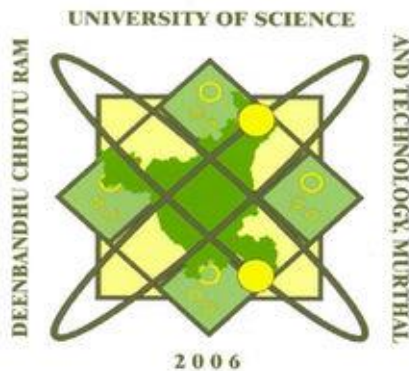

**SCHEME OF EXAMINATIONS
&
CHOICE BASED CREDIT SYSTEM SYLLABUS
(As Per AICTE Model Curriculum – 2018)**

For

Master of Business Administration

(Effective from Academic Session 2018-2019)



SCHEME-C

**Department of Management Studies
Deenbandhu Chhotu Ram University of Science & Technology,
Murthal (Sonapat), Haryana-131039**

SCHEME AND INSTRUCTIONS FOR MBA EXAMINATION

1. This is an intensive programme of study for two academic sessions.
2. The programme is divided into four semesters and there shall be an examination at the end of each semester.
3. Each paper shall be of 4 Credits or until and unless indicated in the scheme of examinations. Theory classes will be held 4 hours per subject per week. In case of practical papers, theory classes will be held 1 hour per week and one hour per week practical will be held.
4. Every theory course shall carry a total of 100 marks. There shall be 75 marks for semester end examination and 25 marks for internal examination until and unless indicated otherwise.
5. In MBA 3rd and 4th Semester, dual specialization would be available to students in MBA and they can choose any two specializations out of Marketing Management, Financial Management, International Business Management, Human Resources Management, Operations Management, management information system and Public Policy Management.
6. The minimum number of students to opt a particular elective paper / specialization is 10.

CRITERIA FOR INTERNAL ASSESSMENT

The internal assessment of the students (out of 25 marks) shall be as per the criteria given below:

S.no.	Components of Minors	Weightage
A)	THEORY COURSES:	
1.	Minor Test – I	40 %
2.	Minor Test – II	40%
3.	Individual Presentation/Viva-Voce/Group Discussion/Quiz/Case Study Discussion/ Class	20 %
B)	LAB COURSES:	
1.	Objective test/MCQ	20 %
2.	Lab. Work / Project	60 %
3.	Viva Voce/Test	20 %

Note:

- a) Case study discussion and participation is compulsory in the subjects wherever possible. Concerned Teacher will discuss at least 03 (Three) cases maximum Eight (08) cases in each course.
- b) To the extent possible, minor test should include the case analysis.

EXTERNAL EVALUATION

There shall be a semester-end external examination of 75 marks for all theory courses until and unless indicated otherwise. The external examiner will set eight questions selecting two questions from each unit. The candidate has to attempt five questions in all selecting at-least one question from each unit.

PRACTICAL EXAMINATIONS

Practical Examinations shall be conducted jointly by the external and Internal Examiners. Internal examiner will be appointed by Chairman of the concern department of the institute and external examiner will be appointed by the Controller of Examinations on the recommendation of Chairman, Board of Postgraduate Studies and Research.

SUMMER INTERNSHIP REPORT EVALUATION

All the students will submit their Summer Internship Report in a format as prescribed in the “Detailed Guidelines for Summer Internship” within a period of one month in the concerned department of their institute; this period shall be counted from the last date of completion of their Summer Internship. Students will have to give a presentation on the work done during the internship and his/her performance out of 25 marks will be evaluated on the basis of this presentation by a committee constituted by the Chairman of the Department. The evaluation of the remaining 75 marks shall be made by external examiner appointed by the Controller of Examinations on the recommendation of Chairman, Board of Postgraduate Studies and Research.

PROJECT REPORT

Every student will be required to take up a research project within first month of the third semester and it will be pursued by him/her under the supervision of an internal supervisor. The completed Project Report in the format as prescribed in the “Detailed Guidelines for Project Report” will be submitted by the students prior to the date of the commencement of the Final Examinations for the Fourth Semester and this date will be notified by the Controller of Examinations, DCRUST, Murthal.

PROJECT REPORT EVALUATION

The Project shall be evaluated by External (75 marks) and Internal (25 marks) Examiners. The internal assessment shall be done by the concern supervisor of the candidate. The external assessment shall be done on the basis of evaluation of the project report by an external expert appointed by the University on the recommendations of Chairman, PGBOS.

CONDITIONS IN SPECIALIZATION

- The minimum number of students to opt a particular elective paper / specialization is 10.
- During 3rd semester and 4th semester, dual specialization will be available to students and they can opt for any two specializations out of Marketing Management, Financial Management, International Business Management, Human Resources Management, Operations Management, management information system and Public Policy Management. However, combination of specializations once opted in the 3rd semester will not be changed in 4th semester under any condition.
- Students should opt elective papers in such a way that no paper is repeated. Choosing same paper from different specializations is strictly prohibited.

ABBREVIATION USED

DSC	Discipline Specific Core Course
DSE	Discipline Specific Elective Course
AECC	Academic Enhancement Compulsory Course
SEEC	Skill Enhancement Elective Course

Deenbandhu Chhotu Ram University of Science & Technology, Murthal (Sonipat)

MBA 1ST YEAR (SEMESTER – I)

Choice Based Credit System (Scheme of Studies & Examination w.e.f. 2018-19)

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks	Duration of Exam Hours
			L	T	P						
DSC	MBA-101-C	Management Concepts and Applications	4	-	-	4	75	25	-	100	3
DSC	MBA-103-C	Managerial Economics	4	-	-	4	75	25	-	100	3
DSC	MBA-105-C	Financial Reporting, Statements and Analysis	4	-	-	4	75	25	-	100	3
DSC	MBA-107-C	Business Statistics and Analytics for Decision making	4	-	-	4	75	25	-	100	3
DSC	MBA-109-C	Legal and Business Environment	4	-	-	4	75	25	-	100	3
SEEC	MBA-111-C	Business Communication*	3	-	2	4	50	25	25	100	3
AECC	MBA-113-C	Computer Applications for Business*	3	-	2	4	50	25	25	100	3
Total			26	4	28	475	175	50	700		

* In addition to the internal Marks, practical shall be conducted by a panel consisting of one internal and one external examiner. Internal examiner will be appointed by the Chairman of the Department and external examiner will be appointed by the Controller of Examinations on the recommendation of the Board of Post Graduate Studies and Research.

MBA 1ST YEAR (SEMESTER – II)

Choice Based Credit System (Scheme of Studies & Examination w.e.f. 2018-19)

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks	Duration of Exam Hours
			L	T	P						
DSC	MBA-102-C	Organizational Behaviour	4	-	-	4	75	25	-	100	3
DSC	MBA-104-C	Management Information System & E-Commerce	4	-	-	4	75	25	-	100	3
DSC	MBA-106-C	Business Research Methods	4	-	-	4	75	25	-	100	3
DSE		Elective Paper -I	4	-	-	4	75	25	-	100	3
DSE		Elective Paper -2	4	-	-	4	75	25	-	100	3
DSE		Elective Paper -3	4	-	-	4	75	25	-	100	3
DSE		Elective Paper -4	4	-	-	4	75	25	-	100	3
Total			28	-	-	28	525	175	-	700	

Second Semester Electives

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks	Duration of Exam Hours
			L	T	P						
DSE	MBA-108-C	Corporate Finance	4	-	-	4	75	25	-	100	3
DSE	MBA-110-C	Marketing Management	4	-	-	4	75	25	-	100	3
DSE	MBA-112-C	Human Resource Management	4	-	-	4	75	25	-	100	3
DSE	MBA-114-C	International Business	4	-	-	4	75	25	-	100	3
DSE	MBA-116-C	Operations Management	4	-	-	4	75	25	-	100	3
DSE	MBA-118-C	Fundamentals of Public Policy & Design	4	-	-	4	75	25	-	100	3

Students should opt elective papers of that area of specialization which they want to study during 3rd and 4th semester. Specialization during 3rd semester will be offered only on the basis of the elective papers opted by the students during 2nd semester.

SUMMER INTERNSHIP

Approved in 13th Meeting of Academic Council held on 18/06/2018

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

MBA 2ND YEAR (SEMESTER – III)
Choice Based Credit System (Scheme of Studies & Examination w.e.f. 2019-20)

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks	Duration of Exam Hours
			L	T	P						
DSC	MBA-201-C	Quantitative Techniques	4	-	-	4	75	25	-	100	3
DSC	MBA-203-C	Corporate Strategy	4	-	-	4	75	25	-	100	3
SEEC	MBA-205-C	Summer Internship Report [#]	-	-	-	2	50	-	-	50	
DSE		Specialization I-Elective I	4	-	-	4	75	25	-	100	3
DSE		Specialization I-Elective II	4	-	-	4	75	25	-	100	3
DSE		Specialization II-Elective I	4	-	-	4	75	25	-	100	3
DSE		Specialization II-Elective II	4	-	-	4	75	25	-	100	3

Note: During 3rd and 4th semesters, dual specialization will be available to students and they can opt for any two specializations out of Marketing Management, Financial Management, International Business Management, Human Resources Management, Operations Management, Management information system and Public Policy Management. However, combination of specializations once opted in the 3rd semester will not be changed in 4th semesters under any condition.

Summer Internship Report will be evaluated by an external examiner(s) appointed by Controller of Examinations on the recommendation of Board of Post Graduate Studies and Research.

MBA 2ND YEAR (SEMESTER – IV)
Choice Based Credit System (Scheme of Studies & Examination w.e.f. 2019-20)

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks	Duration of Exam Hours
			L	T	P						
DSC	MBA-202-C	Entrepreneurship	4	-	-	4	75	25	-	100	3
DSC	MBA-204-C	Indian Ethos, Business Ethics and Corporate Governance	4	-	-	4	75	25	-	100	3
DSC	MBA-206-C	Project Report*	-	-	-	4	75	25	-	100	3
DSC	MBA-208-C	Comprehensive Viva- Voce	-	-	-	2	50	-	-	50	
DSE		Specialization I-Elective III	4	-	-	4	75	25	-	100	3
DSE		Specialization I-Elective IV	4	-	-	4	75	25	-	100	3
DSE		Specialization II-Elective III	4	-	-	4	75	25	-	100	3
DSE		Specialization II-Elective IV	4	-	-	4	75	25	-	100	3

Note: In forth semester, students will opt two papers from Specialization III and Specialization VI (the choice of specializations will remain same as opted in the third semester)

* One hour teaching load will be counted for every teacher for project work.

* Project Report will be evaluated by an external examiner appointed by the University on the recommendation of the Board of Post Graduate Studies and Research.

SPECIALIZATION
Discipline Specific Elective for 3rd Semester

FINANCIAL MANAGEMENT

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks	Duration of Exam Hours
			L	T	P						
DSE	FM-01-C	Indian Financial System and Financial Market	4	-	-	4	75	25	-	100	3
DSE	FM-02-C	Managing Banks and Financial Institutions	4	-	-	4	75	25	-	100	3
DSE	FM-03-C	Financial Markets and Services	4	-	-	4	75	25	-	100	3
DSE	FM-04-C	Taxation	4	-	-	4	75	25	-	100	3
DSE	FM-05-C	Behavioral Finance	4	-	-	4	75	25	-	100	3

MARKETING MANAGEMENT

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks	Duration of Exam Hours
			L	T	P						
DSE	MM-01-C	Services Marketing	4	-	-	4	75	25	-	100	3
DSE	MM-02-C	Consumer Behavior	4	-	-	4	75	25	-	100	3
DSE	MM-03-C	Retail Management	4	-	-	4	75	25	-	100	3
DSE	MM-04-C	Customer Relationship Management	4	-	-	4	75	25	-	100	3
DSE	MM-05-C	Digital and Social Media Marketing	4	-	-	4	75	25	-	100	3

HUMAN RESOURCE MANAGEMENT

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks	Duration of Exam Hours
			L	T	P						
DSE	HRM-01-C	Organizational Change and Development	4	-	-	4	75	25	-	100	3
DSE	HRM-02-C	Compensation and Benefits Management	4	-	-	4	75	25	-	100	3
DSE	HRM-03-C	Human Resource Metrics and Analytics	4	-	-	4	75	25	-	100	3
DSE	HRM-04-C	Manpower Planning, Recruitment, and Selection	4	-	-	4	75	25	-	100	3
DSE	HRM-05-C	Strategic Human Resource Management	4	-	-	4	75	25	-	100	3

INTERNATIONAL BUSINESS MANAGEMENT

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks	Duration of Exam Hours
			L	T	P						
DSE	IB-01-C	Foreign Exchange Management	4	-	-	4	75	25	-	100	3
DSE	IB-02-C	Export Import Management and Documentation	4	-	-	4	75	25	-	100	3
DSE	IB-03-C	Regional Economic Blocks	4	-	-	4	75	25	-	100	3
DSE	IB-04-C	International Business Environment	4	-	-	4	75	25	-	100	3
DSE	IB-05-C	International Logistics Management	4	-	-	4	75	25	-	100	3

MANAGEMENT INFORMATION SYSTEM

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks	Duration of Exam Hours
			L	T	P						
DSE	IT-01-C	Database Management System*	3	-	2	4	50	25	25	100	3
DSE	IT-02-C	Technology Management	3	-	2	4	50	25	25	100	3
DSE	IT-03-C	E- Governance and Framework of ICT	4	-	-	4	75	25	-	100	3
DSE	IT-04-C	Managing Software Projects	3	-	2	4	50	25	25	100	3
DSE	IT-05-C	Data Analysis using Excel and SPSS*	3	-	2	4	50	25	25	100	3

OPERATIONS MANAGEMENT

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks	Duration of Exam Hours
			L	T	P						
DSE	OM-01-C	Project Management	4	-	-	4	75	25	-	100	3
DSE	OM-02-C	Quality Toolkit for Managers	4	-	-	4	75	25	-	100	3
DSE	OM-03-C	Supply Chain and Logistics Management	4	-	-	4	75	25	-	100	3
DSE	OM-04-C	Service Operations Management	4	-	-	4	75	25	-	100	3
DSE	OM-05-C	R & D Management	4	-	-	4	75	25	-	100	3

PUBLIC POLICY MANAGEMENT

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks	Duration of Exam Hours
			L	T	P						
DSE	PPM-01-C	Legal Institutional Dynamics	4	-	-	4	75	25	-	100	3
DSE	PPM-02-C	Development Economics	4	-	-	4	75	25	-	100	3
DSE	PPM-03-C	Data Analysis using Excel and SPSS*	4	-	-	4	75	25	-	100	3
DSE	PPM-04-C	Public Finance Administration	4	-	-	4	75	25	-	100	3
DSE	PPM-05-C	Risk and Disaster Management	4	-	-	4	75	25	-	100	3

- * In addition to the internal Marks, practical shall be conducted by a panel consisting of one internal and one external examiner. Internal examiner will be appointed by the Chairman of the Department and external examiner will be appointed by the Controller of Examinations on the recommendation of the Board of Post Graduate Studies and Research.

Discipline Specific Elective for 4th Semester

FINANCIAL MANAGEMENT

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks	Duration of Exam Hours
			L	T	P						
DSE	FM-06-C	Investment Analysis and Portfolio Management	4	-	-	4	75	25	-	100	3
DSE	FM-07-C	Financial Derivatives	4	-	-	4	75	25	-	100	3
DSE	FM-08-C	Project Appraisal and Finance Valuation	4	-	-	4	75	25	-	100	3
DSE	FM-09-C	International Finance	4	-	-	4	75	25	-	100	3
DSE	FM-10-C	Mergers, Acquisitions and Corporate Restructuring	4	-	-	4	75	25	-	100	3

MARKETING MANAGEMENT

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks	Duration of Exam Hours
			L	T	P						
DSE	MM-06-C	Integrated Marketing Communications /Promotion Strategy	4	-	-	4	75	25	-	100	3
DSE	MM-07-C	International Marketing	4	-	-	4	75	25	-	100	3
DSE	MM-08-C	Product & Brand Management	4	-	-	4	75	25	-	100	3
DSE	MM-09-C	Sales & Distribution Management	4	-	-	4	75	25	-	100	3
DSE	MM-10-C	B2B Marketing	4	-	-	4	75	25	-	100	3

HUMAN RESOURCE MANAGEMENT

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks	Duration of Exam Hours
			L	T	P						
DSE	HRM-06-C	Employee Relations	4	-	-	4	75	25	-	100	3
DSE	HRM-07-C	Training and Development	4	-	-	4	75	25	-	100	3
DSE	HRM-08-C	Managing Interpersonal Skills	4	-	-	4	75	25	-	100	3
DSE	HRM-09-C	International HRM	4	-	-	4	75	25	-	100	3
DSE	HRM-10-C	Performance Management Systems	4	-	-	4	75	25	-	100	3

INTERNATIONAL BUSINESS MANAGEMENT

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks	Duration of Exam Hours
			L	T	P						
DSE	IB-06-C	International Marketing Management	4	-	-	4	75	25	-	100	3
DSE	IB-07-C	Cross Cultural Management	4	-	-	4	75	25	-	100	3
DSE	IB-08-C	International Trade Laws	4	-	-	4	75	25	-	100	3
DSE	IB-09-C	Management of Multinational Corporations	4	-	-	4	75	25	-	100	3
DSE	IB-10-C	International Trade Theory and Practice	4	-	-	4	75	25	-	100	3

MANAGEMENT INFORMATION SYSTEM

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks	Duration of Exam Hours
			L	T	P						
DSE	IT-06-C	Knowledge Management	4	-	-	4	75	25	-	100	3
DSE	IT-07-C	Information Security & Cyber Law	4	-	-	4	75	25	-	100	3
DSE	IT-08-C	Data Mining for Business Decisions	4	-	-	4	75	25	-	100	3
DSE	IT-09-C	Enterprise Resource Planning	4	-	-	4	75	25	-	100	3
DSE	IT-10-C	Strategic Management of Information Technology	4	-	-	4	75	25	-	100	3

OPERATIONS MANAGEMENT

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks	Duration of Exam Hours
			L	T	P						
DSE	OM-06-C	Operations Strategy	4	-	-	4	75	25	-	100	3
DSE	OM-07-C	Technology Management	4	-	-	4	75	25	-	100	3
DSE	OM-08-C	Manufacturing Systems Management	4	-	-	4	75	25	-	100	3
DSE	OM-09-C	Sourcing Management	4	-	-	4	75	25	-	100	3
DSE	OM-10-C	Supply Chain Analytics	4	-	-	4	75	25	-	100	3

PUBLIC POLICY MANAGEMENT

Type of Paper	Paper Code	Title of Paper	Periods			Credit	External Marks	Internal Assessment	Practical Marks	Total Marks	Duration of Exam Hours
			L	T	P						
DSE	PPM-06-C	Public Policy Evaluation	4	-	-	4	75	25	-	100	3
DSE	PPM-07-C	Social Marketing	4	-	-	4	75	25	-	100	3
DSE	PPM-08-C	Sustainable Development	4	-	-	4	75	25	-	100	3
DSE	PPM-09-C	Rural Development	4	-	-	4	75	25	-	100	3
DSE	PPM-10-C	Indian Social and Political System	4	-	-	4	75	25	-	100	3

Management Concepts and Applications MBA-101-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course objective:

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

Course Contents:

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

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

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

Unit-IV: Leading and Controlling: Leading as a function of management, Leadership styles, leadership theories: personality theory, Behavioral theory and situational theory. Motivation- concept, Theories of motivation. Controlling: control function in management, the basic control process, and types of control – feed forward, concurrent and feedback controls, Control techniques.

Recommended Books:

1. Heinz Wehrich & Harold Koontz, Management A global prospective, McGraw Hill Education.
2. Robbins, S.P. and Decenzo, D.A. Fundamentals of Management, Pearson Education.
3. Pravin Durai, Principles of Management, Pearson Education.

Reference Books:

1. Deepak Kr. Bhattacharya, Principles of Management: Text and Cases: Pearson Education.
2. Hellregel, Management, Cengage Learning.
3. Stoner, Freeman, Gilbert, Management, Pearson Education.
4. Robbins & Coulter, Management, Pearson Education.
5. Satya Raju, Management- Text & cases, PHI Learning Pvt. Ltd.
6. Richard L. Daft, Management, Thomson south-Western.
7. Anil Bhatt & Arya Kumar, Management: Principles, Processes and Practices. Oxford University Press.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Managerial Economics MBA -103-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course objective:

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

Course Contents:

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

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

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

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

Recommended Books:

1. Diwedi, D. N, Managerial Economics, Vikas Publication, New Delhi.

Reference Books:

1. Craig H Petersen, W. Chris Lewis & Sudhir K Jain, Managerial Economics, Pearson Education, New Delhi
2. Mankiw, N.G, Principles of Microeconomics, Cengage Publications
3. Mankiw, N.G, Macroeconomics, Worth Publications
4. Varshney, R.L. and Maheshwari K.L, Managerial Economics, Sultan Chand and Sons, New Delhi.
5. Dominic Salvatore: Managerial Economics: Principles & Worldwide Applications 6/e, Adapted Version, Oxford University Press.
6. Mehta, P.L. Managerial Economics. Sultan Chand and Sons, New Delhi.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Financial Reporting, Statements and Analysis MBA-105-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

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

Course Contents:

Unit-I: Accounting- Meaning, types, objectives and users of accounting system, Accounting principles- concepts and conventions, accounting cycle- journalization, posting to ledger accounts, preparation of trial balance and final accounts. An overview of IFRS and accounting standards (AS) in India

Unit-II: Depreciation accounting for fixed assets- objectives, factors affecting depreciation and methods, financial statement analysis-ratio analysis, fund flow analysis and cash flow statement analysis.

Unit-III: Reporting of financial performance- Disclosure in corporate financial reports and their importance, Budgetary control- Budget, budgeting and budgetary Control, classification of budget and preparation, importance and limitations of budgetary control.

Unit-IV: Marginal Costing and analysis- contribution, breakeven point, profit-volume ratio, margin of safety and their applications in managerial decision making, Balanced scorecard- a tool of interactive control.

