, scatter plot, pair plot, correlation and heat map</p>

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:
Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Charles R Severance	Python for Everybody	Creative Commons (creativecommons.org)	2 nd Edition, 2016
T-02	Fabio Nelli	Python Data Analytics: With Pandas, NumPy, and Matplotlib	APRESS	2 nd Edition, 2018

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Manoranjan Pradhan, U Dinesh Kumar	Machine Learning using Python	Wiley Publications	1 st Edition, 2019
R-02	Wes McKinney	Python for Data Analysis	O'Reilly Media, Inc.,	2nd Edition, 2017.
R-03	Martin C. Brown	The Complete Reference Python	McGraw Hill	1st Edition, 2018.

PROGRAM	Master of Business Administration
SEMESTER	IV
COURSE TITLE	Supply Chain Analytics
COURSE CODE	04MB0432
COURSE CREDITS	03

COURSE OUTCOMES:

- Understand the use of Analytics in the applications of Supply Chain, Logistics and Material Management for Business Competitive Advantages.
- Master and apply the Core Methodologies used in Supply Chain Analysis and Modeling, including Statistics, Regression, Optimization and Probability.
- Use analytical tools like R, and MS Excel efficiently in order to take Managerial Decisions more Effectively
- Ability to Analyze and understand real problems in order to develop realistic models and understand the strengths and weaknesses of various modelling approaches.
- Be able to perform practical Quantitative Analysis related to Operations and Supply Chain Management.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs.	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Module No.	Unit/ Sub Unit
I	SC Analytics and Warehousing Decisions: Defining Supply Chain Analytics, Importance of SCA, Basics of Metrics and KPIs, Warehousing Decisions: Layout Planning, Mathematical Programming Models, P-Median Methods, Guided LP Approach, Balmer – Wolfe Method, Greedy Drop Heuristics, Dynamic Location Models, Space Determination and Layout Methods Big Box Retail example of Supply Chain Analytics Purchasing model using Supply Chain Analytics
II	Inventory Management and Materials Planning: Inventory aggregation Models, Dynamic Lot sizing Methods [EOQ/EPQ], Multi-Echelon Inventory models, Aggregate Inventory system and LIMIT, Materials Management, MRP Systems and Extensions [MRP I and MRP II] Operational Accounting example with SCA Sales and Operational planning model of SCA
III	Transportation Network Models: Notion of Graphs, Minimal Spanning Tree, Shortest Path Algorithms, Maximal Flow Problems, Multistage Transshipment and Transportation Problems, Set covering and Set Partitioning Problems, E-Commerce example in Supply Chain Analytics Project Management example of SCA
IV	Risk Analysis in Supply Chain and Applications: Risk in Supply Chain, Measuring Transit Risks, Supply Risks, Delivering Risks, Risk Pooling Strategies. AHP in Supply Chain, Data Envelopment Analysis, Example in Logistic models
V	Use of Third Party Logistics; Principle of Postponement, Beyond Supply Chain Optimization to Enterprise Optimization, Organizational Adaptation to Modelling Systems, Traveling Salesman Algorithms, Advanced Vehicle Routing Problem Heuristics, Scheduling Algorithms-Deficit Function Approach and Linking Algorithms Reverse Supply Chain Analytics

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:
TEXT BOOKS:

SNo	Author/s	Name of the book	Publisher	Edition and Year
T-01	Gerard Blokdyyk	Supply Chain Analytics: Beginner's Guide	Createspace Independent Pub	2 nd .edition,2017
T-02	Sunil Chopra and Peter Meindle	Supply chain management	Pearson Education Limited	6 th edition,2015

REFERENCE BOOKS:

SNo	Author/s	Name of the book	Publisher	Edition and Year
R-01	D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar	Designing and Managing the Supply Chain concepts, Strategies and Case studies	Tata McGraw Hill	3 rd Edition, 2008
R-02	G. Raghuram (I.I.M.A.)	Logics and Supply Chain Management	Macmillan	2000
R-03	Jeremy F. Shapiro	Modeling the Supply Chain	Thomson Brooks/Cole	2 nd , edition, 2007



PROGRAM	Master of Business Administration
SEMESTER	IV
COURSE TITLE	Operations Strategy
COURSE CODE	04MB0434
COURSE CREDITS	3

COURSE OUTCOMES:

Students must be able to understand:

- To Understand the requirements of the customers in correlation with strategies.
- To compare different types of strategy and express capacity strategy.
- To Apply different purchasing strategies in accordance with process technology strategy.
- To explain improvement strategy, product service development and organization.
- To Assess the process of operation strategy in accordance with practical implementation.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Operations strategy – developing resources and processes for strategic impact, Operations performance
II	Substitutes for strategy, Capacity strategy
III	Purchasing and supply strategy, Process technology strategy
IV	Improvement strategy, Product and service development and organization,
V	The process of operations strategy – formulation and implementation, The process of operations strategy – monitoring and control

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:
Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Nigel Slack, Michael Lewis	Operation Strategy	Pearson	5 th Ed. 2017
T-02	Nigel Slack, Michael Lewis	Operation Strategy	Pearson	4 th Ed. 2015

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Nigel Slack, Michael Lewis	Operation Strategy	Pearson	3 th Ed. 2011
R-02	J.A. Van Mieghem	Operations Strategy: Principles and Practice	Dynamic Ideas, Charlestown, MA	2008
R-03	Nigel Slack, Michael Lewis	Operation Strategy	Pearson	2 nd Ed. 2008
R-04	Nigel Slack, Michael Lewis	Operation Strategy	Pearson	1 st Ed. 2002
R-05	Walters D.	Operations Strategy	Palgrave Macmillan	



PROGRAM	Master of Business Administration
SEMESTER	IV
COURSE TITLE	Lean Management
COURSE CODE	04MB0435
COURSE CREDITS	3

COURSE OUTCOMES:

- Understand the need for a Lean management System.
- Apply appropriate approaches to projects using Lean tools and techniques.
- Analyse the working concept of lean principles and implementation.
- Outline a typical Lean Model for product/service and ILLUSTRATE the linkages with Customer Issues, Logistic and Business Issues in a real- world context.
- Design and Develop a plan of Lean Management.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs.	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	INTRODUCTION TO LEAN MANAGEMENT AND LEAN ELEMENTS: Introduction to seven waste and their narration; Evolution of lean; Global competition, Lean Manufacturing, Value flow and Muda, Muri and Mura, Need for LM, Meeting the stakeholders requirement, Elements of LM.
II	LEAN TOOLS AND TECHNIQUES: Various tools of LM, Fundamental blocks of Lean, Impact of Seiri Seiton Seiso Seiketsu and Shitsuke, Need for TPM, Pillars of TPM, Implementation of TPM, Overall Equipment Effectiveness (OEE) and its computation.
III	LEAN SYSTEM: Lean systems: Features manufacturing and services, Workflow, Small lot sizes, Pull Method, Kanban, A3 problem solving, Just In Time.
IV	PROJECT SELECTION FOR LEAN: Resource and project selection, Selecting projects, Process mapping, Current and future value stream mapping, project suitable for lean initiatives.
V	LEAN MANAGEMENT AND IMPLEMENTATION:

	Standardized work, Continuous improvement. Lean projects: Training, selecting the members, preparing project plan, implementation, review. Productivity Improvement: Process, machinery Operator and equipment.
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Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Charron, R., Harrington, H. J., Voehl, F., & Wiggin, H.	The lean management systems handbook	CRC Press	2014
T-02	Ronald G.Askin and Jeffrey B.Goldberg	Design and Analysis of Lean Production Systems,	John Wiley & Sons	2003
T-03	Liker, J. K., & Convis, G. L	The Toyota way to lean leadership	McGraw-Hill.	2012

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Feld, W. M.	Lean manufacturing: tools, techniques, and how to use them.	CRC Press	2000
R-02	Michael L. George	Lean Six Sigma	McGraw-Hill	2002
R-03	Pascal Dennis	Lean Production Simplified	Productivity Press	2007



PROGRAM	Master of Business Administration
SEMESTER	04
COURSE TITLE	Enterprise Resource Planning and Business Process Management
COURSE CODE	04MB0459
COURSE CREDITS	03

COURSE OUTCOMES:

After completing the syllabus students should be able to-

- Understand how ERP works and its relationship with SCM.
- Categorizing the steps in SCM process and how it can be applied in real world.
- Explaining the in-depth knowledge of MRP, ERP and SCM
- Reviewing of Various model of SCM and ERP
- Adapting the Application of ERP in SCM.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Introduction: Evolution of ERP and SCM, MRP (material requirement planning, manufacturing resource planning, ERP-enterprise resource planning
II	Case: SAP ERP, implementing business process with SAP ERP, ERP system implementation, Manufacturing systems
III	SCM- supply chain management, modeling intercompany business processes, SCOR model
IV	SCM data structures and advance planning, advanced SCM planning approaches, APS-Advanced planning and scheduling, planning inventory and orders.
V	SAP scm- SAP advanced planner and optimizer, CIF –core interface, SAP SCM modules

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:
Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Kurbel, Karl E	Enterprise Resource Planning and Supply Chain Management	Springer	latest edition
T-02	Knolmayer, Gerhard F., Mertens, Peter, Zeier, Alexander	Supply Chain Management Based on SAP Systems	Springer	latest edition

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Bansal	Enterprise Resource Planning	Pearson	Latest edition
R-02	Rajesh ray	Enterprise Resource Planning	Mcgraw Hill	Latest edition
R-03	Garg	Enterprise Resource Planning: Concepts and Practice	PHI publisher	Latest edition



PROGRAM	Master of Business Administration
SEMESTER	IV
COURSE TITLE	Shipping and Maritime Logistics Management
COURSE CODE	04MB0436
COURSE CREDITS	3

COURSE OUTCOMES:

- Understand the International Trade works and how it is related to Shipping
- Categorizing the process of Ship Registration and how it can be applied in real world
- Examining the in depth knowledge of types of containers and documentation
- Explaining the knowledge of Marine Insurance and E-Commerce Shipping.
- Reviewing the concept of E-Commerce in Shipping & Maritime.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs.	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Unit-1-International Trade – Role of Shipping – Major Trade lanes, features & patterns of trade – Commodities traded – Major origins and destinations – Seasons & Effect of Weather on shipping — Major Maritime Nations – International Shipping organizations – Basic Shipping Terminology
II	UNIT-2 Ship registration Tonnage & Load lines –Description of various tonnage and types of Ships, cargo gears, Crude oil and Product tankers. The Dry Cargo Chartering market: Introduction –Chartering –various charter parties and description of charter parties.
III	UNIT-3Liners: Introduction –The Development of Tankers & the Tanker Market –Types of tankers – Tanker Charter Parties -Negotiating Charter, Brief History of Containerisation –Conferences & Freight Tariffs –Liner Documentation: Bill of Lading Terms & Conditions.
IV	Unit-4-Marine Insurance-General principles of Marine insurance – Marine insurance market structure – Affecting marine insurance cover – Types of marine insurance covers – Institute clauses – war & strike clauses – Marine insurance clAim: process – Marine Insurance clAim: during general average situations
V	Unit 5-E- Commerce & Shipping-Ship Agents and E-commerce – Information flow through Ship Agents – Electronic Data Interchange – Use of Internet, Access to Principals Systems for conducting Day to Day Work.

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:
Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Professor Dong-Wook Song, Photis Panayides	Maritime Logistics: A Guide to Contemporary Shipping and Port Management	Kogan Page	2 nd , 2015
T-02	Ira Breskin	Business of Shipping	Schiffer Publishing Ltd	9 th Edition, 2018

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Mr. Sameer Varun	A Practical guide to Shipping & Freight Forwarding: Your key to success in the shipping industry		December-2019
R-02	Pierre A. David	International Logistics: The Manage 5ed	Cicero Press	5th Edition, 2017
R-03	Rose George	Ninety Percent of Everything: Inside Shipping, the Invisible Industry	Picador	2014



PROGRAM	Master of Business Administration
SEMESTER	IV
COURSE TITLE	Event Management
COURSE CODE	04MB0444
COURSE CREDITS	3

COURSE OUTCOMES:

- Understand the efforts needed to conduct an event of any nature and various activities related to human resources.
- Identify the responsibilities of an event manager or planner.
- Develop a timeline for event planning and a schedule of events.
- Able to undergo structuring and organizing work, scheduling of activities, leadership, creativity and innovation and event coordination.
- Analyze the opportunities of Event Tourism

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs.	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Event: Event, Scope of the Event, Events Types, Characteristics of conferences and conventions – Requirement of Event Manager, Analyzing the events, Decision-makers, Technical Staff, Developing Record-Keeping Systems, – Growth and development of the industry – Impact on local and national communities- Laws & Statutory requirements. Role of Event Management firms
II	Event Marketing: Clients - Sponsorship - Brands – Professionals – Advertising & Publicity. Practices in Event Management – Development of Event Marketing plans – Event promotion for future.
III	Event Financing: Budgeting an event – Preparation – Estimating fixed and variable costs – Cash Flow – Sponsorships & Subsidies – Contract negotiations
IV	Event Management: Planning - Scheduling - Venue – Logistics – Customer care management – Celebrity endorsements - Coordination - Risk and Crises Management – Visit to State/National level events
V	Market & Future trends: Event Management Associations –Travel Industry fairs – Benefits of fairs – ITB, WTM, PATA Travel Mart etc., - Social and Government associations – Organizational and financial structures – International association market History, role and functioning of ICCA & ICPB.



Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Wagen & Carlos	Event Management	Pearson	Latest
T-02	Sharma	Event Planning & Management	Deep & Deep	Latest
T-03	K. Goyal	Event Management by Swarup	Adhyayan Publisher	Latest

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Meegan Jones	Sustainable Event Management: A Practical Guide	Routledge	Latest
R-02	Savita Mohan	Event Management & Public Relations	Enkay Publishing House.	Latest
R-03	Judy Allen	The Business of Event Planning: Behind-the-Scenes Secrets of Successful Special Events	John Wiley & Sons	Latest



PROGRAM	Master of Business Administration
SEMESTER	IV
COURSE TITLE	Public Finance and Policy
COURSE CODE	04MB0446
COURSE CREDITS	3

COURSE OUTCOMES:

- ❖ To know the role of government in the economy, applying tools of basic microeconomics
- ❖ To find out the important policy questions such as government response to global public finance policy challenges.
- ❖ To discuss various economic activities of the public sector; with taxation and expenditures of governments and their effects on the economy. In addition, governments create regulations that significantly affect the economy without involving either taxes or expenditure.
- ❖ To explore the Public Finance policy and take away that governments were pure, selfless institutions that would function perfectly to implement socially optimal policies.
- ❖ To know the functioning of Social Security versus private retirement savings accounts, government versus private health insurance, setting income tax rates for individuals and corporations.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs.	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I Public goods in theory and practice	Public provision of private goods, Meaning, Nature & Scope, Importance, Role of Government in Changing Perspective; Government as an agent of economic growth and development; Fiscal Functions of the Government; Classification of Goods: Private, Public, Social, Merit and Mixed Goods, Regional public goods in practice.
II The Size of Government and Public Revenue	Level of Government and Functions: Union, State and Local- functions of each level for public finance policy, Closed economy, open economy, mixed economy Public Revenue: Sources of Revenue, Taxation – characteristics of a good taxation system, Canons of taxation, direct vs. indirect taxes, principles of taxation, effects of taxation, taxable capacity, impact and incidence of taxation; Tax structure in India and Recent Reforms - GST.
III Public Debt and Public Budget	Sources of Public Debt, Burden of public debt – theories, effects of public debt, methods of debt redemption, Public Debt Management in India. Public Budget - Concept of public budget, types of public budget, theories of public budgeting.

IV Federal Finance and Fiscal policy	Principles and problems of Federal finance – centre-state financial relations, 15th Finance Commission; Fiscal Policy: meaning and objective, fiscal multipliers, compensatory fiscal policy, functional finance approach, fiscal policy for inflation, full employment and economic growth.
V Public Expenditure	Public Expenditure- Meaning and Classification, Theories of Public Expenditure – Wagner's Law; Maximum Social Advantage, Normative and Positive Theories, Growth in Public Expenditure, Canons of Public Expenditure, Effects of Public Expenditure on Production, Distribution and economic growth, Criteria for public investment – social cost-benefit analysis – project evaluation.

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:
Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Choudhary, R. K.	Public Finance and Fiscal Policy	Kalyani Publishers, New Delhi	2014 4th edition
T-02	Backhaus, J. G. & Wagner, R. E.	Handbook of Public Finance	Springer, US.	2004 (Revised Edition)
T-03	Musgrave, R. A.	The Theory of Public Finance	MG-Hill Publication, New York	1959 (2 nd Edition)
T-04	Dalton, H. (1922):	Principles of Public Finance,	Allied Publishers, Reprinted by Routledge	2009 (4th Revised Edition)

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	NIRMALA SITHARAMAN 1 st February, 2021 Minister of Finance Government of India Ministry of Finance Department of Economic Affairs	15 th Finance Commission Annual Reports	Finance Commission of India	https://fincomindia.nic.in/
R-02	Jha, Raghendra	Modern Theory of Public Finance	New Age International Pvt. Ltd. India	2010 –edition



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R-03	Garg, R. & Garg, S.	Handbook of GST in India	Bloomsbury Professional.	India	2017-2020
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PROGRAM	Master of Business Administration
SEMESTER	4
COURSE TITLE	International Logistics and Management
COURSE CODE	04MB0438
COURSE CREDITS	3

COURSE OUTCOMES:

After studying this course, student should be able to

- Remember the various issues of international transportation.
- Evaluate different transportation modes for fulfilling Organization's need.
- Apply the concepts of Inventory Management in International Logistics
- Analyse the Importance of Chartering and Containerization in International Trade.
- Understand the concepts of Inventory Management in International Logistics.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs.	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	International Trade: Need and Importance – Recent Trends in World Trade – Leading players – India's Foreign Trade – Commodity Composition and Destination - Overview of International Logistics Components, Importance, Objectives; Logistic Subsystem;- Integrated Logistics; - Barrier to Internal Integration – Logistics Documents for International Trade.
II	Marketing and Logistics Customer Focused Marketing; International Marketing: International Marketing Channel: Role of Clearing Agent, Various Modes of Transport, Choice and Issues for Each Mode, Transport Cost Characteristics
III	Basics of Transportation Transportation Functionality and Principles; Multimodal Transport: Modal Characteristics; Modal Comparisons; Legal Classifications; International Air Transport; Air Cargo Tariff Structure; Freight: Definition, Rate; Freight Structure and Practice
IV	Containerization and Chartering Containerization: Genesis, Concept, Classification, Benefits and Constraints; Inland Container Depot (ICD): Roles and Functions, CFS, Export Clearance at ICD; CONCOR; ICDs under CONCOR; Chartering: Kinds of Charter, Charter Party, and Arbitration
V	Inventory Management and Packaging Inventory Management: Introduction, Characteristics, Functionality, Components, Planning; Packaging and Packing: Labels, Functions of Packaging, Designs, Kinds of Packaging; Packing for Transportation and Marking: Types of Boxes, Container, Procedure, Cost, Types of Marking, Features of Marking -Dynamic Component for Continuous Internal Assessment only: Contemporary Developments Related to the Course during the Semester concerned

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:
Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	SakOnkvisit(1996) & John J. Shaw	International Marketing	Prentice Hall of India	Latest
T-02	Multiah Krishnaveni	Logistic Management and World Sea Borne Trade	Himalaya Publication	2011