Recommended Books:

1. Dhamija, S. Financial Accounting for Managers, Pearson Education.
2. P.C Tulsian, Financial Accounting, Pearson Education.
3. Horngren/Sundem- Introduction to Management Accounting, Pearson Education.
4. Khatri, K. Dhanesh, Financial Accounting, McGraw Hill Education.
5. Ramachandran, N. &Kakani, R.K. Financial Accounting for Management, McGraw Hill Education.
6. Bhattacharya, S.K, Accounting for Management: Text and Cases, Vikas Publishing House.
7. Khan, M. Y and Jain, P.K Management Accounting, McGraw Hill Education.
8. Garrison, Noreen and Brewer, Managerial Accounting, McGraw Hill Education.

Reference Books:

1. Horngren, Charles T., Sundem, Gary L., Elliott, John. A and Philbrick, Donna, Introduction to Financial Accounting, Pearson Education.
2. Narayanaswamy, R., Financial Accounting - A Managerial Perspective, PHI Learning.
3. Gupta, Ambrish, Financial Accounting for Management: An Analytical Perspective, Pearson Education.
4. Anthony, Robert N. et al. Accounting: Text and cases, McGraw Hill Education.
5. Shah: Management Accounting, Oxford University Press.
6. Hansen, D.R. &Mowen, M.M., Management Accounting, Thomson South Western.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Business Statistics and Analytics for Decision Making

MBA-107-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

CourseObjective:

The objective of the course is to make the students familiar with basic statistical techniques and their applications in managerial decision making.

CourseContents:

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

Unit-II: Introduction, Objectives of time Series, Identification of trend - variations in time series: secular variation, cyclical Variation, seasonal variation, and irregular variation - methods of estimating trend. Index numbers: definition; uses; types; simple aggregate method and weighted aggregate method – Laspeyre’s, Paasche’s, Fisher’s and CPI; construction of index numbers and their uses.

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

Unit-IV: Sampling and sampling methods: Basic sampling concepts, sampling and non-sampling errors. Hypothesis testing-formulation of hypothesis, procedure for testing a hypothesis, Large and small tests- Z, T, F tests and one-way ANOVA, non-parametric test; Chi-square test, sign test, Kruskal Wallis test.

Recommended Books:

1. Gupta, S.P. & Gupta, M.P., Business Statistics, Sultan Chand & Sons.
2. Sharma, J.K., Business Statistics, Vikas Publication House Pvt. Ltd.
3. Bajpai, Naval, Business Statistics, Pearson Education.
4. Levin, R.I. & Rubin D.S., Statistics for Management, Pearson Education.
5. Davis & Pecar: Business Statistics using Excel, Oxford University Press.

Reference Books:

1. P.K Viswanathan, Business Statistics: An Applied Orientation, Pearson Education.
2. Gupta C B, Gupta V. An Introduction to Statistical Methods, Vikas Publishing House, New Delhi.
3. Anderson, D. R., Sweeney, D.J. and Williams, T. A. Statistics for Business and Economics, Cengage Learning.
4. Beri, Statistics for Management, McGraw Hill Education.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Legal and Business Environment MBA-109-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course objective:

The objective of this paper is to acquaint the students with concepts and models used in economics and to demonstrate their usefulness for business decision making in India's political, Legal and economic setting. Besides these objectives the paper is intended to make students aware of the Indian economic environment, Legal and the policy and planning framework underlying the Indian economic system. It will help students comprehend government policy decisions and understand their implications on organization and industry.

Course Contents:

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

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

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

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

Recommended Books:

1. Aswathappa, K., "Essentials of Business Environment", Himalaya Publishing House, New Delhi.
2. Bedi, Suresh, "Business Environment", Excel Book, New Delhi

Reference Books:

1. Cherunilam, Francis, "Business Environment-Text & Cases", Himalaya Publishing House, New Delhi.
2. Pual, Justin, Business Environment Text and Cases, Tata McGraw Hill, New Delhi
3. Mishra S K & Puri V K - Economic Environment of Business, Himalaya Publishing House, New Delhi.
4. Adhikari M, Economic Environment of Business, Excel Books, New Delhi.
5. Dutt, Ruddra and Sundaram, K.P.M., "Indian Economy", S. Chand & Co. Ltd., New Delhi.
6. Gopal, Namita, "Business Environment", Tata McGraw Hill, New Delhi
7. Worthington, Ian and Britton, Chris, "The Business Environment", Pearson Education Ltd, New Delhi.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Business Communication **MBA-111-C**

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 50
Internal Marks: 25
External Practical Marks: 25
Total Marks: 100

Course Objective:

To provide an overview of verbal, non- verbal and written communication to the students for making them effective managers.

Course Contents:

Unit-I: Business Communication: Definition, nature, process and classification of communication; importance of communication in management; barriers to communication, overcoming barriers to communication, effective communication; contemporary issues in communication.

Unit-II: Communication Skills: Listening skills – listening process, types of listening, barriers to listening, improving listening abilities; presentation skills; communication skills for interviews and Group Discussions; negotiation - factors affecting negotiation, approaches to negotiation, stages of negotiation process, negotiation techniques and skills.

Unit-III: Nonverbal Communication: Body language, kinesic communication, proxemic communication, haptic communication, paralinguistic communication, chromatic communication, chronomatic communication; Business etiquettes - introduction etiquettes, exchanging business cards, shaking hands, email etiquettes, telephone etiquettes, telemarketing etiquettes, elevator etiquettes, dressing and grooming etiquettes, dining etiquettes.

Unit-IV: Written Communication: Report writing- process of writing report, structures of business reports; business letter components and layout, types of letters; memos, notices and circulars; agenda and minutes of meeting; preparing Curriculum Vitae.

Recommended Books:

1. Koneru, Arun, Professional Communication, McGraw Hill, New Delhi.
2. Chaturvedi and Chaturvedi, The Art and Science of Business Communication, Pearson Education, New Delhi
3. Mehra, Payal, Business Communication for Managers, Pearson Education, New Delhi.
4. Verma, Shalini, Business Communication: Essential Strategies for Twenty first Century Managers, Vikas Publishing House, Noida.
5. Sethi, A. and Adhikari,B., Business Communication, McGraw Hill, New Delhi.

Reference Books:

1. Lesikar, Flatley, Rentz, Lentz, Pande, Business Communication: Connecting in a digital world, McGraw Hill, New Delhi.
2. Kaul, Asha, Effective Business Communication, PHI, New Delhi.
3. Sinha, K.K., Business Communication, Taxmann Publication, New Delhi.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Computer Applications for Business MBA-113-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 50
Internal Marks: 25
External Practical Marks: 25
Total Marks: 100

Course objective:

To familiarize participants with the basic organization of computer hardware, software and computer applications, computer network and internet in business.

Course Contents:

Unit-I: Introduction to Computer System: Basic Computer Organization: Introduction, features and capabilities, components of computer system, classification of computers; Representation of data in computer memory (Binary, Octal and Hexadecimal system); Operating Systems: Basic features, types and components; Computer Languages: Basic features and Classification, Applications of Computers in Business.

Unit-II: Introduction to Data Communication and Computer Networks, Fundamentals of Data Communication: Data Signals-Analog and Digital, Bandwidth, Computer Networks: Basic concept, Advantages, classification, topologies, Components of computer networks: Hardware components, Software components.

Unit-III: Internet: History and Development, how it works, control mechanism. WWW: Hypertext and Hyperlinks, Websites and web pages, URL, IP addressing and Domain Naming System. Internet and WWW tools and Applications: Browser, FTP, Telnet, Email, Internet applications in business

Unit-IV: Network Security: Security Threats and their sources, Countermeasures to ensure security, Identifying and Managing IT risks, Major issues and considerations in networked economy: Social issues, Economic issues, Ethical Issues, Privacy issues and Health issues.

Practical:

1. Practical knowledge of MS-Office
2. Practical knowledge of Computer Networking
3. Practical knowledge of Computer Internet

Recommended Books:

1. Dhunna, Mukesh and Verma, Deepak, Computer Networks and Internet, Vayu Education of India
2. Patrice – Anne Rutledge, Office 2013, All-in-one: Absolute Beginner's Guide, Pearson Education.
3. Nasib Singh Gill, Handbook of Computer Fundamental, Khanna Publishers.
4. Anita Goel, Computer Fundamental, Pearson Education.
5. Peter Norton, Introduction to Computers, McGraw Hill Education.
6. Basandara, Computer Today, Galgotia Publication.

Reference Books:

1. Rajaraman, Introduction of Information Technology, PHI Learning.
2. Tanenbaum, A. S., Computer Networks, Pearson Education.
3. Douglas E. Comer & M.S Narayanan, Computer Network & Internet, Pearson Education.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Organizational Behaviour MBA-102-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

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

Course Contents

Unit-I: Organizational Behaviour: Definition and concept of Organizational Behaviour, nature and scope of OB, elements of OB, contributing disciplines to OB, challenges for OB, evolution of OB, models of OB; Individual behavior – foundations of individual behaviour, models of man; Attitudes concept, types and measurement of attitude; Values- concept, types and formation of values.

Unit-II: Individual processes: Perception - concept, process, factors affecting perception, applications; Personality - concept, determinants, theories and applications; Learning – concept, theories, reinforcement; Emotions – types, sources, aspects, applications, Affective Events Theory, emotional intelligence; Motivation – concept and theories.

Unit-III: Group processes: Transactional Analysis; Group behaviour – concept, types of groups, group development, group dynamics; Teams – meaning, types, team roles, difference between groups and teams, team effectiveness; Conflict- concept, sources, types, conflict management; Organizational power and politics - sources of power, acquisition of power, reasons for organizational politics and managing organizational politics.

Unit-IV: Organizational Processes: Organizational Climate - concept, dimensions and determinants; Organizational Culture - concept, types, creating, sustaining and changing culture; Organizational Change - concept, resistance to change, managing resistance to change, Lewin's three- step model of change; Organizational Effectiveness - introduction, approaches and factors influencing OE.

Recommended Books:

1. Dr. S.S. Khanka, Organizational Behavior, S.Chand& Company Pvt. Ltd.
2. Robbins, S. P., T.A. Judge, Vohra, N. Organizational Behavior, Pearson Education.
3. Newstrom John W. Organizational Behavior: Human Behavior at Work, McGraw Hill Education.

Reference Books:

1. K. Aswathappa, Organization Behavior, Himalaya Publishing House.
2. Luthans, F. Organizational Behavior, McGraw Hill Education.
3. PS. James, Organizational Behavior, Pearson Education.
4. Robbins, S.P, Judge, T.A, Sanghi, S., Essential of Organizational Behavior, Pearson Education.
5. Parikh and Gupta, Organizational Behavior, McGraw Hill Education.
6. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. Organizational Behavior, McGraw Hill Education.
7. Dr. Jitender Kumar and Neha, Organisational Behaviour and Human Resource Management, Khanna Publishers, New Delhi.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Management Information System & E-Commerce MBA-104-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

To familiarize participants with the fundamental of management information systems & E-commerce and their application in effective business management.

Course Contents:

Unit-I: Basic concept of information systems, Role of information systems in business, Managerial challenges, Types of information and their characteristics. Types of information systems, Information system for strategic advantage, strategic role for information system, breaking business barriers.

Unit-II: Developing Information systems: system development approaches and methodologies, information system analysis, design, implementation and maintenance. System Testing and documentation, conversion methods, Information System Applications: Financial and Accounting information systems, Marketing information systems, HR information systems.

Unit-III: Introduction to E-Commerce: Basic concepts and framework, unique features of e-commerce, E-Commerce business models: Key elements of e-commerce business models, B2C business models, B2B business models, other emerging business models; major considerations in the development of e-commerce website; Factors in optimizing websites for performance.

Unit-IV: Online Payments systems; Online Marketing Technologies; Ethical, social and political issues in e-commerce; E-Commerce Applications: Online Retailing; Online Content and Publishing; e-procurement and Supply Chain Management; Online auctions, e-commerce portals and Social networks and communities.

Recommended Books:

1. Laudon, Kenneth C. and Traver, Carol G., E-commerce: Business, Technology, Society, Pearson Education.
2. O'Brien James, Marakas, George and Behl, Ramesh, Management Information Systems McGraw Hill Education.
3. Ravi Kalakota, Frontier of Electronic Commerce, Pearson Education.

Reference Books:

1. Laudon, Kenneth C., Laudon, Jane P. and Dass, Rajanish, Management Information Systems: Managing the Digital Firm, Pearson Education.
2. Deitel H., Dietel P. and Steinbuhler K., e-Business and e-Commerce for Managers, Pearson Education.
3. Chaffey, Dave, E-Business and E-Commerce Management, Pearson Education.
4. Rayport, J. F. and Jaworski, B. J., Introduction to e-commerce, McGraw Hill Education.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Business Research Methods MBA-106-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

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

Course Contents:

Unit-I: Introduction: Meaning of research, objectives and types of research, Research approaches, Significance of Research, Research problems encountered by the researcher; Precautions to the researcher in India, Process of research: Steps involved in research process.

Unit-II: Defining the Research Problem – Meaning of research problem, selecting the research problem, Necessity of defining the problem and techniques of defining a problem.

Concept of Research Design- Need for research design, Features of a good research design – Exploratory Research Design – concept, types and uses, Descriptive Research Designs - concept, types and uses. Experimental Design: Causal relationships, Concept of Independent & Dependent variables, extraneous variable.

Unit-III: Sample Survey and Data collection: Sample design, Sampling and non-sampling errors, sample survey versus census survey. Types of sampling designs: Non-probability sampling, probability sampling and complex random sampling designs; Data Collection: Types of data and various methods of collecting data; Preparation of questionnaire and schedule; Precautions in preparation of questionnaire and collection of data

Unit-IV: Analysis of data: Coding, editing and tabulation of data; various kinds of charts and diagrams used in data analysis. Concept of Hypothesis: Null and alternative hypothesis, steps for testing hypothesis. Brief introduction of various statistical tools for data analysis: Chi square, Correlation, Rank Correlation, Regression Analysis, Analysis of Variance and factor analysis. Report Preparation: Types and layout of research report; Precautions in preparing the research report.

Recommended Books:

1. Cooper & Schindler, "Business Research Methods", McGraw Hill Publication, New Delhi.
2. Kothari C.R. & Gaurav Garg "Research Methodology", New Age International (P) Ltd. Publishers, India.

Reference Books:

1. Saunders, "Research Methods for Business Students", Pearson Education, New Delhi.
2. Naval Bajpai, "Business Research Methods", Pearson Publication, Noida, Uttar Pradesh.
3. Bryman, Alan & Emma Bell, "Business Research Methods", Oxford University Press.
4. Walliman, Nicholas, "Social research methods", Sage Publications, New Delhi.
5. Shenray & Pant., "Statistical Methods in Business & Social Sciences", Macmillan
6. Dwivedi R.S., "Research Methods in Behavioural Sciences", Macmillan.
7. Uma Sekaran, Research Methods for Business, Wiley Publications

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Corporate Finance
MBA-108-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

The purpose of this course is to acquaint the students with the broad framework of financial decision-making functions in a business organisation which will enable its wealth maximization.

Course Contents:

Unit-I: Financial management–Meaning, scope and objectives of financial management, organisation of finance functions emerging role of finance managers in globalized business environment in India, time value of money, capital market-long term sources of finance and primary & secondary market, money market.

Unit-II: Investment Decision-importance, types, and evaluation techniques of investment decision and their applications, risk and uncertainty analysis in capital budgeting- types of risk and their relevance, risk evaluation techniques.

Unit-III: Financing Decision-cost of capital and its relevance in financial decision making, approaches of capital structure decision- NI, NOI, Traditional and MM approach, EBIT-EPS analysis.

Unit-IV: Dividend decision– types of dividend policy, factors affecting the dividend decision, dividend decision models- Walter’s Model, Gordon’s Model and Modigliani Miller Model and their relevance, Working Capital management decision-fundamentals of working capital, factors affecting working capital requirement, Management of cash, inventory and bills receivables in business organisation.

Recommended Books:

1. Pandey, I.M, Financial Management, Vikas Publication House Pvt. Ltd.
2. Sharan, V. Fundamentals of Financial Management, Pearson Education.
3. Van Horne and Wachowicz, Fundamentals of Financial Management, Pearson Education.
4. Khan, M. Y and Jain, P.K., Financial Management: Text Problems and Cases, McGraw Hill Education.
5. Damodaran, A., Corporate Finance- Theory & Practice, Wiley Publication
6. Srivastava: Financial Management, Oxford University Press.
7. Higgins, Analysis for financial Management, McGraw Hill Education.
8. Ahuja, N.L, Dawar, V. &Arrawatia, R., Corporate Finance, PHI Learning Pvt. Ltd.

Reference Books:

1. Van Horne &Dhamija, S., Financial Management and Policy, Pearson Education.
2. Brealey and Myers, Principles of Corporate Finance, McGraw Hill Education
3. Stephen A. Ross, Wester Field, Jordan, Fundamentals of Corporate Finance McGraw Hill Education.
4. Chandra, Prasanna, Financial Management, McGraw Hill Education.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Marketing Management MBA-110-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

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

Course Contents:

Unit-I: Introduction, Definition, Importance and Scope of Marketing, Philosophies of Marketing Management, Elements of Marketing - Needs, Wants, Demands, Customer, Consumer, Markets and Marketers; Marketing Vs Selling, Consumer Markets and Industrial Markets. Concept of Marketing Management, Marketing – Mix, Functions of Marketing Management, Marketing Organisations, Qualities of Marketing Manager. Marketing Environment, Factors Affecting Marketing Environment, Marketing Information System and Marketing Research, Strategic Marketing Planning.

Unit II: Market Segmentation, Segmenting the Market, Benefits/Purpose and Limitations of Market Segmentations, Market Segmentation Procedure, Basis for Consumer/Industrial Market Segmentation. Market Targeting – Introduction, Procedure, Product Positioning - Introduction, Objectives, Usefulness, Differentiating the Product, Product Positioning Strategy, Consumer Behaviour - Introduction, Importance & Process.

Unit-III: Marketing - Mix Decisions, Product Decisions, New Product Development-Concept and Necessity for Development, Failure of New Products, New Product Planning and Development Process, Product-Mix, Branding and Packaging Decisions, Product Life cycle - Stages and Strategies for Different Stages of PLC. Pricing Decisions, Pricing Objectives, Policies Methods of Setting Price, Pricing Strategies.

Unit-IV: Channels of Distribution for Consumer/ Industrial Products, Factors Affecting Channel Distribution, Management of Channels: Current Trends in Wholesaling and Retailing, Retail Distribution System in India. Promotion: Promotion-mix, Advertising, Sales Promotion, Personal Selling, Publicity and Public Relations. A Brief Account of Marketing of Services, Rural Marketing, Electronic Marketing; Direct Marketing, International Marketing.

Recommended Books:

1. Kotler, P., Keller, K L., Koshy, A., and Jha, M., "Marketing Management", Pearson Education.
2. Mullins, J., Walker, O., and Harper, B.J., "Marketing Management: A Strategic Decision-Making", McGraw-Hill Publication, Irwin.
3. Baines: Marketing, Oxford University Press.

Reference Books:

1. Etzel, M.J., Walker, B.J., Stanton, W.J., and Pandit, A., "Marketing: Concepts and Cases", Tata McGraw Hill, New Delhi.
2. Kurtz, D. L., and Boone, L.E., "Principles of Marketing", Thomson Learning.
3. Panda, Tapan, "Marketing Management", Excel Publication, New Delhi.
4. Lamb, Hair, Mc Danniel. "Marketing Management", Thomson Learning
5. Sherlakar, S.A. "Marketing Management", Himalaya Publishing House, New Delhi.
6. Kotler, P. & Armstrong, Gary. "Principles of Marketing", Pearson Education, New Delhi.
7. Ramaswamy & Namakumari. "Marketing Management", Macmillan Publication, New Delhi.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Human Resources Management MBA-112-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

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

Course Contents:

Unit-I: Human Resource Management - meaning, definition, objectives and scope of HRM, evolution of HRM, Difference between Personnel Management and HRM, HRM functions, role of personnel manager and HR manager, qualities of HR Manager, line Versus staff authority of HRM, changing environment of HRM.

Unit-II: Job Design: definition, methods, factors effecting job design, Job analysis: definition, process, methods of job analysis, job evaluation: concept, objectives and methods. HR planning: concept, objectives, need and importance, process of HRP. Recruitment: definition, objectives and sources of recruitment. Selection: introduction, selection process, difference between recruitment and selection. Placement, induction and socialization.

Unit-III: Training and Development: meaning and importance need for training, process and methods of training. Internal mobility and separation. Career Planning: Introduction, Stages, Career Planning process, Career Development, Career Management- model.

Unit-IV: Performance Appraisal: meaning, purpose process and methods. Potential appraisal. Industrial Relations: concept, scope, objectives and approaches of IR. Compensation: introduction, types and theories. Incentives and benefits. Human resource Accounting (HRA), Human resource information system (HRIS).

Recommended Books:

1. Pravin Durai, Human Resource Management, Pearson Education.
2. S.S. Khanka, Human Resource Management, S. Chand & Company Pvt. Ltd.
3. K. Aswathappa, Human Resource Management, McGraw Hill Education.
4. Dr. Jitender Kumar and Neha, Organisational Behaviour and Human Resource Management, Khanna Publishers, New Delhi

Reference Books:

- 1 Gary Dessler, A Framework for Human Resource Management, Pearson Education.
- 2 Ivancevich, Human Resource Management, McGraw Hill Education.
- 3 Gary Dessler & Biju Varkkey, Human Resource Management, Pearson Education.
- 4 Biswajeet Pattanayak, Human Resource Management, PHI Learning Pvt. Ltd.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

International Business MBA-114-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

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

Course Contents:

Unit-I: Introduction to International Business; meaning of International Management; domestic business versus international business; Reasons for Going International, International Entry Modes- their Advantages and Disadvantages, process of internationalization, Strategic decision in International Business; Tariff and non-tariff Barriers.

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

Unit-III: International Trade: Theories of International Trade- Absolute Advantage Theory, Comparative Cost Theory, Opportunity Cost Theory, Hecksher-Ohlin Theory, Vernon's Theory of International Product Life Cycle. Balance of trade and balance of payments: Constituents of Capital Account and Current Account, Reasons and remedies for Adverse Balance of Payment; Convertibility of Capital Account.

Unit-IV: International Monetary Fund, Asian Development Bank and World Bank, Financial Markets and Instruments – Introduction to Export and Import Finance – Methods of payment in International Trade – Introduction to current EXIM policy. Bilateral and Multilateral Trade Laws –General Agreement on Trade and Tariffs (GATT), World Trade Organization – IPR, TRIPS, TRIMS, GATS.

Recommended Books:

1. Aswathappa, K. "International Business", Tata McGraw-Hill, New Delhi.

Reference Books:

1. Charles W.L. Hill, "International Business", Tata McGraw Hill Co. Ltd., New Delhi.
2. Sharan V., "International Financial Management", Prentice Hall of India, New Delhi.
3. Paul J, "International Business", Prentice Hall of India, New Delhi.
4. Deresky H, "International Business", Prentice Hall of India, New Delhi.
5. Rakesh Mohan Joshi, International Business, Oxford University Press..
6. Daniels, J., Radebaugh, L., and Sullivan, D., "International Business", Prentice-Hall, New Delhi.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Operations Management MBA-116-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course objective:

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

Course Contents:

Unit-I: Introduction to operations Management: Objectives, Functions & Scope, types of production systems, operations strategy; Facility Planning, Factors Affecting Plant location & plant layout; Tools and Techniques used for Plant Layout Planning.

Unit-II: Production Planning and Control Process Planning, Aggregate Production Planning, Capacity Planning: Introduction, Capacity Planning; Product Design, and Development; Project Scheduling, Network Diagrams, Critical Path Method (CPM), Critical Path Method: Problems, Critical Path Method: Problems. Program Evaluation and Review Technique (PERT), Sales forecasting, Forecasting system- Qualitative & Quantitative methods.

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

Unit- IV: Quality management: Introduction; Meaning, Concept of Quality, Total Quality Management (TQM), Total Productive Maintenance (TPM), Statistical Quality Control (SQC), concept of Six Sigma and its application; Advanced Manufacturing Technologies: Just in Time (JIT), Kanban System, Enterprise Resource Planning (ERP), TOC, Lean/ Green Manufacturing, WCM etc. and safety concepts.

Recommended Books:

1. R. Paneerselvam, Production & Operations Management; PHI; New Delhi
2. Mahadevan, B.; Operations Management – Theory and Practice; Pearson Education; New Delhi
3. Bedi, Production & Operations Management, 2/e, Oxford University Press.

Reference Books:

1. K. N. Dervitsiotis, Operation Management, McGraw-Hill International Company.
2. R.S. Russell, and B.W. Taylor, Operations Management, Pearson Education
3. Gaither, Norman & Frazier, Greg; Operations Management; Thomson Learning; New Delhi
4. Krajewski, Lee J. & Ritzman, Larry P.; Operations Management – Processes and Value Chains; Pearson Education; New Delhi

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Fundamentals of Public Policy & Design

MBA-118-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

The study of Public Policy aspires to provide an in-depth understanding of the ills prevailing in the society and aids to identify the solutions for them. Public Policy is an important mechanism for moving a social system from the past to the future and helps to cope with the future.

Course Contents:

Unit-I: Introduction Concepts of Public and Policy - Nature, Scope and Significance of Public Policy – Definition and Types of Public Policy: Regulatory, Welfare, Distributive and Re-distributive – Evolution of Public Policy Studies – Public Policy Cycle, Models of Public Policy: Systems Model, Harold Lasswell, Herbert Simon, and Charles Lindblom.

Unit-II: Indian constitutional framework for policy making – Institutional Factors: Legislature, Executive, Judiciary, Planning Commission and National Development Council – Other Forces in policy making: Public Opinion, Political parties, Pressure groups, Media and Professional Bodies - External Influencing Agencies: UNDP, WHO, ILO, UNEP, ADB, World Bank, and IMF - Policy Making process

Unit-III: Policy Implementation: Public Policy Delivery Agencies and Implementers, Aspects of Policy Design for Implementation, Modes of Policy Delivery and Implementation, Problems in Public Policy Implementation: Conceptual, Political and Administrative Problems, Conditions for Successful Implementation

Unit-IV: Policy Monitoring and Evaluation: Approaches and Techniques, Constraints in Policy Monitoring, Measures for Effective Policy Monitoring - Policy Evaluation: Role, Process and Criteria, Types of Evaluation, Evaluating Agencies – Problems in Policy Evaluation, Public Policies- Population Policy , Education Policy ,Health Policy, Impact of Globalization on Policy Making.

Recommended Books:

1. Prabir Kumar De, Public Policy and Systems, Pearson Education India, New Delhi, 2012.
2. RK Sapru, Public Policy – Formulation, Implementation and Evaluation, Sterling Publishers Pvt. Limited., New Delhi, 2010.
3. RV VaidyanathaAyyar, Public Policy Making in India, Pearson Education India, New Delhi, 2009.

Reference Books:

1. William N Dunn, Public Policy Analysis – An Introduction, Prentice Hall, New Jersey, 1994.
2. Thomas Dye, Understanding Public Policy, Prentice Hall, New Jersey, 1995.
3. James Anderson, Public Policy Making: An Introduction, Houghton Mifflin, 2003.
4. Michael Hill and Peter Hupe, Implementing Public Policy, Sage, 2002.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Quantitative Techniques MBA-201-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course objective:

To introduce students to Quantitative tools and techniques and to equip them to make optimal managerial decisions.

Course Contents:

Unit-I: Operations Research: Evolution, methodology and role in managerial decision making; Linear programming: Meaning, assumptions, advantages, scope and limitations; Formulation of problem and its solution by graphical and simplex methods; special cases in simplex method: infeasibility, degeneracy, unboundedness and multiple optimal solutions; duality.

Unit-II: Transportation problems including transshipment problems; Special cases in transportation problems: unbalanced problems, degeneracy, maximization objective and multiple optimal solutions; assignment problems including traveling salesman's problem. Special cases in assignment problems: unbalanced problems, maximization objective and multiple optimal solutions.

Unit-III: PERT/CPM: Difference between PERT and CPM, network construction, calculating EST, EFT, LST, LFT and floats, probability considerations in PERT, time -cost trade-off. Decision theory: decision making under uncertainty and risk, Bayesian analysis, decision trees.

Unit-IV: Game theory, pure and mixed strategy games; principle of dominance; two person zero sum game; Queuing theory: concept, assumptions and applications; analysis of queue system, Poisson distributed arrivals and exponentially distributed service time models (MM1 and MMK); Simulation; meaning, process, advantages, limitations and applications.

Recommended Books:

1. Vohra, N.D.; Quantitative Techniques in Management; TMH., NewDelhi.
2. Sharma, J.K., Operations Research: Theory and Applications, Macmillan India Ltd, New Delhi
3. Anderson, Sweeny and Williams, "Quantitative Methods for Business", Thomson learning

Reference Books:

1. Paneerselvam, Operations Research, Prentice Hall of India, N. Delhi.
2. Taha, Operations Research: An Introduction, Prentice Hall of India, N. Delhi.
3. Kapoor, V.K., Operations Research; Sultan Chand & Sons, New Delhi.
4. Kalavathy, Operations Research, Vikas Publishing House, New Delhi.
5. Sharma, J. K. "Operation Research", Macmillan Publisher
6. Anderson, Sweeny and Williams, "Quantitative Methods for Business", Thomson learning
7. Hillier, F.S. and Lieberman, G.J., "Operations Research", Tata McGraw Hill, New Delhi.
8. Barry Render, Ralph Stair and Michael Hanna, "Quantitative Analysis", Pearson Education, New Delhi.
9. Frederick Hillier and Gerald Lieberman, "Operations Research", Tata McGraw Hill, New Delhi.
10. Natarajan, Balasubramani and Tamarasi, "Operations Research", Pearson Education, New Delhi.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Corporate Strategy MBA-203-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course objective:

The objective of the course is to develop a holistic perspective of an organization and to enable the students to analyse the strategic situation facing the organization, to access strategic options available to the organization and to implement the strategic choices made by it.

CourseContents:

Unit-I: Introduction to Business Policy & Strategic Management: Definition, Concept, Objective and Significance, The levels at which strategy operates, Characteristic of Strategic Management, An Overview: Strategic Management Process, Concept of Strategic Decision Making. Defining strategic intent: Vision, Mission, Business definition, Goals and Objectives.

Unit-II: Environment Appraisal: Concept & Environmental Sector; PEST Analysis, Organizational Appraisal: Concepts & Capability Factors; Porter's Value Chain Model, Framework for developing Strategic Advantage, SWOT Analysis as a Tool for assessing Organizational Capabilities and Environment Opportunities, Type of Strategies: Corporate Level (Concept of Grand Strategies), Business Level and Functional Level., Guidelines for Crafting Successful Business Strategies. Strategy Analysis and Choice: Corporate Level Strategy Analysis: BCG Matrix & GE 9 cell Matrix, Business Level Strategy Analysis: Life Cycle Analysis, Porter's Five Forces of Industry Analysis, Concept of Strategic Decision Making, Subjective Factors in Strategic Choice and Process of Strategic Choice

Unit-III: Strategy Implementation: Interrelation Between Strategy Formulation and Implementation, Aspects of Strategy Implementation, An overview of Project, Procedural Implementation, Resource Allocation, Structural Implementation: An overview of: Structural Consideration, Structure for Strategies, Behavioral Implementation: An overview of: Leadership, Corporate Culture, Corporate Politics and Use of Power, Personal Values and Business Ethics, Functional /Operational Implementation: An overview of: Functional Strategies.

Unit-IV: Strategy Evaluation and Control: An Overview of Strategic Evaluation and Control, Strategic Control and Operational Control, Techniques for Strategic Evaluation and Control, Role of Organizational Systems in Evaluation, Mc Kinsey's 7s Framework.

Recommended Books:

- 1 Kazmi, Azhar, "Business Policy and Strategic Management", TMH, New Delhi.
- 2 Chandrasekharan: Strategic Management, Oxford University Press.
- 3 A A Thompson Jr., A J Strickland III, J E Gamble, Crafting & Executing Strategy- The Quest for Competitive Advantage, Tata McGraw Hill.

Reference Books:

- 1 David, Fred R. "Strategic Management-Concept and Cases", Pearson Education, Delhi.
- 2 Hitt, M.A., Ireland R.D. and Hos Kisson R.D., "Strategic Management Competitiveness and Globalization" Thomson Asia Pvt. Ltd.
- 3 Pearce II JA & Robinson Jr., R.B., "Strategic Management-Strategy Formulation and Implementation", AITBS Publishers and Distributors, Delhi.
- 4 Srivastava R.M. "Management Policy and Strategic Management (Concepts, Skills and Practices)", Himalayan Publishing House.
- 5 Peter F. Drucker, "Managing in a Time of Great Change", Truman Talley Books / Plume Penguin Group

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Summer Internship Report
MBA-205-C

L T P Credit

2 - - 2

Time: 3 hours

External Theory Marks: 50

Total Marks: 50

Every student of MBA shall be required to undergo a practical **training in an industrial** organization approved by the Institute as per their scheme of examination.

The evaluation of the Report will be done as per scheme of examination. A candidate shall submit her/his Summer Internship Report as prescribed in scheme of examination. In case a candidate's report is rejected or s/he is unable to complete it within the prescribed period for her/his category, s/he may be dealt as reappear in that paper and will be dealt accordingly.

The detailed guidelines for Summer Internship and the specific aspects and format of the Summer Internship Report are available at annexure 'A'.

Entrepreneurship MBA-202-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

The main objective of the course is to expose the students to the growth of entrepreneurship in developing countries and acquaint with the establishment and running of a new enterprise

Course Contents:

Unit-I: Entrepreneurship: Concept and Definitions of Entrepreneur & Entrepreneurship; Classification and Types of Entrepreneurs; Traits/Qualities of an Entrepreneurs; Cultural Diversity of an Entrepreneurship; Entrepreneurship's Challenges; Myths concerning Entrepreneurship; Factor affecting Entrepreneurial Growth – Economic & Non-Economic Factors; Entrepreneurship Process; EDP Programmes.

Unit-II: Innovation Technology Management: Identification of Business opportunities; recognition of a good business opportunity; Models of Opportunity Evaluation: RAMP Model & Seven-domain Framework; Generation of Business Idea; Approach & techniques of Business Idea. Business Plan : Purpose of Business Plan; Contents of Business Plan; Presenting of Business Plan; Why Business plan Fails; procedure for setting up an Enterprise. Project Report Preparation; Specimen of Project Report.

Unit-III: Indian Models in Entrepreneurship: Social Entrepreneur: Introduction; Characteristics, Need, Types and Motivations of Social Entrepreneur; Benefits of Social Entrepreneur; Supporting Social Entrepreneur; Evaluating Social Performance. Women Entrepreneurship: Role & Importance, Profile Women Entrepreneur, Emerging Eco-System for Women Entrepreneur; Problems of Women Entrepreneurs, Women Entrepreneurship Development in India.

Unit-IV: Developments of Entrepreneur: Micro, Small and Medium Enterprises: Concept & definitions; Role & Importance; MSMED Act 2006, Current Scheme of MSME- Technology Up-gradation Scheme ,Marketing Assistance Scheme ,Certification Scheme, Credit- rating scheme , Problems facing MSME.

Financing the venture: Introduction, Different stages of Money, Sources of Finance, Seed Funding, Venture Capital Funding, Funding from Banks & Lease Financing.

Recommended Books:

1. Roy Rajeev, Entrepreneurship 2/e, Oxford University Press.
2. Charantimath, Poornima, "Entrepreneurship Development and Small Business Enterprises", Pearson Education, New Delhi.

Reference Books:

1. Roy Rajeev, Entrepreneurship 2/e, Oxford University Press.
2. Charantimath, Poornima, "Entrepreneurship Development and Small Business Enterprises", Pearson Education, New Delhi.
3. Norman M. Scarborough, "Essentials of Entrepreneurship & Small Business Management", PHI, Delhi
4. Vasant Desai, "Entrepreneurial Development and Management", Himalaya Pub. House, New Delhi.
5. Kumar Arya, "Entrepreneurship: creating and leading an entrepreneurial organization", Seventh Impression, Pearson Education.
6. Holt, "Entrepreneurship: New Venture Creation", Prentice Hall, New Delhi.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Indian Ethos, Business Ethics and Corporate Governance MBA-204-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course objective:

This course seeks to educate the students about Indian ethos, social and ethical matters corporate governance in business, and make them sensitive to the consequences of their decisions.

Course Contents:

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

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

Unit-III: Definition and Nature of Business ethics, Need and benefit of business ethics, History of the development of business ethics, Arguments for and against business ethics, Economic issues, Competitive issues, Legal and Regulatory Philanthropic issues, Framework for ethical decision-making Individual factors, organizational factors, Corporate Governance- a dimension of ethical making

Unit-IV: Decision making (Normal Dilemmas and Problems): Application of Ethical theories in Business – Utilitarianism, Deontology, Virtue Ethics. Economic Justice: Distributive Justice, John Rawls Libertarian Justice (Robert Nozick). Ethical Issues in Functional Areas of Business. Marketing: Characteristics of Free and Perfect competitive market, Monopoly oligopoly, Ethics in Advertising (Truth in Advertising). Finance: Fairness and Efficiency in Financial Market, Insider Trading, Green Mail, Golden parachute. HR: Workers Right and Duties: Work place safety, sexual harassment, whistles blowing, glass ceiling and employee discrimination.

Recommended Books:

- 1 Mathur, U.C. "Corporate Governance & Business Ethics", McMillan

Reference Books:

1. Albuquerque: Business Ethics, Oxford University Press.
2. Satish Kumar: Corporate Governance, Oxford University Press.
3. Hartman, Laura P; "Perspectives in Business Ethics", McGraw-Hill.
4. C.V. Baxi, "Corporate Governance", Excel Books, New Delhi.
5. Velasquez, "Business Ethics – Concepts and Cases", Prentice Hall, New Delhi
6. Chakraborty, S.K. "Ethics in Management". New Delhi: Oxford India.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

**Project Report
MBA-206-C**

L T P Credit
1 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

PROJECT REPORT

Every student will be required to submit a research proposal by the end of the Third Semester and it will be pursued by him/her under the supervision of an internal supervisor. Two hard copies and a soft copy of the Project Report will be submitted by the students on or before the date notified by the University.

PROJECT REPORT EVALUATION

The Project Report shall be evaluated by External (75 marks) and Internal (25 marks) Examiners. The internal assessment shall be done by the concern supervisor of the candidate. The external assessment shall be done on the basis evaluation by an external expert appointed by University on the recommendation of Chairman, Board of Post Graduate Studies and Research.

- a) A candidate shall prepare her/his dissertation under the supervision of a teacher of the Department. Any joint supervisor (Intra-departmental, Inter-departmental, External Institution or Industry), may also be associated in supervision, if desirable, but the reasons for recommendation of Joint Supervisor will be recorded in the project report Allotment proceedings. The inter-departmental or external supervisor can be appointed only as a joint supervisor and her/his prior written consent shall be submitted by the candidate to the Department.
- b) Project Report will be evaluated as per scheme of examination. A candidate shall submit her/his Project report as prescribed in scheme of examination (if any). In case a candidate's Project is rejected or s/he is unable to complete it within the prescribed period for her/his category, s/he may be dealt as reappear in that paper and will be dealt accordingly.
- c) A student scoring 'F' grade in the project report exam shall have to resubmit her/his project report after making all corrections/improvements & this project report shall be evaluated as above.

Detailed guidelines for the specific aspects and prescribed format of the Project and its report are attached at Annexure 'B'.

COMPREHENSIVE VIVA-VOCE

MBA-208-C

L	T	P	Credit
2	-	-	2

External Marks: 50

Objective: The objective of the course is to assess the capacity of the student to articulate and comprehend what is being learned by him during full duration of the programme i.e., in all the four semesters of the course.

The Comprehensive Viva Voce shall carry 50 marks in total. The Comprehensive viva-voce shall be taken by an external expert appointed by the University on the recommendation of Chairman, PGBOS.

Indian Financial System and Financial Market

FM-01-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

The main objective of this course is to promote an in-depth understanding the fundamentals of financial market and practice as well as to enhance users' ability to apply such concepts to make better informed professional decisions.

Course Contents:

Unit-I: Introduction: elements of Indian financial system, Capital market segments, participants and functions. Regulatory framework of capital market in India. Role of capital market in resource allocation and capital formation. An overview of various capital market instruments available in India.

Unit-II: Financial Intermediaries framework in capital market: Primary market intermediaries-merchant bankers, underwriters and bankers to issue, secondary market intermediaries-stock brokers and sub brokers and their registration, registration of trading and clearing members, clearing and settlement process of transactions and fund settlement in secondary market.

Unit-III Capital Market investment institutions: Role, objectives and importance of Industrial development financial institutions, Mutual fund, Pension fund, Insurance companies & venture capital fund in economic development of Indian economy.

Unit-IV: Investor Protection Fund: objectives and grievance redressal mechanism under IPF, Investor protection and education fund- objectives and important provisions, Securities appellate tribunal- procedures, obligations of banking companies and financial institutions under the prevention of money laundering act, 2002.

Recommended Books:

1. B.V Pathak, Indian Financial System, Pearson Education.
2. E-Gordon and Natarajan, "Capital Market in India", Himalya Publishing House, New Delhi.
3. Aggarwal, Snajiv , "Guide to Indian capital Market" ,Bharath Law House, Delhi

Reference Books:

1. Shekar, K."Guide to SEBI Capital Issues Debenture Listing "
2. MachiRaju, H.R. "Indian Financial System", Vikas Publishing House.
3. V.L.Iyer, "SEBI Practical Manual" Tax man Allied Services
4. NCFM (Capital Market Dealers module work book) www.nseindia.com
5. Indian Securities Market by NSEIL Publication

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Managing Banks and Financial Institutions

FM-02-C

L T P Credit

4 - - 4

Time: 3 hours

External Theory Marks: 75

Internal Marks: 25

Total Marks: 100

Course Objective

This course will help students in developing understanding about Indian banking and financial system. Students will gain knowledge about various financial institutions including regulatory institutions. They will also become aware about various statutory guidelines related to banking and financial sector.

Unit I: Financial System: Introduction, Components of Indian Financial System, Nature and Role of Financial System, & Economic Development, Financial Sector Reforms; Financial Market Regulators: RBI, SEBI, NABARD, IRDA, and PFRDA.

Unit II: Development Financial Institutions: IFCI, ICICI, IDBI, SIDBI, EXIM Bank, State Development Banks, State Financial Corporations; Banking Institutions: Commercial Banks, Regional Rural Banks, and Cooperative Banks, role banking in economic development; Differential Banking License

Unit III: Indian Banking System: An introduction of Banking Operations in India, Role and Importance of CIBIL for banks, CAMEL approach and disclosure requirement for bank's financial health; Liquidity Management: Sources of liquidity risk, key principles for liquidity management, Basel norms and Indian banking sector.

Unit IV: Non-Banking Financial Institutions and other Institutions– Introduction, History, function and scope, Role of NBFCs in economic development, Guidelines on fair practices code for NBFCs; Credit Rating: Introduction, Regulatory Framework, Credit Rating Agencies; An Introduction to Merchant Banking, Asset Management Companies and Depositories.

Recommended Books

1. Fabozzi, Frank J. "Foundations of Financial Markets and Institutions", Prentice Hall, New Delhi.
2. Bhole, L.M., "Management of Financial Institutions", TMH, New Delhi.
3. S. Scott MacDonald & Timothy W. Koch, Management of Banking, Cengage Learning India Pvt Ltd.
4. Kohn, Meir "Financial Institutions and Markets", Tata McGraw Hill.
5. Khan, M.Y., Indian Financial System, TMH, New Delhi.

Reference Books:

1. Fabozzi; Modigliani, "Capital Markets Institutions and Instruments", PHI.
2. Mishkin, Frederics, Eakins, Stanley, G., "Financial Markets Institutions". Prentice Hall.
3. Yeager, Fred C. & Seitz, Nail E., "Financial Institutions Management: text and cases", Englewood Cliffs, NJ, PHI.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Financial Markets and Services FM-03-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

The aim of this course is to familiarize the students with financial markets & services and its applications in managerial decision making.