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Gupta and Varshney	International Marketing	Sultan Chand and Sons	2000
R-02	Pierre David	International Logistics	Biztantra	2003
R-03	Donald J. Bowersox	Supply Chain Logistics Management	McGraw Hill	2017

PROGRAM	Master of Business Administration
SEMESTER	IV
COURSE TITLE	Packing & Packaging Management
COURSE CODE	04MB0437
COURSE CREDITS	3

COURSE OUTCOMES:

- Suggest the packaging material use and its conversion as per the product geometry.
- Gathering the knowledge of material required for the products.
- Understand the Knowledge about the Packaging Regulations.
- Analyze the difference between Packing and Packaging.
- Explaining the technologies used in Packaging.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs.	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Introduction to Packaging, Classification of Packaging, Essential Requirements, Functions of Packaging, Importance / Significance of Pharma Packaging, Properties of Ideal Package, , Classification of Packaging materials, Approach to package design.
II	Introduction to Ancillary Materials used in Packaging, Adhesives , Paper , Paperboard, Wood, fibreboard , Packaging inserts , leaflets, Types of Cartons-Machine used in cartooning, Corrugated Box-Board construction-Machine used in manufacturing.
III	Packaging Materials Technology, Manufacture, Conversion, Properties, applications, advantages, disadvantages and current trends of following materials: Paper, paperboards, film laminates, plastics and polymers, aluminum, tin, drums, glass, textile materials (sacks), wood.
IV	Packaging Regulations · Food safety and standards Act, 2006 · The Legal Metrology Act, 2009 (Packaged commodity rules, 2011) · UN Certificate code for packaging of dangerous goods · Packaging laws and regulations – legal requirements
V	Composite & Ancillary Materials: Labels, Tags, Caps, Closures, Reinforcements, Strapping, Tapes, Holograms, Cushioning theory and Materials, Package forms & Shapes.



Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Gary J Field	Printing Production Management	Printing Industries	4 th Edi., 2007
T-02	Shrikant P. Athavale	Hand Book of Printing, Packaging and Lamination: Packaging Technology	Notion Press	1 st Edition, 2018

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	W. Soroka	Fundamentals of Packaging Technology	Wiley	3 rd Edition, 2009
R-02	F. A. Paine	The Packaging User"s Handbook	Springer	1990
R-03	Davis, C.G.,	Introduction to Packaging Machinery,	S.Chand	2009



PROGRAM	Master of Business Administration
SEMESTER	IV
COURSE TITLE	Energy Business Management
COURSE CODE	04MB0443
COURSE CREDITS	3

COURSE OUTCOMES:

- Awareness and assessment of the importance of energy and its conservation, various energy sources and their significance.
- Understanding the energy storage and distribution and the conversion processes.
- Gaining knowledge on the impact of energy on society, need for sustainable energy, global and Indian energy policies.
- Identification and analysis of various techniques of energy management and conservation.
- Obtaining basic skills of energy accounting and conducting an energy audit.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Energy General Principles Energy resources - Energy uses patterns and scope of conversion Energy conversion processes and devices – Energy conversion plants –Conventional - Thermal, Hydro, Nuclear fission , and Non-conventional – Solar, Wind Biomass, Fuel cells, Magneto Hydrodynamics and Nuclear fusion. Energy from waste, Energy plantation.
II	Energy Storage Energy storage and Distribution – Electrical energy route – Load curves – Energy conversion plants for Base load , Intermediate load, Peak load and Energy displacement – Energy storage plants. Energy Scenario – Global and Indian –Impact of Energy on economy, development and environment, Energy policies, Energy strategy for future.
III	Energy Management and Auditing Energy Management – Definitions and significance – objectives –Characterizing of energy usage – Energy Management program – Energy strategies and energy planning Energy Audit – Types and Procedure – Optimum performance of existing facilities – Energy management control systems – Computer applications in Energy management.
IV	Energy conservation – Principles – Energy economics – Energy conservation technologies – cogeneration – Waste heat recovery – Combined cycle power generation – Heat Recuperators – Heat regenerators – Heat pipes – Heat pumps – Pinch Technology, Social and Economic Benefits- Energy accounting and analysis- Pollution control impact- Energy management in deregulated environment
V	Energy Conservation in Electric Utility and Industry

Energy Conservation Opportunities – Electrical ECOs – Thermodynamic ECOs in chemical process industry – ECOs in residential and commercial buildings – Energy Conservation Measures.
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Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Amlan Chakrabarti	Energy Engineering and Management	Prentice Hall India	Latest
T-02	Rai G. D.	Non-conventional Energy Sources	Khanna Publishers	Latest
T-03	Wayne C. Turner & Steve Doty	Energy Management Handbook	CRC Press Publications 6th Edition	Latest

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	D.A. Reay	Industrial Energy Conservation: A Handbook for Engineers and Managers	Pergamon Press	Latest
R-02	S.C. Tripathy Utilization and Conservation	Electrical Energy Utilization and Conservation	Tata McGraw-Hill	Latest
R-03	Albert Thumann P. E. and W. J. Younger	Handbook of Energy Audits	Fairmont Press	Latest



PROGRAM	Master of Business Administration
SEMESTER	IV
COURSE TITLE	Design Thinking
COURSE CODE	04MB0440
COURSE CREDITS	3

COURSE OUTCOMES:

- Understand the concepts of design thinking approaches
- Create design thinking teams and conduct design thinking sessions
- Apply both critical thinking and design thinking in parallel to solve problems
- Apply some design thinking concepts to their daily work
- Provide a thinking space for innovation of new ventures, value propositions, new products or services.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Module 1: Design Thinking Background Definition of Design Thinking, Business uses of Design Thinking, Variety within the Design Thinking Discipline, Design Thinking Mind-set
II	Module 2: General approaches to Design Thinking The Basis for Design Thinking, Design Thinking Frameworks, The Design Thinking Team, Design Thinking Workshops and Meetings
III	Module 3: A Design Thinking Approach in Stages Apply the Design Thinking Frameworks, Empathize with the Customers and/or Users, Define the Problem, Ideate, Prototype Alternate Solutions, Test the Solutions.
IV	Module 4: Design Thinking Techniques Listening and Empathizing Techniques: Engagement, Observation, Showing Empathy, Define and Ideation Techniques: Unpacking, Personas, Pattern Recognition and Connecting the Dots, Prototype and Test Techniques: Types of Prototypes, Forms of Testing in Design Thinking.
V	Module 5: General Design Thinking Practices : Visualization Techniques and Diagrams: Use of Diagrams and Maps in Design Thinking Storytelling Techniques: Storytelling Throughout the Design Thinking Process, Improvisation, Scenarios, K-Scripts.