Course Contents:

Unit-I: Introduction: elements of Indian financial system, Capital market segments, participants and functions. Regulatory framework of capital market in India. Role of capital market in resource allocation and capital formation. An overview of various capital market instruments available in India.

Unit-II: Financial Intermediaries framework in capital market: Primary market intermediaries-merchant bankers, underwriters and bankers to issue, secondary market intermediaries-stock brokers and sub brokers and their registration, registration of trading and clearing members, clearing and settlement process of transactions and fund settlement in secondary market.

Unit-III: Financial Services- Meaning, importance and scope. Mutual funds- Concept, Sponsors, Trustees, AMCs, and custodians, classifications of mutual fund schemes, NAV and its importance, factors affecting the growth of mutual fund in India. Insurance-meaning, need, principles of insurance, types of insurance, re-insurance, underwriting, factors affecting the growth of life insurance and general insurance in India

Unit-IV: Credit rating- objectives and importance, Indian and international credit rating agencies with their relevance, factors affecting the credit rating of an economy, sector and company and its procedure. Leasing-concept, types, importance, factors affecting lease v/s buy decision and tax aspects.

Recommended Books:

1. B.V Pathak, Indian Financial System, Pearson Education.
2. Khan, M.Y, "Financial Services", Tata McGraw Hill, New Delhi.
3. Bansal, L.K. "Merchant Banking & Financial Services", Unistar Publication Pvt. Limited.
4. Rama Gopal, C., Management of Financial Services, "Vikas Publishing House PVT LTD, Noida.
5. E-Gordon and Natarajan, "Capital Market in India", Himalya Publishing House, New Delhi.

Reference Books:

1. Bhole, L.M "Financial Institutions and Markets", Tata McGraw Hill, New Delhi.
2. Gorden, E & Natarajan, K, "Financial Services", Himalya Publishing House, New Delhi
3. MachiRaju, H.R. "Indian Financial System", Vikas Publishing House
4. Mohan, N. "Merchant Banking and Financial Services", Excel Books, New Delhi.
5. Resources from SEBI and RBI websites.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Taxation FM-04-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course objective:

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

CourseContents:

Unit-I: Basic Concepts – Sources of Tax Laws, Act & Rules, Administrative Instructions issued by CBDT, Annual Finance Acts. Introductory: Definitions, Residential status, Heads of Income, Computation of Taxable Income.

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

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

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

Recommended Books:

1. Singhania V.K. and Singhania, Kapil Direct Taxes Law & Practice, Taxmann Publications
2. H.C.Mehrotra& Dr. S.P.Goyal, Income Tax Law & Practice, Sahitya Bhawan Agra
3. Bhagwati Prasad, Direct Taxes Law & Practice, WishwaPrakashan
4. V.S.Datey, . Service Tax and VAT, Taxman Publ

Reference Books:

1. Ahuja Girish K. and Gupta, Ravi, Direct Taxes Ready Reckoner(with tax planning), Bharat Law House Pvt. Ltd., Delhi.
2. Mehrotra H.C., Practical Problems In Income Tax, Sahitya Bhawan Publications.
3. Srinivas E. A., Handbook of Corporate Tax Planning, TMH, New Delhi.
4. Income Tax Act- Pocket Edition, Taxmann Publications, New Delhi.
5. B.B.LaL, Direct Tax Law & Practice, Konark Publication, Delhi

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Behavioural Finance FM-05-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

The objective of this paper is to introduce the students to the role of human behavior in financial decision making. This will enable them to understand some psychological biases which lead to various anomalies.

Course Contents:

Unit-I: Classical finance and behavioral finance, Foundations of rational finance: modern portfolio theory, capital asset pricing model, efficient market hypothesis and challenges to rational finance.

Unit-II: Introduction to behavioural biases: heuristic driven biases (overconfidence, optimism, representativeness, availability, anchoring) and frame dependent bases (loss aversion, narrow framing, disposition effect).

Unit-III: Framework of decision making under risk, Real world applications in finance-real world applications to public policy. Stock market bubbles and crashes: Stock market crash of 1987; Real estate crash of 2008.

Unit-IV: Portrait of an individual investor; Implications of heuristics and biases for decision making; Behavioural portfolio theory; Guidelines for overcoming behavioural biases. Value Investing; Strategies of well known value investors (Benjamin Graham and Warren Buffet).

Recommended Books:

1. Prasanna Chandra- Behavioural Finance, McGraw Hill Education, New Delhi.
2. Forbes- Behavioural Finance, Wiley India.

Reference books:

1. Ackert, Deaves-Behavioral Finance: Psychology, Decision-Making, and Markets, Cengage Learning.
2. Shleifer, Andrei-Inefficient Markets: An Introduction to Behavioral Finance. Oxford University Press.
3. Bisen, pandey-Learning Behavioural Finance, Excel Books.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Services Marketing MM-01-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course objective:

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

CourseContents:

Unit-I: Services- definition, concept, characteristics of services compared to goods, service sector, reasons for growth of services, distinctive marketing challenges, types of services; Services Marketing Mix; Service Customer Behaviour: Risks Involved, Consumer Decision Process, Customer Expectations, zone of tolerance, factors affecting service decision process, marketing strategies. Service Product – service package, service components, core and supplementary services, the product levels, service levels and delivery; Branding Services: Brands and Customer Relationship, Concept of Brand, Brand Value Proposition, Service Characteristics and Branding, Branding Implications, Creating a strong Service Brand.

Unit-II: Service Pricing: Price in Services, Pricing Approaches, Price and Customer Value; Service Promotion: Importance, Issues in Service Promotion, Guidelines for Effective Promotion; Service Distribution: Channels in Services, Service Outputs, Channel Options, Service Distribution Strategy, Service Location, Intermediaries; Processes in Services: Mapping the Service System, Service Blueprint, Decisions in Service Process Planning, Strategic Position and Service Process, Consequences of Changes in Divergence and Complexity, Service Operational Position, Service Process Matrix.

Unit-III: People in services: People Dimension in Services, Importance of People, Types of Service Personnel, High-Contact and Low- Contact services, Service Personnel Issues, Emotions in Service Situations, Service Profit Chain, Service Culture. Physical Evidence: Importance of Evidence, Evidence Types, Role of Physical Evidence, Physical Evidence and Services, Stimulus - Response Model, Servicescapes, Physical Evidence Strategy. Service Quality: concept, Quality in services, GAPS Model, Measuring service quality - SERVQUAL model, SERVPREF model, The Gallup Service Quality Audit, Initiating and Managing Quality.

Unit-IV: Demand and Supply Management: The Service Capacity, Demand for Services, Demand Disaggregation, Demand and Capacity Interfaces, Strategies to deal with Imbalances, Unforeseen Imbalances, Foreseeable Imbalances, Inventorying Demand, waiting, reservations Capacity Modification Strategies. Service Recovery and Empowerment: Service Failures, Types of Service Encounters, Customer Feelings, Failure Types, Effective Recovery, Recovery Capability, Recovery Service, Learning from Failures, Service Guarantee; Customer Relationships: Importance, Traditional Interface, Customer Perspective, Economics of Relationship, Customer Satisfaction, Total Customer Satisfaction and Delight, Relationship Building, Levels of Relationship Building, Relationship Customers, Relationship Tools and Strategies.

Recommended Books:

1. Verma, H V, "Services Marketing: Text and Cases", Pearson Education, New Delhi.
2. Lovelock, Wirtz & Chatterjee. "Services Marketing: People, Technology and Strategy", Pearson Education, New Delhi.

Reference Books:

1. Valarie A. Zeithaml & Mary Jo Bitner, "Services Marketing: Integrating Customer Focus Across the Firm" McGraw Hill Education, New Delhi.
2. Shankar, Ravi. "Services Marketing: The Indian Perspective", Excel Books Publication, New Delhi
3. Jauhari, "Services Marketing", Oxford University Press.
4. Nargundkar, Rajendra. "Services Marketing: Text & Cases", McGraw Hill.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit

Consumer Behavior MM-02-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

To familiarize the students with the processes and factors influencing the buying behavior of consumers and implications of these factors in development of marketing strategies

Course Contents:

Unit-I: Introduction to the study of Consumer Behaviour: Meaning & Definition of CB, Difference between consumer & Customer, Development of the Marketing Concept-The Marketing concept, Implementing the Marketing Concept, Segmentation, Targeting, Positioning, The Marketing Mix, Nature & Characteristics of Indian Consumers, Consumer Movement and Consumer Rights, Consumer Movement in India, Rights of the Consumer, Responsibilities of consumers in India, Benefits of consumerism, Marketing Ethics and Social Responsibility

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

Unit-III: Consumer Perception: Marketing stimuli and perception, Perceptual selection - organization, interpretation, selective perception process. Learning and Memory: Information acquisition and processing, learning elements, Theories, Memory processes. Consumer Motivation: Nature and role of motives, Classifying motives, Motive arousal, Motivation and involvement Self-concept: Perspective of self, Consumption and self concept. Culture Subculture and Social Class: Nature of culture, Cultural values, Changing values, Cross-cultural understanding of consumer behaviour, Types of subculture and their influence on behaviour, Nature of social class, Social stratification

Unit-IV:Reference Group Influence: Nature and types of reference groups, How groups influence individuals, Opinion leadership, diffusion of innovation, Family and Household: Structural and sociological variables affecting families and households, Family life cycles, Role behaviour, Conflict resolution, Changing role of women, Children and household consumer behavior. Consumer Decision Making Models: Nicosia, Howard-Sheth& EKB.

Recommended Books:

1. Schiffman, Leon G. & Kanuk, Leslie Lazar. "Consumer Behavior", PHI
2. Nair, Suja R. "Consumer Behaviour in Indian perspective: Text and cases", Himalaya Pub. House, Mumbai

Reference Books:

1. Mowen, John C. "Consumer Behaviour", Macmillan Publishing Co., New York.
2. Solomon, Michael R. "Consumer Behavior", Pearson Education, Prentice Hall International, New York.
3. Nair, Suja R. "Consumer Behaviour in Indian perspective: Text and cases", Himalaya Publishing House, Mumbai
4. Kardes, Frank R. "Consumer Behavior and managerial decision making", PHI, New Delhi

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Retail Management MM-03-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

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

Course Contents:

Unit-I: Retail Management- Meaning, scope, organised v/s unorganised retailing, offline v/s online retailing, factors affecting and challenges for the growth of retail sector in India, retail formats- classification and characteristics, segmentations of retail stores in India.

Unit-II: Understanding Shopper Behavior- need, process, and factors influencing the retail shopper behavior, Retail Location- types, steps involved in choosing a retail location decision, store design, layout and visual merchandising- various elements and their importance.

Unit-III: Retail Merchandising- meaning, functions of merchandising, process of merchandise planning and sourcing, Category Management- reasons for category management, category management process, Retail pricing strategy- factors affecting retail pricing strategy and retail pricing policies.

Unit-IV: Retail Marketing Mix- STP approach, tools of retail communication mix, Service quality in retailing- models of service quality and their importance, dimensions of service quality and their applications in various retail formats, retail store image and determinants, customers' loyalty- types and importance.

Recommended Books:

1. Berman, Barry & Evans, Joel R. "Retail Management", Pearson Education.
2. Vedamani, Retail Management, Pearson Education.
3. Chetan Bajaj, Rajnish Tulsi and Nidhi V. Srivastava. "Retail Management", Oxford University Press.

Reference Books:

1. Pradhan, Swapna. "Retailing Management", McGraw Hill Education (India) PVT. LTD, Noida.
2. Uniyal & Sinha. "Retail Management", Oxford Publication.
3. Levy & Weitz, "Retail Management", Tata McGraw Hill, New Delhi
4. Varley, Rosemary. & Rafiq, Mohammed. "Retail Management", Palgrave Macmillan, New Delhi

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Customer Relationship Management MM-04-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

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

Course Contents:

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

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

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

Unit IV: CRM Metrics- Metrics to be analyzed, Types of Customer Metrics, Identifying Key Performance Indicators (KPI) related to various dimensions of CRM implementation, Emerging Dimensions and Issues. Overview of Customer Experience Management, Enterprise Marketing Management, other latest developments in CRM, CRM – Practices and Applications.

Recommended Books:

1. Shainesh, G., and Sheth, Jagdish N. "Customer Relationship Management: A Strategic Perspective", Macmillan Publication, New Delhi.
2. Rai, A. K. "Customer Relationship Management: Concept and Cases", PHI, New Delhi
3. Godson: Relationship Marketing, Oxford University Press.

Reference Books:

1. Dyche, Jill, "The CRM Handbook: A Business Guide to Customer Relationship Management", Pearson Education.
2. Greenberg, Paul, "CRM at the Speed of Light: Essential Customer Strategies for the 21st Century", TMH, New Delhi.
3. Buttle, Francis, "Customer Relationship Management- Concepts and Technologies", Elsevier Ltd.
4. Kumar, Alok, Sinha, Chabbi and Sharma Rakesh, "Customer Relationship Management: Concepts and Application", Bizmantra
5. Chaturvedi, Mukesh and Chaturvedi, A. "Customer Relationship Management An Indian Perspective", Excel Books Publication, New Delhi

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Digital and Social Media Marketing MM-05-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course objective:

Introduce current and core practices of Digital and Social Media Marketing that will allow learners to analyse, plan, execute and evaluate a digital marketing strategy.

CourseContents:

Unit-I: Introduction to Digital Marketing: Digital Marketing, Internet Users, Digital Marketing Strategy, Digital Advertising Market in India, Skills required in Digital Marketing, Digital Marketing Plan. Display Advertising: Concept of Display Advertising, Types of Display Ads, Buying Models, Display Plan, Targeting, What Makes a Good Ad?, Programmatic Digital Advertising, Analytical Tools, YouTube Advertising.

Unit-II: Search Engine Advertising: benefits of paid Search Advertising, Understanding Ad Placement, Understanding Ad Ranks, Creating the First Ad Campaign, Enhance Your Ad Campaign, Performance Reports. Social Media Marketing: How to build a Successful Strategy. Facebook Marketing: Facebook for Business, Anatomy of an Ad Campaign, Adverts, Facebook Insights, Other Marketing Tools, Other Essentials.

Unit-III: LinkedIn Marketing: Why it is Important to have LinkedIn Presence, LinkedIn Strategy, Sales Leads Generation Using LinkedIn, Content Strategy, LinkedIn Analytics, Targeting, Ad Campaign. Twitter Marketing: Getting Started with Twitter, How is Twitter Different?, Building a Content Strategy, Twitter Usage, Twitter Ads, Twitter Analytics, Twitter tools and tips for Marketers. Instagram and Snapchat: Instagram-Content Strategy, Sponsored Ads, Snapchat, Digital Public Relations.

Unit-IV: Mobile Marketing: Mobile Usage, Mobile Advertising, Mobile Marketing Toolkit, Mobile Marketing Features, Addressing the diversity in India through Mobile, Campaign Development Process, Tracking of Mobile Campaigns. Search Engine Optimisation: Search Engine, Concept of SEO, SEO phases, On Page and Off Page Optimisation, Social Media Reach, Maintenance. Web Analytics: Data Collection, Key Metrics, Making Web Analytics Actionable, Multi-channel attribution, How to connect offline with online, Types of Tracking Codes, Mobile Analytics, Universal Analytics, Competitive Intelligence.

Recommended Books:

1. Seema Gupta, "Digital Marketing", McGraw Hill Education, New Delhi.
2. Philip Kotler, "Marketing 4.0: Moving from Traditional to Digital", Wiley

Reference Books:

1. Puneet Bhatia, "Fundamentals of Digital Marketing", Pearson Education, New Delhi.
2. Ryan Deiss and Russ Henne berry. Digital Marketing for Dummies,
3. Jason, McDonald. Social Media Marketing Workbook: 2018 Edition - How to Use Social Media for Business

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Organizational Change and Development HRM-01-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course objective:

The purpose of this course is to learn to plan and implement change at the individual, group & organizational level. The course helps the students develop as potential change agents and OD professionals.

Course Contents:

Unit-I: Introduction to organizational change: Nature of change, forces of change, levels of change, types and styles of change, diagnosis for change, models of change, component analysis, diagnosing readiness to change, Steps in managed change, resistance to change, methods of introducing change in organisations.

Unit-II: Introduction to organizational Development: Definition, growth and relevance; history and evolution of OD. OD process - entering and contracting, diagnosing organizations, diagnosing groups and jobs, collecting and analyzing diagnostic information, feeding back diagnostic information, designing interventions, leading and managing change, evaluating and institutionalizing organization development interventions. OCTAPACE model.

Unit-III: Designing OD interventions: Human process interventions - Interpersonal and group process approaches: Process consultation, third party interventions and team building; Organisation process approaches: Organization confrontation meeting, intergroup relations intervention, and large group intervention; Techno structural interventions: Restructuring organisations, employee involvement and work design; Human Resource Management Interventions: Performance management, developing talent, managing workforce diversity and wellness; Strategic change interventions: Transformational change, continuous change, trans-organizational change.

Unit-IV: Change agents and emerging issues in OD: Comparing internal and external change agents; Role and competencies of an OD consultant; International Organisation Development Code of Ethics; Ethical issues and guidelines for OD professionals; issues in consultant – Client relationship; Implications of OD for the client; Power and politics and OD: Concept of power, two faces of power, conditions for the use of power, sources of power. Concept of organizational politics, political subsystem, implications of power and politics for the practice of OD. Ethics in OD - Major categories of ethical dilemma.

Recommended Books:

1. Cummings, Thomas G. & Christopher G. Worley (C & W), Theory of Organization Development and Change, Cengage Learning.
2. Radha R. Sharma, Change Management and Organisational Transformation, Mc Graw Hill.
3. Ian Palmer, Richard Dunford, Gib Akin, Managing Organisational Change- A Multiple Perspectives Approach, Tata Mc Graw Hill Education Pvt. Ltd.

Reference Books:

1. Burke, W.W, Organization Change: Theory & Practice, Thousand Oaks, CA Sage
2. Singh, Kavita, Organisation Change and Development, Excel.
3. Bhattacharya: Organisation Change and Development, Oxford University Press.
4. French & Bell, Organisational Development, PHI, New Delhi
5. Vinayshil Gautham & S.K. Batra, Organisation Development System, Vikas Publishing House.
6. Shaw, Rajiv Surviving Tomorrow: Turnaround Strategies in Organizational Design and Development, Vikas Publishing House, New Delhi.
7. Ramnarayan S, T V Rao and Kuldeep Singh, Organisation Development Interventions and Strategies, Response Books, New Delhi.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Compensation and Benefits Management

HRM-02-C

L T P Credit

4 - - 4

Time: 3 hours

External Theory Marks: 75

Internal Marks: 25

Total Marks: 100

Course Objective:

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

Course Contents:

Unit-I: Compensation: concept, objectives, dimensions and non financial compensation system. Economic & behavioral theories of compensation. Compensation structure, job evaluation approach to compensation management, significance of employee compensation, new trends in compensation management.

Unit-II: Wages & salary administration: theories of wage determination, types of wages, salary progression, wage boards and pay commissions. Pay for performance plans, incentive scheme: merits, demerits, types of incentive schemes, group incentive plans. Team based compensation: introduction, design of team based compensation.

Unit-III Benefits and services: concept, classification of employee benefits, factors influencing of benefits, competency based compensation, executive compensation: introduction, components and executive compensation design. Compensation of special groups, Employee reward system in india.

Unit-IV Strategic compensation management: introduction, strategic compensation design & policies, Legal framework of compensation, retirement plans, employee welfare and working conditions- statutory and voluntary measures. Taxation issues on employee compensation: tax implications of compensation, compensation and the income tax act

Recommended Books:

1. Singh, B.D., "Compensation Reward Management", Excel Books, New Delhi.
2. Bhattacharya, Deepak: Compensation Management, Oxford University Press.
3. Milkovich, George T and Newman J.M., "Compensation", Tata McGraw Hill, New Delhi

Reference Books:

1. Henderson, R.I., "Compensation Management", Pearson Education.
2. Martocchio, J.J., "Strategic Compensation", Pearson Education.
3. Armstrong, M and Murlis H, "Reward Management", Kogan Page, UK.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Human Resource Metrics and Analytics HRM-03-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

This course intends to increase students' awareness of the usefulness of HRM metrics and analytics and equip in using them at the workplace. Complexity in today's workforce, new technology investments, economic pressures, talent as a competitive edge, aligning the people strategy with the business strategy and many other reasons are driving a change in HR to be analytics-dependent.

Course Contents:

Unit 1: HR Analytics Evolution of HRIS and HR Analytics. Types of Measures – HR Productivity Metrics and Human Capital Metrics. HR Analytics Maturity Model, CEO/ Managers – HR expectations on Analytics Understanding HR indicators, metrics and data, Data collection, tracking, entry, Relational databases and HR systems.

Unit 2: Assess IT requirements to meet HR needs, Planning and implementing a new HRIS, Security and privacy considerations, Statistical analysis for HR (regression analysis, measures of central tendency) Graphs, tables, spreadsheets, data manipulation (using Excel).

Unit 3: Benchmarking and best practices, Staffing, Supply and demand forecasting, Total compensation analyses, Cost justification–return on investment, Communicating recommendations.

Unit 4: Perspective of analytics in HR, Translator role, resistance to workforce analytics, emerging data sources, workforce analytics function, modeling in HR: descriptive and indicative models for employee retention and turnover.

Recommended Books:

1. Becker B.E., Huafelid M.A. & Ulrich D. "The HR Scorecard: Linking people, strategy, and performance", Harvard Business Review Press.
2. Nigel Guenole, Jonathan Ferrar, Sheri Feinzig, "The Power of People", Pearson Education Pvt. Ltd.

Reference Books:

1. Sesil, "Applying Advanced Analytics to HR Management Decisions", 1e, Pearson Education.
2. Soundararajan, "Winning on HR Analytics", Sage Publication.
3. Bhattacharya, "HR Analytics: Understanding Theory and Applications", Sage Publication.
4. Smith, "HR Analytics: The What, Why and How", Createspace Independent.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Manpower Planning, Recruitment, and Selection

HRM-04-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

To enable the students to acquire knowledge and skill necessary for preparing the manpower plan of a business enterprise. It establishes HR as a key strategic partner for businesses and stresses the need for proper planning in terms of HR demand and supply to ensure the labour needs of organizations are met effectively.

Course Contents:

Unit-I: Introduction to Man Power Planning- Concept, objectives, Need and Importance, Process of Human Resource Planning, Levels of Human Resource Planning, Corporate Planning, Structure and Strategy for man power planning, Micro and macro human resource planning, Environmental influences on human resources management.

Unit-II: The process of man power planning, Organizational Strategy and human resources, Organizational culture and HR Strategy, Industry life cycle and HR strategy Linking, Organizational strategies and HR plans, Job Analysis; Job analysis, Problems associated with job Analysis, Process of job analysis, Specific job analysis Techniques, Competency Based Approaches, Time Motion study.

Unit-III: HR Management: Forecasting Demand: nature, factors, techniques and approaches, Forecasting Supply: nature, techniques, Determining Manpower Gaps, Surplus manpower handling, VRS policy, Retrenchment policy, Downsizing, Outsourcing. HR forecasting Process: Forecasting Activity categories, benefits of HR forecasting, Environmental and Organizational factor affecting HR forecasting, HR forecasting techniques.

Unit-IV: Retention programs. Succession Management: Importance of succession management, Succession Management Process, Employee Role in Succession Management, Succession Management Soft Spots. Career Development, MDPs, Skills and multi skilling, Barriers to HRP and effective ways to overcome, emerging issues of HRP.

Recommended Book:

1. Bhattacharya Dipak Kumar, "Human Resource planning", Excel Books.

Reference Books:

1. Srivastava, M.P. "Human Resource Planning: Approaches, Needs, Assessment and Priorities in Manpower Planning", Manak Publications, Pvt. Limited, New Delhi.
2. Belcourt, Monica and J.McBey, Kenneth "Strategic Human Resource Planning", Cengage Learning India.
3. Srivastava, M.P. "Human Resource Planning", Institute of Applied Manpower Research, New Delhi.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Strategic Human Resource Management HRM-05-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

The main aim of this course is to provide strategic perspective of HRM in an organization. It aims to provide an understanding of forecasting, acquisition and management of human resources in effective implementation of strategy.

Course Contents:

Unit-I: Strategic HRM: introduction, components, objectives and evolution of SHRM, difference between traditional HRM & SHRM, Investment perspective of human resource management, challenges in SHRM, barrier to Strategic HR, SHRM approaches: The Indian Context.

Unit-II: Human Resource Evaluation: concept, approaches, rationale for HR evaluation, linkage between HRM and firm performance, distinctive HR practices, HR outsourcing and off shoring, human resource planning: an overview, significance, perspectives and objectives of HRP, business strategy & HRP, process of HRP.

Unit-III: Acquiring Human Resource: an overview, sources of recruitment, methods and approaches of recruitment methods and process of employee selection in strategic point of view, training and development: concept, purpose, significance process and forms of T&D. Typology of performance types - marginal performers – under achievers - stars - solid citizens.

Unit-IV: Compensation and rewards: overview, determinants, pays for performance approach, equity work life integration: Work life balance, work life integration, work life issues, work family conflict, work family culture, employee separation: reduction in workforce, turnover, and retirement.

Recommended Books:

1. Tanuja Agarwala . “Strategic Human Resources Management”, Oxford University Press.
2. Jeffrey A. Mello, “Strategic Human Resources Management”, Cengage Learning
3. Freed R. David, “Strategic Management”, Prentice Hall of India

Reference Books:

1. Robert L. Mathis & John H. Jackson. “Human Resource Management”, Thomson South Western.
2. K. Prasad , “Strategic Human Resource Management – Text & Cases”, MacMillan India Ltd.
3. Charles R. Greer, “Strategic Human Resource Management”, Pearson Education, New Delhi.
4. Srinivas R. Kandula, “Strategic Human Resource Development”, Prentice Hall of India, New Delhi.
5. Sharma, Anuradha. “Strategic Human Resource Management: An Indian perspective”, Sage Response Books.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Foreign Exchange Management IB-01-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

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

Course Contents:

Unit-I: The Foreign Exchange Market- scope, Determinants of foreign exchange rate, participants in foreign exchange market. Foreign Exchange Market and Rates- Spot and Forward rate and their relationship, Bid-Ask spread, Quotations in Forward market, Cross rates, Arbitration in Foreign Exchange Market.

Unit-II: Theories of Exchange Rate Determination- Purchasing Power Parity Theory, The International Fisher Effect, The Interest Rate Parity Theory, The Expectations Theory and their relevance in the determination of exchange rate. International credit Instruments, Reforms in Foreign exchange market.

Unit-III: Currency Derivatives- Currency Forwards, Currency Futures- Trading and Settlement Mechanism of Currency Futures, Currency Options- Trading strategies using currency options, Currency Swap and their trading in foreign exchange market.

Unit-IV: Foreign Exchange Risk Exposures and Management- factors affecting the risk exposure in Forex market, Exposure and Managing Transaction, Translation and Economic risk, Sources of long term International finance.

Recommended Books:

1. Shapiro, A., "Multinational Financial Management", John Wiley Publication.
2. Eitman, Stonhill, Mofit, "Multinational Business Finance", Pearson Education.

Reference Books:

1. Madhu Vij, "International Financial Management", Excel Books Publications, New Delhi.
2. Madura, Jeff. "International Financial Management", Thomson Publications.
3. Bhalla, V.K. "International Financial Management - Text and Cases", Anmol Publications, New Delhi.
4. Apte, P.G. "International Financial Management", Tata McGraw Hill, New Delhi.
5. Levi, Maurice D. "International Finance", Tata Mc Graw-Hill, New Delhi.
6. Jeevanandam, C. "Foreign Exchange: Practice, Concepts", Sultan Chand & Sons, New Delhi
7. Vijayabhaskar P and Mahapatra B., "Derivatives Simplified", Response Books, Sage Publications, New Delhi

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Export Import Management and Documentation IB-02-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

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

Course Contents:

Unit-I: Preliminaries for Export: Meaning of Exports and Imports, Classification of Exports and Imports, Categories of Exporters Strategy and Preparation for Foreign Trade, Identifying Foreign Markets, International Market Selection Process, Methods of Entering International Market, Constraints in Entering Foreign Markets, Export Contract, Force Majeure in Export Contract Exchange Earner's Foreign Currency (EEFC) Account, Prospects for India's Foreign Trade Development, Challenges to India's Foreign Trade Development, Institutional framework for Foreign Trade.

Unit-II: Export documentation and Export Procedures: Aligned Documentation System (ADS), important documents, Export Procedure, Registration Procedure, Pre-shipment Procedure, Shipment Procedure, Post-shipment Procedure (Realisation of Export Proceeds), Excise Clearance for Exportable Goods, Quality Control and Pre-shipment Inspection, Importer Exporter Code (IEC) Number Registration-cum-Membership Certificate (RCMC), Role of Customs House Agents (CHAs), Exchange Rate Fluctuation Risks, Forward Contracts, ISO 9000 Certification, Role of clearing and forwarding agents

Unit-III: Policy Assistance and Incentives: Incentives and Assistance for Exporters, Duty Drawback (DBK) Procedure for Claiming Duty Drawback, Exports from India Scheme, Export Promotion Capital Goods (EPCG) Scheme, Towns of Export Excellence (TEE), Deemed Exports, Export Oriented Units (EOUs), Electronic Hardware Technology Parks (EHTPs), Software Technology Parks (STPs) and Bio-technology Parks, Agri Export Zones (AEZs), Special Economic Zones (SEZs), Benefits Enjoyed by SEZs, Quality Control and Trade Disputes (QCTD) Assistance to States for Developing Export Infrastructure and Allied Activities (ASIDE), Role and Significance of Export Trading Houses and privileges of status holder.

Unit-IV: Methods of Payments and Export Finance: Conditions for Realisation of Export Proceeds, Factors Affecting Export Payment Term, Methods of Export Payment, Types of Export Finance, Pre-shipment Finance, Features of Post-shipment Finance, Procedure for Obtaining Export Finance, Pre-shipment Finance vs. Post-shipment Finance, Import Procedure Introduction, Categories of Importers, Import Licence, Import Contract, Pre-import Procedure, Legal Dimensions of Import Procedure, Customs Clearance for Imported Goods, Exchange Control Provisions for Imports, Valuation for Customs Duty, Import Incentives under Special Schemes, Import Procurement planning.

Recommended Books:

1. Export-Import Procedure and Documentation, Jain. S. Khushpat, Jain.V. Apexa, Himalaya Pub. House.
2. Export-Import manual, Nabhi Publication, New Delhi

Reference Books:

1. Kapoor, D.C., "Export Management", Vikas Publishing House Pvt. Ltd., New Delhi.
2. Cherunilam, Francis. "International Trade and Export Management", Himalaya Pub. House.
3. Kumar, Asin, "Export -Import Management", Excel Publications. New Delhi
4. Paras Ram, "Export what, where and how" Anupam publications.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Regional Economic Blocks

IB-03-C

L T P Credit

4 - - 4

Time: 3 hours

External Theory Marks: 75

Internal Marks: 25

Total Marks: 100

Course Objective:

The objective of the course to familiarize the students with the theoretical framework of the theory of economic integration, and its impact on trade and investment flows among the region and on the globaleconomy.

Course Contents:

Unit-I: Concept, Rationale and objectives of Economic Integration, Levels of economic integration, Impact of Economic Integration, Customs Union: Features, Theory of Customs Union, Partial Equilibrium approach to Customs Union, Assumptions of approach, Effects of Customs Union. General Equilibrium Approach: Lipsey model and Vanek model.

Unit-II:Regionalism in the World Economy, Economic Integration among developing countries: Rationale, benefits, problems of economic integration, measures to encourage EI among developing countries, Evaluation of RIA's.

Unit-III:South – South Cooperation: Problems facing the south, Scope of ECDC (Economic cooperation among developing countries), Rationale, SSC (South- South Cooperation): Efforts, progress, problems, India's role in SSC. India and Regional Cooperation, SAARC: Objectives and principles, SAARC nations, potential areas of Cooperation, problems of SAARC nations, SAPTA, INDO – LANKA FTA, INDO - SINGAPORE CECA (Comprehensive Economic Cooperation Agreement).

Unit-IV:Major Regional Trading Groups: EU; NAFTA; REI in America's: CARICOM, MERCOSUR, CAN; Regional economic integration in ASIA – ASEAN, APEC; Regional economic integration in AFRICA: African Union; BRICS. Commodity agreements and OPEC nations.Role of WTO, WTO provisions on regional integration arrangements.

Recommended Books:

1. Jhingan, M.L, International Economics, Vrinda Publications Ltd.
2. Gerber James, International Economics, Pearson Education.
3. Cherunilum, Francis, International Economics, Tata Mc Graw - Hill
4. Balassa, Bela., Theory of Economic Integration, George Allen & Unwin Ltd.
5. Daniels, J.D. and H. LEE Radesbaugh, 15th edition, "International Business-Environment and Operations", Pearson Education, New Delhi.

Reference Books:

1. Bhalla, V.K., World Economy in 90s: A Portfolio Approach, Anmol Pub. Pvt.Ltd..
2. Dreze, Jean & Sen, Aamrtya, Indian, Development: Selected Regional Perspective, Oxford Univ. Press
3. Jackson, J., The World Trading System, Mass: MIT Press.
4. Krugman, Paul R. & Obstfeld, M., International Economics, Harper Collins Pub.
5. Machlup, F. A., History of Thought on Economic Integration, Macmillan.
6. Trivedi, Sonu, Regional Economic Cooperation and Integration, New Century Publications.
7. Chhibber, Bharti, Regional Security and Regional Cooperation', New Century Publications.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

International Business Environment IB-04-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course objective:

The purpose of this paper is to enable the students learn nature, scope and structure of International Business, and understand the influence of various environmental factors on international business operations.

CourseContents:

Unit-I: Introduction to International Business: Importance, nature and scope of International business; Modes of entry into International Business; Internationalization process and managerial implications. **Socio-Cultural environment:** significance, religion, language, education, aesthetics, attitudes, culture, customs and practices, cross cultural literacy, managing cultural diversity- dealing with cultural differences, social responsibility of business.

Unit-II:International Economic Environment: International economic analysis indicators; Economic factors affecting international business operations- economic freedom, economic systems, economic indicators; Assessing economic development, performance and potential; Regional economic integration: Effects of integration, major regional trading groups in Asia and America. International Investment Theory - Theory of capital movements, Market imperfections, Internationalization, Appropriability, Location specific advantage.

Unit-III:Political and Legal environment: Political environment: Individualism Vs collectivism, political ideology, political risk; **Legal environment:** Types of Legal systems, trends in legal system, implications for managers, legal issues in international business.

Unit-IV: Technological environment: Impact of technology on society, economy, industry; Need to spend on R & D, implication of technology on MNCs, environmental factors contributing for rise of technology, Nature of technology transfer, stages in transfer process, international technological issues.

Recommended Books:

1. Daniels, J.D. and H. LEE Radesbaugh, 15th edition, "International Business-Environment and Operations", Pearson Education, New Delhi.
2. Aswathappa, K. "International Business", Tata McGraw Hill publications, New Delhi.

Reference Books:

1. Richard M. Schaffer et al, International Business Law and its environment, Thomson 2002.
2. John. J Wild, et al, International Business, Prentice Hall of India, 2003.
3. Michael Zinkata et al, Global Business, The Dryden Press 1988.
4. Darrell Mahoney, International Business, Longman, 1998.
5. Donn Ball and Wendell Mcculloch, International Business, Irwin Mc – Graw Hill 1999.
6. Charles W Hill, International Business, TMH publishing company Ltd.
7. WTO Annual reports, Geneva.
8. Overview of Developments in the International Trading Environments – Annual report by the Director General WTO, Nov. 22, 2000.
9. 9.Black and Sundaram, "International Business Environment", Prentice Hall of India, New Delhi.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

International Logistics Management IB-05-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

To give students proper understanding of logistic management in International Business.

Course Contents:

Unit-I: International Logistics: Concept, objectives, scope and relevance of logistics in international trade; Integrated logistics and sub-system elements; Information and order processing; Packing and packaging.

Unit-II: Choice of mode of transport; General Structure of Shipping: Liner shipping and freighting practices, Tramp Shipping and Chartering clauses, Freighting principles and practices in trade logistics, documentation in trade logistics.

Unit- III: Containerization; Role of dry ports in trade logistics; Multi-modal transportation and CONCOR; Role of intermediaries in trade logistics. Role of Ports: Port Organization and Management Responsibilities of Port Trust, Growth and Status of Ports in India, Problems of Indian Ports.

Unit-IV: Warehousing: Concept, functions, benefits and types. Documents in warehousing, Procedure of warehousing the imported and exportable cargo. Inventory Management- Concepts and Application. Risk in international trade logistics. Cargo insurance and claim procedure.

Recommended Books

1. Singh, Ram. "International Trade Logistics", Oxford University Press.
2. Douglas M. Lambert, James R. Stock, "Strategic Logistics Management", McGraw Hills.
3. Coyle, Bardi, Langley Jr. West, "The Management of Business Logistics", West Publishing Co.

Reference Books

1. Sahay, B.S. "Supply Chain Management in the Twenty First Century", Macmillan.
2. Sahay, B.S. "SCM for global Competitiveness", Macmillan.
3. Ram, M.S. "Shipping", Asia Publishing House.
4. J. Bes Baker & Howard Ltd., "Chartering and Shipping Terms", Volume I.
5. Desai, H.B. "Indian Shipping Perspectives", Anupama Publications.
6. Raghuram et.al. "Shipping Management: Cases and Concepts",
7. Alan M. Rugman – Oxford Handbook of International Business, Oxford University Press
8. Asopa, V.N. "Shipping Management: Cases and Concepts", Macmillan, New Delhi.
9. Desai, H.P, "Indian Shipping Perspectives", Anupam Publications, Delhi,
10. Khanna, K.K. "Physical Distribution", Himalaya Publishing, Delhi.
11. Shipping Documents and Reports, UNCTAD.
12. Use of Maritime Transport Volume one: ESCAP, UN.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Database Management System IT-01-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 50
Internal Marks: 25
External Practical Marks: 25
Total Marks: 100

Course Objective:

The objective of the course is to familiarize the students with the concept of database and its utility in organization of information.

Course Contents:

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

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

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

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

Recommended Books:

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

Reference Books:

1. Abraham, Korth , Data Base System concepts, McGraw Hill, New Delhi
2. Singh S. K., Database Systems , Pearson Education, New Delhi
3. Rob, Database System , Cengage Learning

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Technology Management
IT-02-C (Same as OM-07-C)

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course objective:

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

Course Contents:

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

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

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

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

Recommended Books:

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

Reference Books:

1. Norma Harrison and Danny Samson, Technology Management: Text and International Cases, TMH, New Delhi
2. Robert Burgelman, Clayton Christensen and Steven Wheelwright, Strategic Management of Technology & Innovation, Tata McGraw Hill, New Delhi.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

E-Governance and Framework of ICT IT-03-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course objective:

The objective of this subject is to prepare students in understanding the various initiatives taken by government for promoting E-Governance, E-governance models and IT Act.

CourseContents:

Unit-I: Overview of E-Government and E-Governance: Stages of E-Governance, National E-Governance Plan(NeGP), Mission Mode Projects and their implementation status, E-Governance Introduction to E-governance, Role of ICT in e-governance, Need, importance of E-governance, Categories of E-governance, Key Issues of E-Governance, Technology, Policies, Infrastructure, Training, Copyrights Consulting Funds, E-governance Models, Model of Digital Governance, Wider Dissemination Model.

Unit-II: E governance Models: Critical Flow Model, Interactive-service model/Government to-Citizen-to-Government Model (G2C2G),Major areas of E-governance Services, Public Grievances: Telephone, Ration card, transportation, Rural services Land Records, Police: FIR registration, Lost and found, Social services: Death, domicile, school certificates, Public information: employment, hospitals, railway, Agricultural sector: Fertilizers, Seeds, Utility payments Electricity, water, telephone, Commercial: income tax, custom duty, excise duty-Governance Infrastructure.

Unit-III: Phases of e-government: “Brochure ware”, Interactive, and Transaction, Five Stages of Electronic Government Development, Statutes affecting e-government development, Human Infrastructural preparedness, Challenges for E-governance.

Unit-IV: Policies: National Telecom Reforms, National Telecom Policies NTPs, Regulations: Digital Divide and Digital Dividends, Development and rationale of regulation and, deregulation, Role of Telecom Regulatory Agencies - Telecom Regulatory Authority of India (TRAI) & ITU, Information Technology Act (2000), Internet and E-commerce issues: privacy, security, domain names, etc, Wireless: frequency auctions, standards, competition.

Recommended Books:

1. Vikram Raghavan, (2007). Communication Law in India-Legal Aspects of Telecom, Broadcasting, and Cable Services, 1st Edition, Lexis Nexis Butterworths.
2. D N Gupta, (2008). E Governance A Comprehensive Framework, 1st Edition, Jain Publications

Reference Books:

1. Heather E Hudson, (2006). Global Connections - International Telecommunications Infrastructure and Policy, 1st Edition, Wiley Publication.
2. E. Bohlin and S.L. Levin, (2000). Telecommunications Transformation - Technology, Strategy and Policy, 1st Edition, IOS Press.
3. McElroy, (2003).KMCI (Knowledge Management Consortium International) and Butterworth Hienemann, 1st Edition.
4. R. K. Mitra, (2006). E-government: Macro Issues, 1st Edition, GIFT Publishing.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Managing Software Projects IT-04-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

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

Course Contents:

Unit-I: Software Characteristics & Applications, Software Processes and Process Management; Overview of Compatibility Maturity Model, KPAs for Software Project Management.

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

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

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

Recommended Books

1. Pankaj Jalote (2004), Software Project Management in Practice, Pearson Education, New Delhi

Reference Books

1. Walker Royce (2001). Software Project Management: A Unified Framework. Pearson EducationAsia, Singapore, First Edition.
2. Joel Henry (2004), Software Project Management: A Real-World Guide to Success, Pearson Education, New Delhi

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Data Analysis using Excel and SPSS IT-05-C (Same as PPM-03-C)

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 50
Internal Marks: 25
External Practical Marks: 25
Total Marks: 100

Course Objective:

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

Course Contents:

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

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

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

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

Recommended Books

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

Reference Books

1. Darren George & Paul Mellery. SPSS for Windows Step by Step: A Simple Guide and Reference, 18.0 Update, Pearson, New Delhi.
2. Perry R. Hinton, Isabella McMurray & Bob Cozens, SPSS Explained, Tata McGraw-Hill Education Pvt. Ltd, Noida.
3. Evan Berman & Xiaohu Wang, Essentials Statistics for Public Managers & Policy Analysts, Sage publications

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Project Management OM-01-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course objective:

To provide an integrative approach to management of projects, detailing the various phases of the PLC.

CourseContents:

Unit-I: Introduction: Project and project life cycle; importance of project management; integrative approach to project management, Project portfolios and their management system; project management structures and related issues.

Unit-II: Project Formulation: Project identification, Project formulation and preparation: Market and demand estimation, market survey, demand forecasting technical factors-Material inputs, technology, production, plant capacity, location and site, civil works, charts, layouts, work schedule, cost of project, means of financing, estimates of cost, financial projections.

Unit-III: Process of Project Appraisal: Technical, Economic, Financial, Legal and Social appraisal of the Industrial Projects, Problems arising due to rate of discount, wage-rate, exchange rates, treatment of taxes, social cost-benefits, treatment of risk and uncertainty, sensitivity analysis and probability approach single as well as multiple projects.

Unit-IV: Implementation, Monitoring and Control of Projects: Project scheduling, network techniques for resource and cost budgeting and scheduling, project management teams and coordination. Monitoring and post implementation, evaluation of the project, project financing.

Recommended Books:

1. Chandra Prasanna, Project: Preparation ,Appraisal, Budgeting and Implementation. TMH, New Delhi.
2. Harvey Maylor, Project Management, Pearson, New Delhi
3. Chaudhary S., Project Management, TMH, New Delhi.
4. Mohsin M., Project Planning and Control, Vikas Pub., New Delhi.