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:
Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
T-01	Roger.L. Martin	The Design of Business	Harvard business review press, 2009	latest
T-02	Esslinger	Fine line	Friesen press, 2017	latest
T-03	Tom Kelly	The art of innovation	IDEO	latest

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition & Year
R-01	Tom Kelley	Ten faces of innovation	IDEO	latest
R-02	Roberto verganti	Design driven Innovation	Harvard business review press,	latest



PROGRAM	Master of Business Administration
SEMESTER	IV
COURSE TITLE	Preparedness and Response in Disaster
COURSE CODE	04MB0439
COURSE CREDITS	3

COURSE OUTCOMES:

- Understand the different types of disaster.
- Create a strategy for vulnerability reduction.
- Understand, analyze, and create plan, prediction, early warnings and safety measures of disaster.
- Understand the disaster response.
- Analyze the role of government and NGO

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Module 1: Introduction on Disaster Different Types of Disaster: Natural Disaster: such as Flood, Cyclone, Earthquakes, and Landslides etc. Man-made Disaster: such as Fire, Industrial Pollution, Nuclear Disaster, Biological Disasters, Accidents (Air, Sea, Rail & Road), Structural failures(Building and Bridge), War & Terrorism etc., Causes, effects and practical examples for all disasters.
II	Module 2: Risk and Vulnerability Analysis Risk : Its concept and analysis, Risk Reduction, Vulnerability : Its concept and analysis , Strategic Development for Vulnerability Reduction
III	Module 3: Disaster Preparedness Disaster Preparedness: Concept and Nature Disaster Preparedness: Plan, Prediction, Early Warnings and Safety Measures of Disaster.
IV	Module 4: Disaster Response Disaster Response : Introduction, Disaster Response Plan, Communication, Participation, and Activation of Emergency Preparedness Plan, Search, Rescue, Evacuation and Logistic Management
V	Module 5: Role of Government and NGO Role of Government, International and NGO Bodies, Role of IT in Disaster Preparedness, Role of Engineers on Disaster Management. Role of Information, Education, Communication, and Training, Relief and Recovery, Medical Health Response to Different Disasters.

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:
Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Dr.Mrinalini Pandey	Disaster Management	Wiley India	latest
T-02	Tushar Bhattacharya	Disaster Science and Management	McGraw Hill.	latest
T-03	Jagbir Singh	Disaster Management : Future Challenges and Opportunities	K W Publishers Pvt. Ltd.	latest

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	J. P. Singhal	Disaster Management	Laxmi Publications	latest
R-02	Shailesh, Shukla, Shamna Hussain	Biodiversity, Environment and Disaster Management	Unique Publications	latest
R-03	C. K. Rajan, Navale Pandharinath	Earth and atmospheric Disaster Management: Nature& Manmade	B.S Publication	latest



PROGRAM	Master of Business Administration
SEMESTER	IV
COURSE TITLE	Intellectual Property Rights (IPR)
COURSE CODE	04MB0441
COURSE CREDITS	3

Learning Outcomes: This course aims,

- To demonstrate knowledge and understanding of the core doctrines of intellectual property law
- To identify and analyze the intellectual property issues
- To apply intellectual property law principles (including copyright, patents, designs and trademarks) to real problems and analyze the social impact of intellectual property law and policy
- The course is designed to provide comprehensive knowledge to the students regarding Indian position of the Patent Law.
- To understand historical development, Procedure for granting a patent, Infringement.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs.	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Introduction to Intellectual Property: Introduction, overview and history, Characteristics and Nature of Intellectual Property right, Kinds of Intellectual Property, Justification and Rationale for Protecting Intellectual Property, IPR and Economic Development
II	Copyright: Meaning, History & Characteristics, Works in which Copyright subsists, Procedure for registration, Author or Ownership, Rights of Author or Owner, Term of Copyright, Assignment & License, Infringement & Remedies
III	Patents: Introduction & overview, Historical development, Issues of patentable subject matter, Criteria of patentability, Rights & Obligations of Patentee, Basic concept of Compulsory license and Government use of patent, Patent Infringement and Remedies
IV	Trade Marks: Meaning of mark, trademark, Categories of Trademark: Certification Mark, Collective Mark and Well known Mark and Non-conventional Marks, Concept of distinctiveness, Doctrine of honest concurrent user Designs, GI and other forms of IP: Meaning design protection, Concept of original design, Meaning of GI, Difference between GI and TradeMarks, Concept of Authorized user
V	International Treaties related to IPR: The nature and scope of international law, International Intellectual Property Instruments, Leading International Instruments- WIPO, WTO, TRIPS; International Treaties on Patent -The Paris Convention, PCT (Patent Cooperation Treaty), Budapest Treaty; TRIPS: Doha Declaration

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:
Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	P. Narayanan	Intellectual Property Law	Eastern Law House	Latest Edition
T-02	Lionel Bently & Brad Sherman	Intellectual Property Law	Oxford	Latest Edition
T-03	N S Gopal Krishna & T G Agitha	Principles of Intellectual Property	Eastern Book Company	Latest Edition

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Peter Groves	Sourcebook on Intellectual Property Law	Routledge-Cavendish	1997
R-02	J P Mishra	An Introduction to Intellectual Property Rights	Central Law Book	Latest Edition
R-03	David I. Bainbridge	Intellectual Property	Longman	9th Edition, 2012



PROGRAM	Master of Business Administration
SEMESTER	IV
COURSE TITLE	Leadership - Theory and Practice
COURSE CODE	04MB0442
COURSE CREDITS	3

Learning Outcomes:

- To develop an ability to assess potential leadership philosophy, traits, skills, and behavior.
- To understand leadership at the Personal, Interpersonal, Team, and Organizational levels
- To evaluate fundamentals, leadership theories and practices which are relevant to contemporary organizations.
- To assess the state of current leadership capacity within organizations
- To assess personal values, beliefs, and ethical standards to enhance self-awareness regarding personal leadership behaviors and reactions to leadership behaviors of others

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Understanding Leadership: Introduction to Leadership, Leadership Traits, Leadership Approaches: <i>Trait approach:</i> Definition, Big five Personality Model, <i>Skills Approach:</i> Leadership skill, Skill Model of Leadership, <i>Style Approach:</i> Management Skills required at Various levels of organization, The Ohio State, The University of Michigan, Blake and Mouton's Managerial Leadership Grid and <i>Situational Approach:</i> Four Leadership Style Model. Case Studies
II	Leadership Theories: Motivational Theories, Contingency Theories, Charismatic Leadership, Transformational Leadership, Transactional Leadership, Authentic Leadership Theory, Servant Leadership, Crisis Leadership, Case studies
III	Leadership and Communication: Introduction to Communication, the Model of Communication, Coaching and Mentoring, Leader-Member Exchange, Followership and Delegation, Team and Self-Managed Teams: Group vs Team, Types of Teams, Characteristics of an effective team, The nature of self-managed teams, Strength and Limitations of Self-managed teams, Changing role of Leadership in Self-Managed Teams.
IV	Leadership and Power: Introduction to Power, Sources of Power, Types of Power, Power Tactics, Leadership, and Politics: Introduction to Politics, Factors influencing Political Behavior, Guidelines for developing political skills. Leadership and Conflict: Introduction to Conflict, Types of Conflict, The conflict Process, Leadership, and Negotiation: Introduction to Negotiation, The Negotiation Process, Third Party Negotiation.