Reference Books:

1. Clifford Gray, Erik Larson, Gautam Desai, Project Management: The Managerial Process, TMH, New Delhi.
2. CarrollJohn, Project Management in Easy Step, TMH, New Delhi.
3. ClelandDavid, Lewis Ireland, Project Management, TMH, New Delhi.
4. Khanna R. B., Project Management, PHI, New Delhi
5. Kanda Arun, Project Management: A Life Cycle Approach, PHI, New Delhi
6. Richman Larry, Project Management: Step by Step, PHI, New Delhi

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Quality Toolkit for Managers OM-02-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course objective:

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

CourseContents:

Unit-I: Basics Concepts of Quality: Definition of Quality, Dimensions of Quality, Quality Planning, Quality costs - Analysis Techniques for Quality Costs, Basic concepts of Total Quality Management, Historical Review, Principles of TQM, Leadership – Concepts, Role of Senior Management, Quality Council, Quality Statements, Strategic Planning, Deming Philosophy, Barriers to TQM Implementation.

Unit-II: TQM Principles: Customer satisfaction – Customer Perception of Quality, Customer Complaints, Service Quality, Customer Retention, Employee Involvement – Motivation, Empowerment, Teams, Recognition and Reward, Performance Appraisal, Benefits, Continuous Process Improvement – Juran Trilogy, PDCA Cycle, 5S, Kaizen, Supplier Partnership – Partnering, sourcing, Supplier Selection, Supplier Rating, Relationship Development, Performance Measures – Basic Concepts, Strategy, Performance Measure.

Unit-III: Statistical Process Control: The seven tools of quality, Statistical Fundamentals – Measures of central Tendency and Dispersion, Population and Sample, Normal Curve, Control Charts for variables and attributes, Process capability, Concept of six sigma, New seven Management tools.

Unit-IV: TQM Tools: Benchmarking – Reasons to Benchmark, Benchmarking Process, Quality Function Deployment (QFD) – House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) – Concept, Improvement Needs. Quality System: Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality System – Elements, Implementation of Quality System, Documentation, Quality Auditing, TS 16949, ISO 14000 – Concept, Requirements and Benefits.

Recommended Books:

1. Besterfield Dale H, Quality Control, Pearson, New Delhi
2. Bedi, Quality Management, Oxford University Press.
3. Juran J. M. and Gryna, Jr. F.M., Quality Planning and Analysis, TMH, New Delhi

Reference Books:

4. Ronald G Day, Quality Function Deployment, TMH, New Delhi..
5. Dale H. Besterfield, C.B.Michna, G. H.Besterfield, M.B.Sacre, Total Quality Management, Pearson, New Delhi
6. Evan J.R., Total Quality Management, Excel Book, New Delhi.
7. Hansan B.L. &Ghare, P.M. Quality Control & Application, PHI.
8. Hagan, Management of Quality, Oxford University Press.
9. Juran J M & Frank M Gryna, Quality Planning &Analysing, TMH, New Delhi.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Supply Chain and Logistics Management

OM-03-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

To acquaint the students with the supply chain management concepts, structure, organization and process. To understand the role of supply chain and business logistics in developing corporate strategy.

Course Contents:

Unit-I: Understanding the Supply Chain: Define Supply Chain, Objective of a Supply Chain, Importance of Supply Chain Decisions, Decision Phases in a Supply Chain, Process View of a Supply Chain, Competitive and Supply Chain Strategies, Achieving Strategic Fit, Expanding Strategic Scope, logistics as integral part of SCM, components of logistics

Unit-II: Designing the supply chain network: role of distribution, factors influencing distribution, design options, e-business and its impact, distribution networks in practice, network design in the supply chain, role of network, factors affecting the network design decisions, modeling for supply chain, designing and planning transportation networks: Role of transportation, modes and their performance, transportation infrastructure and policies design options and their trade-offs, tailored transportation.

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

Unit-IV: Decision-support systems for supply chain management: Introduction, the challenges of modeling structure of decision support systems, input data, analytical tools, presentation tools, supply chain decision: support systems. Recent Issues in SCM: Role of Computer / IT in Supply Chain Management, CRM Vs SCM, Benchmarking concept, Features and Implementation, Outsourcing-basic concept, Value Addition in SCM-concept of demand chain management.

Recommended Books:

1. Sharma: Supply Chain Management, Oxford University Press.
2. Chopra, S. Peter Meindl, Kalra, D.V. "Supply Chain Management Strategy, Planning and Operation", Pearson Prentice Hall, New Delhi

Reference Books:

1. Shah, J. "Supply Chain Management", Pearson Publication, New Delhi.
2. Donald J Bowersox, Dand J Closs, M Bixby Coluper, "Supply Chain Logistics Management", TMH
3. Sahay B.S. "Supply Chain Management", Macmillan, New Delhi.
4. Agarwal D.K. "A Text Book of Logistics and Supply chain management", Macmillan, New Delhi.
5. Raghuram G. "Logistics and Supply Chain Management", Macmillan, New Delhi

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Service Operations Management OM-04-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

The key objective of this course is to acquaint the students with decision making in planning, design, delivery, quality and scheduling of service operations. The candidates are also expected to appreciate the role of service quality and operations in emerging services economy of India.

Course Contents:

Unit-I: Matrix of Service Characteristics; Challenges in Operations Management of Services; Aggregate Capacity Planning for Services; Facility Location and layout for Services

Unit-II: Job Design – Safety and Physical Environment; Effect of Automation; Operations Standards and Work Measurement;

Unit-III: Measurement and Control of Quality of Services; Dynamics of Service Delivery System; Scheduling for Services Personnel and Vehicles; Waiting - Line analysis;

Unit-IV: Distribution of Services; Product-Support Services; Maintenance of Services; Inventory Control for Services: Case Studies on Professional Services.

Recommended Books:

1. Collier David A., Service Management Operating Decisions. Englewood Cliffs, Prentice Hall Inc.
2. Fitzsimmons, James A and Sullivan, Robert S., Service Operations Management... McGrawHill.
3. Sharma, J K., Service Operations Management, Anmol Publications.

Reference Books:

1. Heskett, James L. et al., Service Breakthroughs - Changing the Rules of the Game, Free Press.
2. Murdiek, R G. et al., Service Operations Management, Allyn and Bacon.
3. Voss, C. et al., Operations Management in Service Industries and the Public Sector, Chichester, Wiley.
4. Bowman David E. et al., Service Management Effectiveness: Balancing Strategy, Organization and Human Resources, Operations and Marketing, Jossey Bass.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

R &D Management OM-05-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

To develop middle level scientists in the modern concepts of R & D management with a view to make them effective project managers and to enhance their human and behaviour skills to make them effective member of a large multi-disciplinary projects.

Course Contents:

Unit-I: Survey of Emerging Technologies~ Environment Analysis; Project Proposals; R & D Management: Management of knowledge workers.

Unit-II: R & D environment; Management of High value Instruments Test Facilities, Workshops etc., Identification of partners/contractors for R& D Projects; R & D Budget.

Unit-III: Technology Scanning: Procurement Procedure; Material Management Policy; Discard Policies and Procedure; Contract Management; Procurement and Utilization of Capital Equipment; Test Equipment.

Unit-IV: Test Facilities; Sharing of resources with other Institution - Sponsored Resources; Development Tools.

Recommended Books:

1. Cetron, Marvin J. &Goldhar, Joel D (ed.), The Science of Managing Organised Technology, Gordon & Research, SciencePublications.
2. Jain, R K. &Triandis, H C., Management of Research and Development Organisations; Managing the Unmanageable,Wiley.
3. McLeod, Tom. The Management of Research, Development and Design in Industry,Gower.

Reference Books:

1. Meredith, Jack R.& Mantel, Samuel J., Project Management a Managerial Approach,Wiley.
2. NTIS, The Management of Government R & D Projects; the effects of the contractual requirement to use specific management techniques, University ofTexas.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Legal Institutional Dynamics PPM-01-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

The students will be able to recognize their Fundamental Rights and limitations; comprehend the significance of Fundamental Duties as responsible citizens; Identify the roles of Welfare State as prescribed in Directive Principles of State Policy; Interpret the powers and functions of government at central, state and local level.

Course Content:

Unit I: Features of Indian Constitution: Salient Features and sources of Indian Constitution - The Preamble and its significance - Citizenship - Fundamental Rights and its limitations - Fundamental Duties and its implications - Directive Principles of State Policy and Welfare State

Unit II: Union Government: Parliament: The President; Vice President - Lok Sabha and the Speaker - Rajya Sabha and the Chairman - The Prime Minister, Cabinet and the Council of Ministers - Elections, Powers and Functions - Emergency Provisions

Unit III: State and Local Government: Governor - Chief Minister and Council of Ministers - Legislative Assembly and Speaker; Legislative Council and Chairperson - Elections, Powers and Functions - Panchayati Raj Institutions (PRI) - 73rd Amendment Act – 11th Schedule - PESA Act - Urban Local Government Institutions (ULGI) - 74th Amendment Act - 12th Schedule

Unit IV: The Judiciary: Supreme Court, High Courts: Powers, Functions and Jurisdictions - Judicial Review - Judicial Activism - Public Interest Litigation (PIL) - Types of Writs

Recommended Books:

1. Basu, Durga Das, (2002), Introduction to the Constitution of India, New Delhi: Wadhwa and Company Law Publishers.
2. Basu, Durga Das, (2008), Commentary on the Constitution of India, New Delhi: Wadhwa and Company Law Publishers.
3. Datar, Arvind P, (2010), Datar Commentary on Constitution of India (3 vols.), Nagpur: LexisNexis Butterworths Wadhwa.
4. Jain, M.P. (2010), Indian Constitutional Law 6th Edition (2 vols.), Nagpur: LexisNexis Butterworths Wadhwa.
5. Johari, J.C. (1995), The Constitution of India – A Politico-Legal Study, New Delhi: Sterling Publishers Private Limited.
6. Kashyap, Subhash, (2005), Our Constitution, New Delhi: National Book Trust.

Reference Books:

1. Pylee, M.V. (2007), An Introduction to the Constitution of India, New Delhi: Vikas Publishing House Pvt.Ltd.
2. Pylee, M.V. (2008), India's Constitution, New Delhi: Vikas Publishing House Pvt.Ltd.
3. Shukla, V.N. (2003), Constitution of India, Lucknow: Eastern Book company.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Development Economics PPM-02-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective

The objective of this course is to acquaint students with the concepts of economic development and theories of economic growth. Students will be able to develop understanding about measures of economic development, problem related to poverty and inequality and concepts related to sustainable development.

Unit-I: Economic Development: Meaning of economic growth and development, Factors determining economic growth and development; Measuring Development: Income Measures, Basic Needs Approach, PQLI and HDI and Capabilities Approach; Importance of agriculture and industry in economic development,

Unit-II: Poverty and Inequality: Measurement, Impact and Policy options, relationship between poverty/inequality and economic development; Development Gap: concepts and measurement; land reform and its effects on productivity and development.

Unit- III: Theories of Development: classical theory of development, Karl Marx's theory of development – theory of social change, capitalist development; Growth Models: Harrod and Domar Model, Neo Classical Growth Models, Endogenous Growth Model, Lewis Model; Amartya Sen vs Bhagwati debate on growth, Poverty and Distribution.

Unit-IV: Environment and Sustainable Development: Defining sustainability for renewable resources; a brief history of environmental change; common-pool resources; environmental externalities and state regulation of the environment; economic activity and climate change.

Recommended Books:

1. Michael P. Todaro, Stephen C. Smith, Economic Development, Pearson
2. Mukherjee, A. and Chakrabarti S., Development Economics: A Critical Perspective, PHI india
3. Debraj Ray, Development Economics, Oxford University Press.
4. H.L. Ahuja, Development Economics, S. Chand Publication.
5. Chakravarti, S., Alternative Approaches to the Theory of Economic Growth, Oxford Univ. Press, Delhi.
6. Alfred W. Stonier, Douglas C. Hague, A Textbook of Economic Theory, Pearson.
7. Behrman, S. and T.N. Srinivasan, Handbook of Development Economics, Elsevier

Reference Books:

1. Thirlwal, P, Growth & Development, Mcmillan, U.K
2. Malar, K.G. Environment, Poverty in Economic Growth. Annual World Bank, Conference on Development Economics, World Bank Washington D.C (1997)
3. Myint, Hla, The Economics of Undeveloped countries, Preager, New York
4. Higgins, B., Economic Development, W.W.Norton, New York

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Data Analysis using Excel and SPSS **PPM-03-C (Same as IT-05-C)**

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

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

Course Contents:

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

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

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

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

Recommended Books

3. Naval Bajpai, Business Statistics, Pearson
4. Whigham David, Business Data Analysis, Oxford University, Press, Delhi.

Reference Books

1. Darren George & Paul Mellery. SPSS for Windows Step by Step: A Simple Guide and Reference, 18.0 Update, Pearson, New Delhi.
2. Perry R. Hinton, Isabella McMurray & Bob Cozens, SPSS Explained, Tata McGraw-Hill Education Pvt. Ltd, Noida.
3. Evan Berman & Xiaohu Wang, Essentials Statistics for Public Managers & Policy Analysts, Sage publications

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Public Finance Administration PPM-04-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective

The objective of this course is to acquaint students with the concepts of public finance. Students will be able to develop understanding public revenue, public expenditure, public debt and fiscal policy.

Unit-I: Public Finance: Nature, Definition, Scope of Public Finance, Role of Public Finance in Economic Development and Principles of Maximum Social Advantage; Impact, shifting, incidence and effects of taxation; Parliamentary Financial Committees- Estimates Committee, Public Accounts Committee, Committee on Public Undertakings, Standing Committee for scrutiny of demands for grants.

Unit-II: Sources of Revenue: taxes, loans, grants and aid – meaning and types, canons of taxation, problem of justice in taxes, incidence of taxation, taxable capacity, Impact of taxation & tax evasion characteristics of Indian tax system, defects & steps of reform; Public Expenditure: Meaning, Classification and Canons of Public Expenditure, Effects of Public expenditure on- Production, Distribution and Economic Growth

Unit-III: Public Debt: Meaning, Need, Sources and repayment, Effects of Public debt on – Money Supply, Economic Growth and Economic Stability; Federal Finance: Financial Issues in a Federal set up, Finance Commission, Principles of efficient division of financial resources between Central and States, Problems of financial imbalances and measures for adjustments.

Unit-IV: Fiscal Policy: Meaning, Objectives of Fiscal Policy, role of fiscal policy in controlling inflation and stagnation, Fiscal Responsibility and Budget Management Act; Budgets: Meaning, Classification of Budgets, Fiscal Deficit, Deficit financing and deficit budget.

Recommended Books:

1. H.L. Bhatia, Public Finance, Vikas Publication
2. R.A. Musgrave & P.B. Musgrave, Public finance in Theory and Practice, McGraw-Hill Education (India) Pvt Limited.
3. J. Gruber, Public Finance and Public Policy, Macmillan Learning.
4. Hugh Dalton, Principles of Public Finance, Allied Publishers.
5. S.K. Singh, Public Finance in Theory and Practice, S. Chand Publishing.

Reference Books:

1. M. Govinda Rao and Tapas Sen, Financial Federalism in India, Mcmillan, Delhi
2. Public Finance in Theory & Practice; HollwyUlbrich; Thomson - South Western, 2007.
3. Managing Government Expenditure; Salvatore Schiavo-Campo and Danial Tomasi : Asian Development Bank, 1999.
4. Constitution of India, Central Government Budget, Economic Survey, Various Reports of Finance Commission, Various Reports of Expenditure Reforms Commission.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Risk and Disaster Management PPM-05-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

The objective of this course is to understand the nature and types of disasters, disaster management process and key institutions and to examine the significance of community-based disaster management.

Course Contents:

Unit-I: Disaster Contexts: Meaning, Characteristics and Types of Disasters - Indian Society and its Vulnerability to Disasters - Hazards and Vulnerability factors - Risk assessment: Seismic Zones, Richter Scale and other measures – Impact of disasters on socio-economic development: Social, Economic, Political and Psychological – Food, Water, Shelter, Hygiene, Health, Education, Agriculture, Cattle wealth, Employment, Financial distress, Electricity, Infrastructure facilities, Transportation, Industry, Environment, Disorganising in the family, Governmental process, system and services - Impact of Disasters on population: Gender, Children, Aged, Poor, Differently abled, Shelterless, Coastal population, Tribal population.

Unit-II: Disaster Management – Process and Institutions: Evolution of Disaster Management in India - Disaster Management Act, 2005 – Organisation for Disaster Management at various levels – National Disaster Management Authority at National, State, District and Local Level – Role of National Institute of Disaster Management, State level institutions – Process: Disaster Preparedness, Prevention, Mitigation, and Rehabilitation – Capacity Building of the stakeholders - Institutional and Legal Mechanisms - Advocacy and Public awareness - Preparation of Prevention and Mitigation Strategies.

Unit III: Community-based Disaster Management: Community Based Disaster Management: Scope and Significance - Disaster Management Planning at Village Level – Mapping of the Area and Resources – Preparatory Exercises at the local level – Capacity building sessions: Mock Drills; Emergency Response and recovery; First Aid - Emergency Reconstruction; Temporary Relief and Rehabilitation.

Unit IV: Disaster Preparedness and Risk Reduction: Disaster Preparedness and Risk Reduction: Scope and Significance - Eco Disaster Risk Reduction - Role of Local Governments in Disaster Preparedness and Risk Reduction – Analysis of functions by the Local Governments – Empowering Local Governments in Disaster Preparedness and Risk Reduction - Community Based Approach - Disaster Preparedness Measures: Constitution of Core team/ Task force - Village Disaster Management Plan - Capacity building of elected members, officials and community – Use of GIS data for disaster-specific information.

Recommended Books:

1. Goel, S.L. (2009), Disaster Administration – Theory and Practice, Deep and Deep, New Delhi, 2009. Goel, S.L. (2010), Management of Natural Disasters, Deep and Deep, New Delhi, 2010.
2. Singh, Tej (Ed.). (2006), Disaster Management – Approaches and Strategies, Akansha Publishing House, New Delhi.
3. Kaur, Anu, et. al. (Eds.), Disasters in India – Studies of Grim Reality, Rawat Publications, Jaipur, 2005. Disaster Management and Panchayati Raj Institutions – PRIA, New Delhi, 2007.

Reference Books

1. Kafle, SheshKanta And Zubair Murshed. (2006), Community-Based Disaster Risk Management For Local Authorities, Asian Disaster Preparedness Center Through Its Partnerships For Disaster Reduction
2. Southeast Asia, Bangkok, Thailand.
3. Government of India. (2015). Best Practices in Panchayats on Livelihoods and Natural Resource Management, New Delhi: Ministry of Panchayati Raj.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Investment Analysis and Portfolio Management FM-06-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

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

Course Contents:

Unit-I: Investment- Concept, objectives and process of investment management, financial and non-financial forms of investment, various investment avenues, sources of investment information, financial market and Investment Instruments, services of intermediaries in investment management, regulatory framework in financial market.

Unit-II: Analysis of risk & return, concept of total risk, factors contributing to total risk, systematic and unsystematic risk, default risk, interest rate risk, market risk, management risk, purchasing power risk. Valuation of debt instruments- methods of valuation, risk management in debt market. Valuation of equity- methods of valuation including CAPM and their relevance.

Unit-III: Fundamental analysis: concept & significance of economic analysis, industry analysis: introduction, need for industry analysis, alternative classification of industry, industry life cycle analysis, economic factors & industry analysis, Company analysis - nature and style of management, key role of financial analysis, ratio analysis. Technical Analysis: line chart, bar chart, points and figures chart, candlestick chart, reversal patterns, continuation patterns, Dow theory, Elliott wave theory.

Unit-IV: Portfolio theory- Efficient Market hypothesis (EMH), Random walk theory, Markowitz diversification model, Sharpe single index model, Arbitrage pricing theory. Portfolio building process, tools used by value investors, Portfolio performance evaluation- Sharpe's and Treynor's portfolio performance evaluation, Portfolio revision- Active and passive strategies & formula plans in portfolio revision.

Recommended Books

1. M. Ranganatham, and R. Madhumathi, "Security Analysis and Portfolio Management" Pearson Ed.
2. Fischer, Donald E. and Jordan, Ronald J. , "Security Analysis and Portfolio Management", Pearson Education.
3. Punithavathy, Pandian. "Security Analysis and Portfolio Management", Vikas Pub. House, New Delhi.

Reference Books

1. Chandra, Prasanna. "Investment Analysis and Portfolio Management", TMH
2. Alexander, Sharpe, Bailey "Fundamentals of Investment", PHI, New Delhi
3. Bhalla, V K, "Investment Management: Security Analysis and Portfolio Management", Sultan Chand, New Delhi.
4. Reilly & Brown, "Investment Analysis & Portfolio Management", Thomson Learning
5. Fuller, Russell J & Farrell, James L. "Modern Investment & Security Analysis". McGraw Hill, New York.
6. Alexander, Jordan J & Bailey, Jeffrey V. "Investment Analysis & Portfolio Management", Dryden Press, Thomson Learning, Bombay.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Financial Derivatives FM-07-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

Course Contents:

Unit-I: Introduction to financial derivatives, Meaning and features of financial Derivatives, Need for derivatives, History of derivatives markets, Uses of derivative markets, Types of financial derivatives – Forwards, Futures, Options, Swaps. Critiques of derivatives, Myths about derivatives and Evolution of derivatives in India.

Unit-II: Concept of forward contracts, Features of forward contracts, Classification of forward contracts and Differences between forwards and futures. Financial Future Contracts: Types of financial future contracts, Evolution of futures markets in India, Traders in future market, functions of future market, Future market trading mechanism. Meaning of future Pricing, Theories of futures pricing (The cost of carry approach and the expectation approach).

Unit-III: Options Market – Concept of options, Brief history of options, Distinctions between futures and Options contracts. Types of options contracts: Call options, Put options, American options and European options, Exchange traded and OTC-traded options. Option valuation: Intrinsic Value and Time value of the options.