V	Emerging Leadership: Strategic Leadership, Gender Diversity, and leadership, Ethics in Leadership, Leadership and Spirituality at the workplace, Entrepreneurial Leadership, Good to Great Approach of Leadership.
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Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Robert N. Lussier, Christopher F. Achua	Effective Leadership	South-Western College Publishing	Latest
T-02	Robert N. Lussier, Christopher F. Achua	Leadership: Theory, Application & Skill Development	Cengage	Latest
T-03	Peter G. Northouse	Leadership: Theory and Practice	Sage Publication	Latest

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Michael G. Rumsey	The Oxford handbook of Leadership Latest Edition	Oxford University press	Latest
R-02	A. Chandramohan	Leadership and management	Himalaya	Latest
R-03	Dr. D.K.Tripathi	Team Building & Leadership	Himalaya	Latest
R-04	Jim Collins	Good to Great: Why Some Companies Make the Leap...And Others Don't	William Collins	Latest
R-04	Conger, J.A	The charismatic leader: Behind the mystique of exceptional leadership	Jossey-Bass, San Francisco, CA.	Latest
R-05	Suzanne Bates	All the Leader You Can Be: The Science of Achieving Extraordinary Executive Presence	McGraw Hill	Latest

PROGRAM	Master of Business Administration
SEMESTER	4
COURSE TITLE	Public Policy
COURSE CODE	04MB0445
COURSE CREDITS	3

Course Outcomes:

- Have an understanding about the public policy evolution and its importance.
- Have knowledge of various approaches to public policy.
- Develop an understanding about the theories and processes of public policy.
- Explain the formulation, implementation and evaluation of public policy.
- Critically evaluate various trends across the globe with regard to public policy.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

Course Contents:

Unit No	Unit / Sub Unit
I	Introduction : Meaning, Nature, Scope and importance of Public Policy, Evolution of Public Policy, types of public policies: Substantive, Regulatory, Distributive, Redistributive and capitalization
II	Approaches to Public Policy Approaches to Public Policy: The process approach, Logical Approach, phenomenological approach, participatory and normative approach
III	Theories and Process of Public Policy Theories and Models of Public Policy making, Perspectives of Policy making process, Institutions of policy making: Legislature, Executive, Judiciary, Planning machinery at Central and State levels
IV	Policy Formulation, Implementation and Evaluation Policy formulation, policy implementation, techniques of policy implementation, concept of policy evaluation, constraints of policy evaluation
V	Globalization and Public Policy Public Policy trends across the globe, Impact of globalization on public policy making, Comparison of Indian Public policies with other countries.

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Anderson, J.E.	Public Policy Making	Houghton Mifflin Co	6 th edition, 2005
T-02	Thomas, A	An Introduction to The Policy Process: Theories, Concepts, And Models of Public Policy Making	Routledge, Talylor and Francis	5 th edition, 2017
T-03	Nachmias, David	Public Policy Evaluation: Approaches and Methods	St. Martin Press	1979
T-04	Henry, N	Public administration and Public Affairs	Prentice Hall	11 th edition, 2009

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Jay M. Shafritz	International Encyclopedia of Public Policy and Administration	Westview Press	1998
R-02	Farzmand, Ali	Global Encyclopedia of Public Administration, Public Policy and Governance.	Springer	2018

PROGRAM	Master of Business Administration (Regular)
SEMESTER	4
COURSE TITLE	Stress Management
COURSE CODE	04MB0447
COURSE CREDITS	3

Learning Outcomes: At the end, participants will be able to,

- Understand the basics of stress management.
- Analyze stress triggers and to manage them.
- Evaluate the responses to stressful situations.
- Apply the techniques of stress management in day-to-day life.
- Develop personal strengths for preventing stress and achieving meaningful goals.

Delivery of Course and Examination Scheme								
Course Credit	No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
	Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
3	9	18	15	15	33	30	70	NA

Course Contents:

Unit No	Unit / Sub Unit
I	Introduction to Stress Defining stress: The Meaning of Stress, The Body's Reactions to Stress, Context and overview, types of stress: distress, eustress, indicators of stress: physiological, psychological and cognitive indicators
II	Sources of Stress across Lifespan Internal Stressors, External Stressors, Developmental stressors, life situations/chronic stressors, Unusual Stressors, Nutrition, Occupation, Response to Stress (4 Fs: Flight, Fight, Fear, Fornication, Depression and its impact on the mental and physical state)
III	Stress Management Techniques I Spiritual approach to stress management, Food habits as a cure to stress, Modification to routine life style and thought process renewal activities
IV	Stress Management Techniques II Psychological Relaxation methods, Physical activities to reduce stress, Deep breathing, Yoga, Meditation, Keeping a thought journal, Music therapy, Affirmations, Methods to improve overall well being
V	Final Reflection: Individual Stress Management Plan, Making Changes last, Case studies learning

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Kottler & Chen	Stress Management and Prevention: Application to Everyday Life	Routledge	2 nd Edition 2011
T-02	P.K. Datta	Stress Management	Himalaya	First, 2016

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Olpin, Hesson	Stress Management for Life	Cengage	Fifth Editions
R-02	Melanie Greenberg	The Stress-Proof Brain	Amazon Edition	-

PROGRAM	Master of Business Administration
SEMESTER	IV
COURSE TITLE	Six Sigma
COURSE CODE	04MB0449
COURSE CREDITS	2

COURSE OUTCOMES:

- Describe the concepts of Six Sigma
- Explain the concepts of process
- Apply the five-step DMAIC model as a framework to organize process improvement activity.
- Analyze the wide range of process improvement techniques, including design of experiments, within the DMAIC model.
- Determine the organizational factors that are necessary groundwork for a successful Six Sigma effort.
- Design your Six Sigma skills to lead a successful process improvement project and deliver meaningful results to the organization