Unit-IV: Option Pricing – Factors Affecting Options pricing – Pricing Models – Introduction to Binominal option pricing model, Black Scholes option pricing model. Swaps market – Concept, The evolution of swap market, Features of swaps. Major Types of financial swaps: Interest rate swaps and its features, Types of interest rate swaps, Currency swap- Types of currency swaps.

Recommended Books

1. Gupta, S. L. “ Financial Derivatives: Theory, problems and cases”, PHI, New Delhi
2. Madhumathi, R. & Ranganatham: Derivatives and Risk Management Oxford University Press.

Reference Books

1. David Thomas. W & Dubofsky Miller. Jr., “Derivatives Valuation and Risk Management”, Oxford University, Indian Edition.
2. N. D. Vohra & B.R. Baghi, “Futures and Options”, Tata McGraw-Hill Publishing Company Ltd.
3. Red Head, “Financial Derivatives: An Introduction to Futures, Forward, Options” Prentice Hall of India.
4. Kolb, W. Robert and Overdahl, A. James, “Financial Derivatives”, John Wiley & Sons publication.
5. Kolb, W. Robert, “ Futures Markets” PHI, New Delhi
6. Sunil K. Parameswaran, “Futures Markets: Theory and Practice” Tata-McGraw-Hill Publishing Company Ltd.
7. D. C. Parwari, “Financial Futures and Options”, Jaico Publishing House.
8. Hull C. John, “Introduction to Options, Futures and Other Derivatives”, PHI, New Delhi.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Project Appraisal and Finance Valuation FM-08-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

The basic objective of the course is to familiarize the students to the long term investment decisions and risks related facts, so that they can aware about formulation and implementation of project.

Course Contents:

Unit-I: Capital Investment- need, types, phases and issues in investment decision, Generation and Screening of Project Ideas- corporate appraisal, monitoring the environment and identifying investment opportunities, scouting the project ideas and project rating.

Unit-II: Financial Estimates and Investment Appraisal Criteria- Estimation of investment, revenue and production cost, working capital requirement, Evaluation techniques of capital budgeting.

Unit-III: Project Risk Analysis- types of Risk, Risk adjusted discount rate method, certainty equivalent method, sensitivity analysis, decision tree analysis. Weighted average cost of capital (WACC) and its relevance in financial decision making, financing of projects.

Unit-IV: Social Cost Benefit Analysis (SCBA),Project Management and Review- Forms of project organisation, project planning and control, human aspect of project management, pre-requisite for successful project implementation, control of in-progress projects, administrative aspect of capital budgeting.

Recommended Books:

1. Chandra, Prasanna. "Project Planning: Analysis, Selection, Implementation and Review" TMH.
2. Khatua: Project Management and Appraisal, Oxford University Press..
3. Nicholas, "Project Management for Business and Technology: Principles and Practice" , Pearson

Reference Books:

1. Ghattas, R.G. & Mc Kee, S.L., "Practical Project Management", Pearson Education Asia
2. Pinto, P.K., "Project Management", Pearson Education.
3. K Nagarajan, "Project Management", New Age International Publishers.
4. Choudhury, "Project Management", Tata McGraw Hill, New Delhi

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

International Finance FM-09-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

This course enables students understand the macro environments in which financial transactions are carried out. And also acquaints them with the problem and techniques of financial management in multinational corporations.

Course Contents:

Unit-I: International financial management; Study of international finance – Its Importance, nature and scope of IFM, IFM versus domestic financial management, Role of finance manager in global context. Balance of payments: Current account transactions, Capital account transactions, Meaning of adjustments and Approaches to adjustment- The classical view, Elasticity approach and The Keynesian approach.

Unit-II: Foreign exchange market: Features, participants, types of foreign exchange market: Spot market and forward market. Exchange rate quotations, nominal, real and effective exchange rates, determination of exchange rate in spot and forward market, Factors influencing exchange rates, Theories of exchange rate behaviour: Balance of payment theory, monetary theory and portfolio balance theory.

Unit-III: Forecasting Exchange Rate: Need for exchange rate forecasting, techniques of exchange rate forecasting. Foreign Exchange Risk and Management: Types of exposure, Tools and techniques of foreign exchange risk management.

Unit-IV: Foreign Direct Investment: Need to firms invest abroad and methods of increase international business. Multinational Capital Budgeting: Problems and issues in foreign investment analysis and techniques of capital budgeting. International taxation: Types of taxes, Meaning of double taxation agreement, Modes of double taxation relief.

Recommended Books:

1. Vyuptakesh Sharan, "International Financial Management", PHI Publications, New Delhi.
2. Madhu Vij, "International Financial Management", Excel Books Publications, New Delhi.

Reference Books:

1. Madura, Jeff, "International Financial Management", Thomson Publications.
2. Bhalla, V.K, "International Financial Management - Text and Cases", Anmol Publications, New Delhi.
3. Apte, P.G. "International Financial Management", Tata McGraw Hill, New Delhi.
4. Maurice D. Levi, "International Finance", Tata Mc Graw-Hill, New Delhi
5. Shapiro, A., "Multinational Financial Management", John Wiley Publication.
6. Eitman, Stonhill, Mofit, "Multinational Business Finance", Pearson Education, New Delhi.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Mergers, Acquisitions and Corporate Restructuring FM-10-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course objective:

The main objective is to provide an understanding of all aspects of strategic decision of mergers, acquisitions and corporate restructuring; valuation of the firms; law and practical issues affecting and arising out of mergers, acquisitions and corporate restructuring.

Course Contents:

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

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

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

Unit-IV: Legal and regulatory framework for M & A: provisions of companies act 1956, SEBI takeovers code, Indian Income Tax Act 1961, Provisions of Competition Act. Accounting standard and provision of other relevant Acts.

Recommended Books:

1. Fred Weston, Kwang S Chung, Susan E Hoag, Mergers, Restructuring and Corporate Control, Pearson
2. Krishna Murti C. and Vishwanath S.R., Mergers, Acquisitions and Corporate Restructuring, Sage Publication, New Delhi.

Reference Books:

1. Aurora, Mergers & Acquisitions, Oxford University Press.
 2. Rao Mohan P., Mergers and Acquisitions, Deep and Deep Publication, New Delhi
 3. Machiraju H.R. Mergers and Acquisitions, New Age Publishers, New Delhi
 4. Varma D.C. Corporate Mergers and Takeovers, Bharat Publishing House.
- Vadapalli Ravindhar, Mergers, Acquisitions and Business Valuation, Excel Book publishing, New Delhi

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Integrated Marketing Communications MM-06-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course objective:

This course aims at enhancing the in-depth knowledge of students about the importance of integrated marketing communication concepts in the increasingly competitive business environment.

CourseContents:

Unit-I: Integrated Marketing Communication (IMC) – Definition, concept, evolution of IMC, reasons of growth of IMC, promotional mix: the tools for IMC; IMC Planning Process; Models in Marketing Communication – AIDA model, Hierarchy-of-effects model, Innovation - Adoption model, Information Processing model, FCB model and Cognitive Response model.

Unit-II: Advertising- significance and criticism of advertising, role of advertising in marketing mix, types of advertising; Advertising Campaign; Advertising Agency – definition, features, types, functions, structure of advertisement agency, agency compensation, factors to be considered while selecting an advertising agency. IMC Objectives- importance, setting IMC objectives, DAGMAR approach.

Unit-III: Promotional Budget- meaning, budgeting approaches; Message Strategy and Design- Copywriting, components of copy, effective copy, copywriting for various media; Appeals- rational and emotional; Media Planning and Strategy- Media Brief, Media Plan, Media Objectives and Strategies, Media Mix, Deciding on reach and frequency, Media Classification- factors affecting choice of media.

Unit-IV: The Marketing Communication Tools - Sales promotion, Direct Marketing, Public Relations and Publicity; Unconventional Promotion Media- Sponsorships, Merchandising, Packaging, Trade shows and exhibitions, Van promotions, Mobile Advertising, WOM advertising, Village fairs, Out of Home Media; Measuring IMC performance - Advertising Testing Process – pre & post testing tools & techniques, measuring the effectiveness of other program elements; Legal and ethical issues in marketing communications.

Recommended Books:

1. Belch, Michael A. & Purani, Keyoor. "Advertising and Promotion – An Integrated Marketing Communications Perspective", Tata McGraw Hill, New Delhi.
2. Gupta, Ruchi, "Advertising- Principles and Practices", S. Chand and Company Ltd, New Delhi.
3. Kruti Shah and Alan D' Souza, "Advertising and Promotion- An IMC Perspective", Tata McGraw Hill, New Delhi.

Reference Books:

1. Kenneth, Clow and Donald, Baack "Integrated advertising, promotion and marketing Communication", Prentice Hall of India, Delhi.
2. Kazmi and Batra, "Advertising and Sales Promotion", Excel Books, New Delhi.
3. Jethwaney and Jain, "Advertising Management", Oxford University Press, New Delhi.
4. Duncan, Tom, "Principles of advertising & IMC", Tata McGraw Hill, New Delhi

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

International Marketing MM-07-C (Same as IB-06)

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course objective:

The objective of the course is to familiarize the students with the nature and practices of international marketing. Students after reading the course will be able to distinguish international marketing mechanics from the domestic marketing models and approaches

Course Contents:

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

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

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

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

Recommended Books:

1. Mahapatra, S N. Global Marketing Management: A Strategic Approach, Galgotia Publishing Company, New Delhi.
2. Cateora, Philip R., John L. Graham and Salwan, Prashant. "International Marketing", TMH, New Delhi.
3. Keegan, Warren J., "Global Marketing Management", Prentice Hall, New Delhi

Reference Books:

1. Srinivasan, R. "International Marketing", Prentice Hall of India, New Delhi
2. Rathore & Rathore, "International Marketing", Himalaya Publishing, New Delhi
3. Onkvisit, Sak and John J. Shaw, "International Marketing: Analysis and Strategy", Prentice Hall, New Delhi.
4. Gitman, "Global Marketing", Pearson
5. Chernnilam, Francis. "International Marketing", Himalaya Publishing House, New Delhi.
6. Czinkota, M.R., "International Marketing", Dryden Press, Boston.
7. Fayerweather, John, "International Marketing", Prentice Hall, New Delhi
8. Jain, S.C. "International Marketing", CBS Publications, New Delhi
9. Doole, J. & Lowe, R. "International Marketing Strategy", Thomson Press.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Product & Brand Management MM-08-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course objective:

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

CourseContents:

Unit-I: Product Concepts: Product Mix concepts, Product Classification, Product Planning: Marketing Plan, Portfolio Analysis, Market Potential and forecasting, Product Market Strategies, Product Life Cycle: Product Life Cycle Stages and corresponding Strategies, Product Positioning: Concept, Product Differentiation, Positioning Strategies. Brand Management- Basic Concepts: Brands, Branding, Brand Management and Brand Equity Importance of Brands: For Consumers and For Company, Role of Branding, Branding Challenges and Opportunities, Strategic Brand Management Process.

Unit-II:Customer-Based Brand Equity- Brand Equity: Its Importance and Relevance Models for Brand Equity, Sources of Brand Equity, Building a Strong Brand: Process Outline, Creating Customer Value. Brand Positioning: Concepts, Importance of Target Market and Competition, Points of Parity and Points of Difference, Positioning Guidelines, Brand Mantras: Definition and Process of Establishing the Same Internal Branding, Brand Audits, Brand Marketing Programmes Brand Elements: Criteria for Choosing and integrating with strategic options and tactics, Designing a Marketing Programme to Build Brand Equity,

Unit-III:Integrating Marketing Communications to Build Brand Equity Leveraging Secondary Brand Associations to Build Brand Equity. Measuring and Interpreting Brand Performance: Importance of Measurement in Brand Mgt, The Brand Value Chain, Brand Tracking Research: Designing, Conducting and Interpreting Tracking Studies, Establishing Brand Equity Measurement System, Measuring Sources of Brand Equity through Research (Qualitative/Quantitative),

Unit-IV: Measuring Outcomes of Brand Equity by Capturing Market Performance, Growing and Sustaining Brand Equity. Designing and Implementing Branding Strategies (including Brand Architecture) Introducing New Products and Brand Extensions (including Brand Naming), Managing Brands over Time (Reinforcing, Revitalizing and Adjusting Brands/Portfolios), Managing Brands over Geographical Boundaries, Special Applications of Brand Management and Future Brand Priorities- Application of Brand Management (Product/Service/Technology/Idea/Cause),Futuristic Brand Management, Role and Importance of Brand Archotyping, Emerging Concepts in Brand Management.

Recommended Books:

1. Kevin Lane Keller, "Strategic Brand Management: Building, Measuring, and Managing Brand Equity", PHI
2. Percy: Strategic Brand Management, Oxford University Press.
3. Mathur, U.G. "Brand Management – Text and Cases", Macmillan India Ltd, New Delhi

Reference Books:

1. Kapferer, Jean- Noel. "The New Strategic Brand Management", Kogan Page.
2. Chunnawala, S.A. "Compendium of Brand Management", Himalaya Publications House, New Delhi.
3. Mark, Margaret and Pearson, Carol. "The Hero and the Outlaw: Building Extraordinary Brands Through the Power of Archetypes", McGraw Hill, New York.
4. Sengupta, Subrato. "Brand Positioning", Tata McGraw Hill Publication, New Delhi.
5. Moorthi, YLR. "Brand Management", Vikas Publishing House, New Delhi.
6. Riel, Al. & Trout, Jack. "Positioning: The Battle for Your Mind", Tata McGraw Hill, New Delhi.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Sales & Distribution Management MM-09-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

To develop an understanding of Sales and Distribution Channel Management with regards to Business Development and in correlation to the Marketing Management as Process in coherence with the complete Supply Chain Management System

Course Contents:

Unit-I: Introduction to Sales Management: The Sales Management Function, Nature, Scope and Importance; Emerging Trends in Sales Management; Personal Selling Process and Approaches; Sales Forecasting: Methods and Types of Sales Forecasting, How to Improve Sales Forecasting; Sales Territory Design: Benefits and Procedure of Territory Design.

Unit-II: Sales Force Management: Organizational Structure its purposes, types and Size of the sales force. Recruiting and Selecting Sales Personnel; Training Sales Personnel; Motivating the Sales Force; Sales Force Compensation; Evaluating Sales Performance.

Unit-III: Distribution Management: Need and Strategies of Distribution channels; Marketing Channels: Structure, Functions and advantages, Types of channel intermediaries – wholesalers, distributors, stockiest, sales agents, brokers, franchisers, C&F agents, and retailers. Channel Dynamics – Vertical Marketing Systems; Horizontal Marketing Systems; Multichannel Marketing Systems; Channel Conflict: Stages, Reasons and Types of Channel conflict, ways of Managing Channel conflict.

Unit-IV: Supply Chain & Logistics management: Logistics Introduction – Objectives, Scope and Functional Areas of Logistics. Transportation decision: Mode selection, Freight consolidation and Vehicle routing and Scheduling, Factors affecting for transportation cost, Supply Chain Management: Need for supply chain, Principles for supply chain, Influencing Factors for supply chain, Difference between supply chain and Logistics management.

Recommended Books:

1. Panda, Tapan K.&Sahadev, Sunil. "Sales & Distribution Management", Oxford University Press
2. Havaladar&Cavale. "Sales & Distribution Management", McGraw Hill Publications.

Reference Books:

1. Jeff Tanner, Earl D. Honeycutt & Robert C. Erffmeyer "Sales Management" Pearson Education, New Delhi.
2. Havaladar&Cavale. "Sales & Distribution Management", McGraw Hill Publications.
3. Panda, Tapan K.&Sahadev, Sunil. "Sales & Distribution Management", Oxford University Press
4. Still, Richard R.Cundiff, Edward W.&Govoni, Norman A. P. "Sales Management: Decisions, Strategies and Cases", Prentice-Hall of India, New Delhi.
5. Singh Ramendra. " Sales and Distribution Management : A Practice –Based Approach" VikasPublishing House.
6. Gupta, S.L. "Sales & Retail Management an Indian Perspective", Excel Books Publication, New Delhi.
7. Dalrymple, Douglas J.and Crowe, William L. "Sales Management", John Wiley & Company.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

B2B Marketing MM-10-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course objective:

To familiarize the students with terms, concepts and applications required for managerial decisions related to business-to-business marketing.

CourseContents:

Unit-I: Market Opportunity Identification-Analysis & Evaluation, Introduction to B2B Marketing. Customer Analysis: Purchase process, Buying Teams, Business Buying and the Individual Manager, the effect of IT on purchase behaviour. Customer Relationship Management Strategies for Business Markets: Relationship theories and variables, Business Marketing as Network Analysis and Management.

Unit-II: Assessing Market Opportunities, Environmental changes impacting Supply Chain Power, Strategic Market Planning: The purpose of strategy, approaches to strategy, Business Marketing Strategy.

Unit-III: Managing Products for Business Markets, Managing Business Marketing Channels, Pricing: Costs, customers and Competitors, Pricing strategy and organization, Relational Aspects of Business-to-business pricing, Bid pricing, Key Account Management.

Unit-IV: Business Marketing Communication: Integrated Communication strategy, Relationship communication: Direct Marketing, Personal Selling, Relationship Communication Process, Coordinating Relationship Communication. B2B Branding.

Recommended Books:

1. Ross Brennan, Louise Canning and Raymond McDowell, "Business-to-Business Marketing", Sage Publications.
2. Kim Ann King, "The Complete Guide to B2B Marketing", Pearson Education, New Delhi.

Reference Books:

1. John M. Coe. "The Fundamentals of Business-to-Business Sales and Marketing", McGraw Hill Education, New Delhi.
2. Dwyer Robert F, Tanner F. John. Business marketing- Connecting Strategy, Relationships, and learning. McGraw Hill Irwin.
3. Hutt, M.D., &Speh, T.W. Business Marketing Management: B2B, Loose-Leaf with Mindtap. Boston: Cengage.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Employee Relations HRM-06-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

This course would enable the students to understand Employee Relations imperatives in the changed Business Environment.

Course Contents:

Unit-1: Industrial Relations: Meaning, Definitions, Characteristics, Objectives, Factors Affecting IR, Participants of Industrial Relation system, Different Approaches to Industrial Relations: Psychological, Sociological, Human Relations, System Approach: The Dunlop Model, Conflict Approach, the Marxian Approach. Role of State in IR. The Challenges to Industrial relation; Changing Characteristics of the Industrial Workforce.

Unit-II: Employee Relation Management: Meaning, Scope, Objectives and Factors of Employee Relation Management, Difference between Industrial relation and Employee relation, Paradigm Shift from Industrial Relations to Employee Relations: The Employee-Employer relations. Employee Relations in a strategic Framework, Employee Relations at the Workplace:– Principles, Structures, Functions, Policies and Process. Culture design for employee Relation, Organization behavior in Cultural Design; The Future of Employee Relations.

Unit-III: Employee Remuneration and Rewards: Terminology about Remuneration, Basic wages and salary Administration, Need, Principles, Elements for a sound Wage and Salary administration Factors affecting wage and Salary Levels, Salary Differentials: Functions, Factors of Salary Differentials. Models of Remuneration: Hay Model of Total Rewards, Towards Perrin Model of Total Rewards. Types of Rewards: Intrinsic and Extrinsic Rewards, Financial and Non- Financial Rewards, Performance Based Vs. Membership Based Rewards. Role of Rewards System.

Unit-IV: Laws related to Employee Relations: The Contract Labour act, Industrial Disputes act, 1947 and their settlement machinery. Negotiation Essentials for Employee relation: Conflict and Negotiations, Employee Relation and negotiation, Negotiation Process Law related to Industrial Conflict.

Recommended Books:

1. Rao V S P, "Human Resource Management- Text and Cases", Excel Books.
2. Ghosh & Nandan. "Industrial relations and labour laws", McGraw Hill Education
3. Mamoria & Mamoria. "Dynamic of Industrial Relations in India", Himalaya Pub. House, New Delhi.
4. Venkatratnam: Industrial Relations, Oxford University Press
5. Singh, B.D. "Industrial Relations", Excel Publications, New Delhi

Reference Books:

1. P.N. and Neeraj, Kumar (2011). Employee Relations Management, 1/e; New Delhi: Pearson
2. Sinha, P.R.N., Sinha, InduBala and Seema Priyadarshini Shekar, "Industrial Relations, Trade Unions and Labour Legislation", Pearson Education, New Delhi.
3. Ramaswamy E.A. "The Strategic Management of Industrial Relations", Oxford University Press.
4. Verma, Pramod. "Management of Industrial Relations – Reading And Cases", Oxford & IBH Publication.
5. Monappa, Arun (2002). Industrial Relations. Tata McGraw Hill
6. Singh, B.D. "Industrial Relations", Excel Publications, New Delhi

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Training and Development HRM-07-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective

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

Unit I: Training – concept and rationale, training system and processes, trends in training, KSA’S- Types; Aligning training with strategy; Role of stakeholders in training programme; Training needs assessment – organizational analysis, operational analysis, person analysis.

Unit II:

Learning Theories and Program Design: Learning theories - Reinforcement theory, Social learning theory, Goal theory, Need theory, Expectancy theory, Adult learning theory & Information processing theory. Learning process, Factors influencing the learning process, Participants learning styles; Considerations in designing effective training programs - Selecting and preparing the training site, Choosing trainers, Role of trainer in converting training site and instruction conducive to learning, Program design.

Unit III: Training Methods: Presentation methods - Lecture and Audio visual techniques; Hands on methods- OJT, simulations, case studies, business games, role plays, behaviour modeling; Group building methods: Adventure learning, team building, action learning; Evaluation of training – need for evaluation, criteria and approaches; return on investment in training.

Unit IV: Special issues in training and employee development: Training issues resulting from the external environment- Legal issues, cross cultural preparation, managing work force diversity, school- to- work transition; Internal needs of the company - Life-long learning, Melting the Glass ceiling, joint union management programs, Succession planning, Developing managers with dysfunctional behaviors. Management development: Characteristics of managers, Management development implications, Sources of knowledge/ skill acquisition, Training for executive –level management.