Delivery of Course and Examination Scheme							
No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
6	12	10	10	22	30	70	0

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Introduction to Six Sigma: Six Sigma and Lean Enterprise, Defects Per Million Opportunities Metric (DPMO), Success Stories, Six Sigma History, DMAIC Process, Thought Process Mapping, Process Thinking, Process Mapping, Flow Charts, Value-Added Flow Charts, Deployment Flow Charts, Spaghetti Diagrams, Value Stream Mapping, Balanced Scorecard, Pareto Chart, Project Selection, Project Charter, Project Tracking – Gantt Chart, Stakeholder Analysis, Voice of the customer, Customer Satisfaction & Kano Model, Sample Surveys, Survey Construction, Margin of Error, Affinity Diagrams, CTQC, Tree Diagrams, Critical to Quality, Characteristics (CTQCs), Setting Specifications, Quality Function Deployment, Operational Definition, Variable and Attribute Data, Sampling Plan, Measurement System Analysis, Data Collection – Check Sheet, Benchmarking, Baseline DPMO & Sigma Conversion, Rolled Throughput Yield
II	Measure & Analyze: Trend Chart, Histograms, Measuring Process Variability, Statistical Process Control, Rational Subgrouping and Moving Range Control Charts, Attribute Control

	Charts, X-bar and R Control Charts • Process Capability, Analyze I – Potential Root Cause, Cause and Effect Diagrams (Fishbone Charts), Five-Why, One-How, FMEA, Scatter Plots, Regression and Correlation Analysis, Multiple Regression, Logistic Regression, Introduction to Hypothesis Testing, Confidence Intervals and Hypothesis Testing, Comparison of Two Treatments: Z-test, F-Test, t-test, Comparison of Multiple Treatments – ANOVA, Chi-Square for Multiple Proportions, Comparison of Variances – Chi-Square Test, Non-parametric Testing, Hy-Court TV TM Learning Lab, Analyze III – Design of Experiments • Introduction to Design of Experiments • Single Factor Experiments • Full Factorial Experiments, Fractional Factorial Experiments, General Factorial Experiments, Experiment Simulations Advanced Topics.
III	Improve: Design for Manufacturability/ Serviceability/Reparability (DFSS), Brainstorming Continuous Flow (Little’s Law), Quick Changeovers, Implementing Work Cells, Theory of Constraints, Pull Scheduling, Narrowing the List of Ideas, FMEA, Error-proofing, Corrective Action Matrix, Piloting a Solution, System Dynamics, Control Plan, SPC Revisited, FMEA Revisited, Visual Control – 5-S, CHECK Process, Total Productive Maintenance

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:
Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	MacCarty, Daniels, Bremer and Gupta	The Six Sigma Black Belt Handbook	Tata McGraw Hill	2 nd Edition,2012
T-02	De Feo and Barnard	Juran Institute’s Six Sigma Breakthrough and Beyond	Tata McGraw Hill	6 th Edition,2014
T-03	Blashka	Six Sigma Management	Tata McGraw Hill	10 th Editon,2016

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Hubert Ramprasad	TPS-Lean Six Sigma	Sara Books Pvt.Ltd	9 th Edition,2011
R-02	Donald Benbow	The Certified Six Sigma Black Belt Hand Book	Pearson Publication	16 th Edition,2016
R-03	Pravin Rajpal	Achieving Business Excellence by Pravin Rajpal	Om Books International, India	11 th Edition,2014



PROGRAM	Master of Business Administration (MBA)
SEMESTER	IV
COURSE TITLE	Management of Field Sales
COURSE CODE	04MB0450
COURSE CREDITS	2

COURSE OUTCOMES:

- At the end of the course, students will understand in and out of Sales Management.
- This course will enable students to analyze the various working styles, challenges in day-to-day Sales organizations.
- At the end of the course, students will be able to apply the tools of personal selling.
- At the end of the course, students will be able to make strategies required to manage field sales force.

Delivery of Course and Examination Scheme							
No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
6	12	10	10	22	30	70	0

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Sales management; Importance and Objectives of Sales Department; Role of a Sales Manager & Sales Executive; Functions of Sales Manager & Sales Executive; Qualities of Salesperson; Personal Selling Skills; Theories in Sales - AIDAS & ACMEE model; Case Study
II	Personal Selling; Theories of personal selling; Executing Effective Meetings; Communication in Sales; Opening and Closing a Sale; Negotiation and Sales Management; Negotiation Strategies; Effective Sales Body Language, Eye Contact; Case Study
III	Sales Analysis & Forecasting; Sales Budgeting; Sales Territory; Sales Quota; Recruitment & Selection in Sales; Sales Training; Sales Compensation; Sales Performance Evaluation; Sales Audit; Sales Reports; Case Study

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:
Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Krishna Havaladar and Vasant Cavale	Sales and Distribution Management	McGraw Hill	3 rd edition 2017
T-02	Pingali Venugopal	Sales and Distribution Management – An Indian Perspective	SAGE	2 nd edition 2020
T-03	S. L. Gupta	Sales and Distribution Management – Text and Cases An Indian Perspective	Excel Books	2 nd edition 2010
T-04	Tapan K. Panda Sunil Sahadev	Sales & Distribution Management	Oxford University Press	2 nd edition 2011

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Richard R. Still, Edward W. Cundiff, et al	Sales & Distribution Management	Pearson	6 th edition 2017
R-02	Pradip Mallik	Sales Management	Oxford University Press	Illustrated edition 2011
R-03	Jeff Tanner, Earl Honeycutt, Robert Erffmeyer	Sales Management	Pearson	1st edition 2013
R-04	Graham Yemm	The Sales Book: How to Drive Sales, Manage a Sales Team and Deliver Results	Pearson	1st edition 2015
R-05	William L. Cron Thomas E. Decarlo	Sales Management: Concepts & Cases	Wiley	10 th edition 2009
R-06	David Jobber Geoffrey Lancaster	Selling and Sales Management	Pearson	11 th edition 2019
R-07	John Treace	Nuts & Bolts of Sales Management: How to Build a High Velocity Sales Organization	Hardcover (Amazon)	2011
R-08	M. Johnston Greg Marshall	Sales Force Management	Hardcover (Amazon)	11 th edition 2013
R-09	Chet Holmes	The Ultimate Sales Force	Portfolio - Penguin Group	2008



PROGRAM	Master of Business Administration
SEMESTER	IV
COURSE TITLE	Blockchain Technology
COURSE CODE	04MB0451
COURSE CREDITS	2

COURSE OUTCOMES:

- Students will have knowledge of concepts of Blockchain and its types.
- Students will understand the concept of decentralization and smart contracts and its usage in Blockchain. Also they will have knowledge of usage of cryptography concepts in Blockchain.
- Students will have knowledge of two Blockchain development frameworks namely Ethereum and Hyperledger
- Students will get the idea about Blockchain applications domains and Challenges in Blockchain implementation

Delivery of Course and Examination Scheme							
No of Interactive Sessions		Hours of Study Materials			Examination Scheme		
Interactive Live Lectures	Discussion Forum	e-Tutorials in Hours	e-Contents Hours	Self-study & Assessment Hrs	CSE	ESE	ETE
6	12	10	10	22	30	70	0

COURSE CONTENTS:

Unit No	Unit / Sub Unit
I	Introduction Blockchain 101, Distributed systems, History of Blockchain, Introduction to Blockchain, Types of Blockchain, Benefits and limitations of Blockchain
II	Decentralization, Smart contracts and cryptography foundation Decentralization, Decentralization using Blockchain, Methods of decentralization, Smart contracts, Symmetric and Asymmetric key cryptography, Public and private keys, Hash functions
III	Ethereum and Hyperledger Ethereum blockchain, Elements of Ethereum blockchain, Hyperledger, Projects Hyperledger as a protocol
IV	Blockchain Application domains and Challenges IoT, Government, Health, Finance, Media Challenges : Scalability, Security and Privacy

Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

	Particulars	Weightage
A	Continuous Assessment (CSE): (Assignments / Presentations/ Quizzes / Class Participation/ etc.)	30%
B	End-Semester Examination (ESE)	70%
C	End Term Practical (ETP)	NA

SUGGESTED READINGS:
Text Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
T-01	Imran Bashir	Mastering Blockchain: Deeper insight into decentralization, cryptography, Bitcoin and popular Blockchain frameworks	Packt	2017

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year
R-01	Daniel Drescher	BlockChain Basics	Apress	1 st edition, 2017
R-02	Arvind Narayanan, Joseph Bonneau, Edward Felten, Andrew Miller, and Steven Goldfeder	Bitcoin and cryptocurrency technologies: a comprehensive introduction	Princeton University Press	2016
R-03	Manav Gupta	Blockchain for Dummies	Wiley	2017

Frequently Asked Questions - MBA Programme

MBA Program - Frequently Asked Questions

1. What is the admission process for the MBA program at Marwadi University?

Applicants need to submit color scans of the following original documents on the admission portal:

- Class 10th Grade Sheet
- Class 12th Grade Sheet
- Bachelor's Degree Semester Grade Sheets/Consolidated Mark Sheet (For PG Programs)
- Degree Certificate/Provisional Degree Certificate (For PG Programs)
- Aadhar Card for Indian Nationals and Passport for Foreign Nationals

2. Does Marwadi University offer scholarships or financial aid for MBA students?

Yes, Marwadi University provides various scholarships and financial aid options for eligible MBA students. These include merit-based scholarships, need-based scholarships, and government scholarship schemes.

3. Can MBA students pursue internships or industry projects during the program?

Yes, MBA students have the opportunity to undertake internships or industry projects as part of their curriculum to gain practical experience and enhance their skills.

4. What career support services are available for MBA graduates?

Marwadi University offers comprehensive career support services for MBA graduates, including career counseling, placement assistance, and access to industry networking events and job fairs.

5. Does the MBA program include any international exposure opportunities?

Yes, Marwadi University supports in planning international study tours, exchange programs, with foreign universities.

6. What are the research or dissertation requirements for MBA students?

MBA students may be required to complete a research project or dissertation as part of their program, allowing them to explore a specific area of interest in-depth.

7. Are there opportunities for networking and interaction with industry experts?

Yes, MBA students have opportunities to network with industry experts through guest lectures, seminars, workshops, and industry visits organized by Marwadi University.

8. Can MBA students participate in extracurricular activities or student clubs?

9. What are the program delivery methods for the MBA program?

The MBA program at Marwadi University is delivered through online learning mode, featuring regular live online sessions, online proctored exams, and learner engagement activities.

10. Is the MBA degree earned through online mode recognized and equivalent to on-campus learning?

Yes, the MBA degree earned through online mode at Marwadi University is recognized by UGC and AICTE, ensuring its equivalence to on-campus learning.

11. What is the medium of instruction for the MBA program?

The medium of instruction for the MBA program is English, facilitating effective communication and learning among students and faculty.

12. What is the duration of the MBA program?

The duration of the MBA program is two years, with each academic year divided into semesters.

13. Are there any specific elective options available for MBA students?

Yes, MBA students can choose from a range of elective courses based on their interests and career goals, allowing them to specialize in areas such as finance, marketing, human resources, etc.

14. How are grades and academic performance evaluated in the MBA program?

The academic performance of MBA students is evaluated through a combination of continuous assessment, internal assessment, and end-semester examinations.

15. Are there any provisions for condoning attendance in the MBA program?

In exceptional cases, a committee comprising university officials may consider condoning attendance based on the merits of the case, subject to certain conditions and guidelines.

16. Can students transfer credits from other institutions to the MBA program at Marwadi University?

Yes, Marwadi University may consider transferring credits earned from recognized institutions, subject to evaluation and approval by the university's academic authorities.

17. Are there opportunities for collaborative projects or research with industry partners?

Yes, MBA students have opportunities to collaborate with industry partners on projects or research initiatives facilitated by Marwadi University, enhancing their practical experience and industry relevance.

18. How often are live online sessions conducted for MBA students?

Live online sessions for MBA students are typically scheduled on weekends or during evenings to accommodate diverse schedules and ensure active participation.

Live online sessions for MBA students are typically scheduled on weekends or during evenings to accommodate diverse schedules and ensure active participation.

19. What support services are available for online MBA students?

Online MBA students have access to dedicated academic advisors, technical support teams, online libraries, and discussion forums to facilitate their learning experience and address any queries or concerns.

20. Are there any networking events or alumni associations for MBA graduates?

Marwadi University organizes networking events, alumni meetups, and maintains active alumni associations to facilitate networking opportunities and career advancement for MBA graduates.

21. Are students given flexibility to choose electives and specialisation based on their career goals?

Yes, MBA students have the flexibility to choose elective courses and specializations that align with their career aspirations and interests, allowing for a tailored learning experience.

22. What is the process for seeking academic guidance or clarification on course materials?

MBA students can seek academic guidance or clarification on course materials by reaching out to their instructors, academic advisors, or participating in online discussion forums provided by the university's learning management system.



Marwadi
University
Marwadi Chandarana Group

NAAC



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For Admission Enquiries, Call or WhatsApp:
 **8980030090**

Scan for 360°
Campus View