Suggested readings:

1. Noe, A Raymond, and Kodwani, D Amitabh, Employee Training and Development, Mc Graw Hill Education
2. Blanchard, P Nick, and James W. Thacker, Effective Training – Systems, Strategies, and Practices, Pearson Education, New Delhi
3. Agochia, Devendra, Every Trainer’s Handbook, New Delhi; Sage Publications
4. Desimone, R. L., Werner, J. M. & Harris, D. M. “Human Resource Development”, Thomson Learning Press.
5. Sahu, R.K., Training for Development, Excel Books, New Delhi
6. Goldstein, Training in Organization, Thomson Learning, Bombay
7. McGrath, Training for Life and Leadership in Industry, Prentice Hall of India, New Delhi
8. Jack J. Phillips, Hand book of Training Evaluation and Measurement Methods, Routledge

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Managing Interpersonal Skills HRM-08-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

The purpose of this course is to develop deeper understanding of the interpersonal and group processes and help the students to learn a broad variety of skills supportive work relationship.

Course Contents:

Unit-I: Intrapersonal Effectiveness: Self-awareness - Definition, benefits and lack of self-awareness, gaining self-awareness, self-analysis; Self-disclosure and trust- concept, benefits and fears associated with self-disclosure; Goal Setting- key behaviours, impact of ethics, ethical decision making; Self-management - time and stress management, importance, management, strategies of time and stress management, types of stress, overcoming fear of failure.

Unit-II: Interpersonal Effectiveness: Diversity - concept, barriers to accepting diversity, gender differences, cross-cultural diversity, strategies for addressing cross-cultural issues, managing organizational diversity; Persuasion – concept, importance, process, making effective presentations. Negotiation skills – importance, integrative and distributive bargaining strategies, stages of negotiating, tips for effective negotiating, integrity and ethics in negotiation, special situations in negotiations; Effective Meetings - importance and benefits of Meetings, problems with meetings, strategies for effective meetings.

Unit-III: Understanding and Working in Teams: Building Teams and Work Groups - types of teams, potential limitations of teams, team development stages, characteristics of high performance, effective teams; Managing conflict - sources of Interpersonal conflict, conflict management strategies, organizational and interpersonal techniques for preventing conflict; Facilitating Team Success – Importance, facilitator skills and behaviours, key facilitative preventions and interventions, Identifying and dealing with “Problem People”, Facilitation tips, limitations to facilitation; decision making –concept, importance, process; Problem Solving- concept, problem solving Techniques, Creativity – importance, strategies for increasing creativity in problem solving.

Unit-IV: Leading Individuals and Groups: Power and Politicking - concept and importance, ethical issues in politicking; Networking - uses of networking, developing an appropriate mindset for networking, barrier to networking, strategies for building an effective network, Mentoring –types and limitations; Coaching – benefits, effective coaching behaviours, Counselling, Feedback- Importance and characteristics of effective feedback, challenges in providing feedback, tips for receiving feedback; leadership, empowerment, Self-empowerment, empowerment through effective delegation.

Recommended Books:

1. Suzanne C. de Janasz, Karen O. Dowd and Beth Z. Schneider. Interpersonal Skills in Organizations, Mc Graw Hill Edition.
2. Robert N. Lussier. Human Relations in Organizations- Applications and Skill Building (8th edition). Mc Graw Hill education.

Reference Books:

1. Corey, M. S., & Corey, G. (2006). Groups: process and practice (7th ed.). Belmont: Thompson Books.
2. Donelson, R. F. (2009). Group dynamics (5th ed.). New York: Cengage Learning
3. Levi, D. (2007). Group dynamics for teams. London: Sage.
3. Ved Prakash Singh and Girish Rana. Group Dynamics and Stress Management. Oxford Book Company.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

International Human Resource Management HRM-09-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

The main aim of this course is to provide strategic perspective of HRM in an organization. It aims to provide an understanding of forecasting, acquisition and management of human resources in effective implementation of strategy.

Course Contents:

Unit-I: GHRM- Introduction, differences between domestic and international Human Resource approaches of International Human Resource Management, Challenges in global labour market, Linking HR strategies to International expansion strategies, multiculturalism: nature of culture, cultural dimensions, managing across cultures: strategies, cross cultural differences and similarities.

Unit-II: International environment: political, legal and technological; Recruitment and Selection – Staffing policies, approaches, Selection criteria, recent trends in international staffing, Performance management of international employees, issues in managing performance in the global context.

Unit-III: HRM in cross border mergers and acquisitions. Training in international management: training strategies, expatriate training, types of training programme and emerging trends in training for competitive advantage. International Compensation: objectives, theories, components and compensation package.

Unit-IV: International industrial relations – nature, approaches and strategic issues before employers, employees and government. Cross cultural communication and negotiation: communication process, barriers, effectiveness and managing cross cultural negotiation. Repatriation: challenges, benefits, process and managing repatriation.

Recommended Books:

1. Luthans & Doh, "International Management: culture, strategy and behavior", Tata McGraw Hill, New Delhi.
2. Aswathappa & Dash, International HRM, Tata McGraw Hill, New Delhi.
3. Tayeb, International Human Resource Management, Oxford University Press.

Reference Books:

1. Helen Deresky, "International Management: managing across borders and cultures, Pearson India Pvt. Ltd.
2. Budhwar, Pawan. "Managing Resources in Asia-Pacific". Routledge Taylor & Francis Publication
3. Paul Sparrow., Chris Brewster and Hillary Harris. "Globalizing Human Resource Management", Routledge Taylor & Francis Publication

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Performance Management Systems

HRM-10-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

This course is designed to understand the importance of Performance Management in business and how it can contribute to measure the level of strategy implementation towards results of a company or institution.

Course Contents:

Unit-I: Introduction to Performance Management, Performance Appraisal to Performance Management, Concept and Perspectives of Performance Management, Definitions of Performance Management, Characteristics of Performance Management, Objectives of Performance Management Principles of Performance Management, Importance of Performance Management, Benefits of Performance Management Determinants of Job Performance.

Unit-II: Performance Management Process: Performance Management Process, Performance Planning, Meaning of Performance Planning, Characteristics of Performance Planning, Objectives of Performance Planning, Importance of Performance Planning, Methodologies of Performance Planning, Process of Performance Planning, Barriers to Performance Planning, Overview of Competency Mapping, Competency Defined, Competency Mapping Defined, Methods of Competency Mapping.

Unit-III: Performance Appraisal: Meaning of Performance Appraisal, Performance Appraisal Defined, Characteristics of Performance Appraisal, Objectives of Performance Appraisal, Importance of Performance Appraisal, Principles of Appraising Performance, Process of Performance Appraisal Approaches to Performance Appraisal, Methods of Performance Appraisal, Common Rating Errors, Advantages and Disadvantages of Performance Appraisal Elements of Good Performance Appraisal System.

Unit-IV: Performance management & employee development: Personal Development plans, 360 degree feedback as a developmental tool, performance management & reward systems: performance linked remuneration system, performance linked career planning & promotion policy, Performance Counseling, Ethics in Performance Management, Ethics Defined, Principles of Ethical Performance Management, Ethical Issues and Dilemmas in Performance Management

Recommended Books:

1. Kohli: Performance Management, Oxford University Press.
2. Kandula, Srinivas, "Performance Management", PHI, New Delhi.

Reference Books:

1. Rao, T.V. "Performance Management and Appraisal Systems", Response Bank, New Delhi.
2. Cardy, Robert L. "Performance Management: Concepts, Skills and Exercise", PHI, New Delhi.
3. Aguinis, Herman, "Performance Management", Pearson Education, Inc.
4. Lance A. Berger & Dorothy R. Berger. "The Talent Management Hand Book", Tata Mc-Graw Hill, New Delhi

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

International Marketing IB-06-C (Same as MM-07)

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course objective:

The objective of the course is to familiarize the students with the nature and practices of international marketing. Students after reading the course will be able to distinguish international marketing mechanics from the domestic marketing models and approaches

Course Contents:

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

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

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

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

Recommended Books:

1. Mahapatra, S N. Global Marketing Management: A Strategic Approach, Galgotia Publishing Company, New Delhi.
2. Cateora, Philip R., John L. Graham and Salwan, Prashant. "International Marketing", TMH, New Delhi.
3. Keegan, Warren J., "Global Marketing Management", Prentice Hall, New Delhi

Reference Books:

1. Srinivasan, R. "International Marketing", Prentice Hall of India, New Delhi
2. Rathore & Rathore, "International Marketing", Himalaya Publishing, New Delhi
3. Onkvisit, Sak and John J. Shaw, "International Marketing: Analysis and Strategy", Prentice Hall, New Delhi.
4. Gitman, "Global Marketing", Pearson
5. Chernnilam, Francis. "International Marketing", Himalaya Publishing House, New Delhi.
6. Czinkota, M.R., "International Marketing", Dryden Press, Boston.
7. Fayerweather, John, "International Marketing", Prentice Hall, New Delhi
8. Jain, S.C. "International Marketing", CBS Publications, New Delhi
9. Doole, J. & Lowe, R. "International Marketing Strategy", Thomson Press.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Cross Cultural Management IB-07-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

To expose students to the world of multi-culturalism and to enable students to internalize multicultural management skills and apply the same to management of International Business.

Course Contents:

Unit-I: Nature of culture, dimensions of culture, Hofstede model, Edward Hall model, Trompenaar's cultural dimensions; Interacting spheres of culture- Influences on workplace culture, Cultural challenges in the modern Indian workplace. Communicating across cultures: process, barriers to cross cultural understanding, language and culture.

Unit-II: Culture and marketing: Cross cultural marketing research, culture and consumer behaviour; Negotiating across cultures, principles, process, negotiation styles in different countries, culturally responsive negotiation strategies.

Unit-III: The role of the global manager: The manager as a decision maker, cross cultural dimensions of decision makers; The manager as a leader: Motivation and leadership across cultures.

Unit-IV: Challenge of multicultural work groups and teams; challenge of international organisations; structure and culture; the challenge of international assignments, the challenge of managing across.

Recommended Books:

1. David C. Thomas, Mark F. Peterson, Cross cultural management- Essential concepts, 4th edition, Sage publications.
2. Shobhana Madhavan, Cross cultural management- Concepts and Cases, 2nd edition, Oxford University Press.

Reference Books:

1. Richard Hodgetts, et al., International Management, TMH, New Delhi
2. John B. Culben, Multinational Management, South Western – Thomson Learning.
3. Harris P R & R T Moran, —Managing Cultural Differences , Gulf Publishings, 1991, Houston.
4. William Ouchi, Theory Z, —How American Business can meet the Japanese challenge, Reading Mass, Addison Wesley, 1981.
5. E T Hall and M R Hall, —Understanding Cultural Differences, Yarmouth Maine: Intercultural Press, 1990.
6. Trompenaars, Fons, —Riding the Waves of Culture: Understanding Cultural Diversity in Business, Economist Books, London, 1993.
7. Walton, Sally J, —Cultural Diversity in the workplace Business Skills Express Series.
8. Navarro, Whitehouse, Alice, —Cultural Diversity Management: A New Perspective, Vista 1992.
9. Cox, T —Cultural Diversity in Organisations, Berrett Koehler, 1993.
10. Henderson, George, —Cultural Diversity in the workplace issues and strategies, Greenwood Publishing Group.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

International Trade Laws

IB-08-C

L T P Credit

4 - - 4

Time: 3 hours

External Theory Marks: 75

Internal Marks: 25

Total Marks: 100

Course Objective:

To acquaint the students with various laws governing International business and their proper understanding for right decision making.

Course Contents:

Unit-I: Defining International Law, Public and Private International Law, Sources of International Law, Customary International Law, The Law of Treaties, International Human Rights and Humanitarian Law International Criminal Law, Basic Principles of International Criminal Jurisdiction, Mutual Legal Assistance and Extradition

Unit-II: International Organizations, The Role of the United Nations in International Law, International Court of Justice, UN Agencies Affecting International Business Law, WTO: Organisation of WTO, dispute settlement procedures, Multilateral trade negotiations.

Unit-III: Avoiding Business Disputes, Cultural Attitudes toward Disputes, Methods of Resolution, Alternate Dispute Resolution: Mediation, Arbitration, Litigation: Jurisdiction, Venue

Unit-IV: Ethics, Social Responsibility, and Corporate Codes of Conduct, Corporate Social Responsibility in Developing Countries: A Tale of Two Worlds, Codes of Conduct, Corporate Codes of Conduct, Indian Laws and Regulations Governing International Transactions: FEMA; Taxation of foreign income; Foreign investments; Setting up offices and branches abroad; Restrictions on trade in endangered species and other commodities.

Recommended Books:

1. Daniels, John, Ernest W. Ogram and Lee H. Redebungh, "International Business, Environments and operations",
2. Lew, Julton D.M and Clive Stand brook, "International Trade Law and Practice", Euromoney Publications, London.
3. Karla Shippey, "International Contracts: Drafting the International Sales Contracts", World Trade Press.

Reference Books:

1. Schmothoff's C.R, "Export Trade – The Law and Practice of International Trade". Sweet and Maxwell Publications
2. Motiwal OP, Awasthi HIC "International Trade – the law and practice", Bhowmik and Company, New Delhi.
3. Kapoor N.D, "Commercial Law", Sultan Chand & Co., New Delhi.
4. Pamela Selman – Law of International Trade Text Book
5. Goel, P.K "Business Law for Managers", Wiley India, New Delhi

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Management of Multinational Corporations IB-09-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

The basic objective is to familiarize the students with the operations and management of MNCs.

Course Contents:

Unit-I: A conceptual background of MNC's: Defining MNC's, characteristics, types, growth & evolution of MNC's. A theoretical perspective: Internalisation theory, Oligopoly theory, Tariff jumping hypothesis, Obsolescing bargain theory. The three models of internalisation strategy. Comparative Management: Importance and scope; Approaches of comparative management; management styles and practices in US, Japan, China, Korea, India.

Unit-II: Strategy and MNC's: The role of strategy, Transferring core competencies, Realizing location economies, Realising experience curve economies, Pressures for cost reductions. Local responsiveness, Multinational strategy, International strategy and Global strategy. Modes of entry and strategic alliances. Organisational structure: Vertical & horizontal differentiation. Control and co-ordination in MNC's.

Unit-III: Marketing management in MNC's: Product, price, distribution and communication strategy. Operations management in MNC's: Where to manufacture: Country factors, technology factors, customization and cost efficiency, locating manufacturing facilities. Transfer of knowledge from home country to host country: parent subsidiary relationship, New product development. Human resource management in MNC's: HR policies in MNC's, types of staffing policy, employing expatriates in MNC's, Labour relations in MNC's. Financial management in MNC's: Double taxation relief, provisions of Indian Income Tax Act for double taxation, Transfer pricing.

Unit-IV:

Ethics and social responsibility in MNC's: Stakeholders expectations, Environmental management in MNC's, Dealing with corruption and bribery, Marketing issues, Human rights violation by MNC's. Emerging issues in MNC's: Challenges of globalisation, Towards transnational companies, Enterprise risk management in MNC's. Indian MNC's: Strategic issues for Indian MNC's- Evolution of Indian companies, Moving up the value curve, Overcoming the liabilities of Indianness, Role of Government.

Recommended Books:

1. Hodgetts, *"International Management"*, Tata McGraw Hill, New Delhi.
2. Nagandhi, Anant.R, *"International Management"*, Prentice Hall of India Ltd., New Delhi.

Reference Books:

1. Koontz and Whelrich, *"Management: The Global Perspective"*, Tata McGraw Hill, New Delhi.
2. Adhikary, Manab. *"Global Business Management"*, Macmillan, New Delhi.
3. Thakur, Manab, Gene E. Burton, and B.N. Srivastava, *"International Management: Concepts and Cases"*, Tata McGraw Hill, New Delhi.
4. Christopher Bartlett and Sumantra Ghoshal, *"Transnational Management: Text and Cases"*, Tata McGraw Hill, New Delhi.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

International Trade Theory and Practice

IB-10-C

L T P Credit

4 - - 4

Time: 3 hours

External Theory Marks: 75

Internal Marks: 25

Total Marks: 100

Course Objective:

To understand the basis of international trade and its significance for nations. To analyze the foreign trade policy and its implications for International Business.

Course Contents:

Unit-I: Evolution of International Trade: Introduction, Interdependence of Countries, Internal Trade vs. International Trade, Classical Theory of International Trade Theory of Absolute Cost, The Ricardian Theory of Comparative Costs, Gains from International Trade, Comparative Costs Doctrine Expressed in Terms of Money, Evaluation of the Classical Theory of International Trade, General Equilibrium Theory of International Trade, Exchange Rate Mechanism and International Trade, A Complex Model of Ohlin, Criticisms of the Modern Theory of International Trade, Superiority of the Modern Theory of International Trade, Porter's National Competitive Advantage Theory, Product Life Cycle Theory.

Unit-II: Regional Economic Groupings: Concept of Trade Barriers, Objectives of Trade Barriers, Types of Tariff Trade Barriers, Types of Non-tariff Trade Barriers, Tariff Trade Barriers vs. Non-tariff Trade Barriers, Effects of Trade Barriers, Concept of Regional Economic Groups, Types of Regional Economic Groups, Positive Effects of Regional Economic Groups, Negative Effects of Regional Economic Group, Major Trade Blocs, Free trade vs protection, economic effects of tariff, tariff retaliation, anti-dumping/countervailing duties; export subsidies;

Unit-III: FDI and MNCs: Concept of Multinational Corporations (MNCs), Merits of MNCs, Demerits of MNCs, MNCs in India, Concept of Foreign Direct Investment (FDI), Role and Functions of FDI in Developing Countries, Factors Influencing FDI, FDI Operations in India, FDI Policy in India, Make in India, Foreign Investment Promotion Board (FIPB), Foreign Investment Promotion Council (FIPC), Indian Joint ventures abroad; Project and consultancy exports, Policy on foreign collaborations and counter trade arrangements.

Unit-IV: India's Foreign Trade: Introduction, Significance or Merits of Foreign Trade, Demerits of Foreign Trade, Growth of India's Foreign Trade, Direction of India's Exports, Direction of India's Imports, Major Exports (Commodities) of India, Major Imports (Commodities) of India, Major Exports (Services) of India India's Share in World Trade and [FTP 2015-2020](#), Prospects for India's Foreign Trade Development, Challenges to India's Foreign Trade Development.

Recommended Books:

1. Export-Import Procedure and Documentation, Jain. S. Khushpat, Jain.V. Apexa, Himalaya Publishing House.

Reference Books:

1. B Gupta, R.K. "Anti-dumping and Countervailing Measures", Sage Publications, New Delhi.
2. Verma, M.L. "International Trade", Commonwealth Publishers, Delhi.
3. Varsheny R.L. & B. Bhattacharya, "International Marketing Management", Sultan Chand & Sons, Delhi.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Knowledge Management IT-06-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course objective:

To familiarize the participants with the Knowledge Management and its application in business.

CourseContents:

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

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

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

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

Recommended Books:

1. EM Awad and HM Ghaziri (2007), Knowledge Management, Pearson Education, New Delhi.
2. Hislop, Knowledge Management, Oxford University, Press, Delhi.

Reference Books:

1. Shukla & Srinivasan, Designing Knowledge Management Architecture, Sage, New Delhi
2. Warier, Knowledge Management, Vikas, New Delhi
3. H.C. Mruthyunjaya, Knowledge Management, PHI Learning Private Limited, New Delhi.
4. S. Debowski, Knowledge Management, Wiley India, New Delhi.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Information Security & Cyber Law IT-07-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

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

Course Contents:

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

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

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

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

Recommended Books:

1. Mark Merkow and James Breithaupt, Information Security: Principles and Practices, Pearson Education, New Delhi
2. VivekSood, Cyber Law Simplified, Tata McGraw Hill, New Delhi

Reference Books:

1. Matt Bishop, Introduction to Computer Security, 1/e, Pearson Education, New Delhi.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Data Mining for Business Decisions

IT-08-C

L T P Credit

4 - - 4

Time: 3 hours

External Theory Marks: 75

Internal Marks: 25

Total Marks: 100

Course objective:

To familiarize the students with data mining and warehousing and its application in business organizations.

CourseContents:

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

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

Unit-III: Converting Variable Type - Concatenating R Data Sets - Merging R Data Sets - Producing Summary Reports in R - Creating an Accumulating Total Variable - Accumulating Totals for a Group of Data; Warehouse Management and Support: Capacity planning, purging rules, security measures, backup and recovery strategy; Data Warehouse planning,

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

Recommended Books:

1. Mark W. Humphries and Michael W. Hawkins, Data Warehousing: Architecture and Implementation, Pearson Education, New Delhi.
2. Pudi, Data Mining, Oxford University Press, Delhi.
3. Thareja, Data Warehousing, Oxford University Press, Delhi.

Reference Books:

1. George M. Marakas, Modern Data Warehousing, Mining, and Visualization: Core Concepts, Pearson Education, New Delhi
2. Soumendra Mohanty, Data Warehousing, Tata McGraw Hill, New Delhi.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Enterprise Resource Planning IT-09-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

The objective of the course is to provide overall knowledge regarding the concepts and structure of ERP systems and imparts necessary managerial skills for ERP implementation in a business enterprise

Course Contents:

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

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

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

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

Recommended Books:

1. Sumner, Marry, Enterprise Resource Planning, Pearson Education, New Delhi

Reference Books:

1. Ray, Rajesh, Enterprise Resource Planning: Text & Cases, Tata McGraw Hill, New Delhi.
2. Leon, Alexis, ERP Demystified. Tata McGraw Hill, New Delhi.
3. Garg, V. K and Venkitakrishnan, N. K., Enterprise Resource Planning: Concepts and Practices 2ed, PHI, New Delhi.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Strategic Management of Information Technology

IT-10-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

This subject is aimed at developing an understanding of use of Information Technology as a Strategic Tool for Business Management. The course focuses on development of Information Technology Leadership.

Course Contents:

Unit-I: Organizational nature and meanings of technology: Strategy formation, emergent factors affecting the final realized technology strategy, Perspectives Technology strategy, formal strategy design, fitting an organization's internal capabilities to the conditions in its external environment.

Unit-II: Information Technology Strategic Plan: Planning for Technology, Current Technological environment, Information Technology Initiatives, Information Partnerships, Managing in the Market space- National Information Infrastructure and IT Policy at the National Level, Strategic Focus, Infrastructure and Service, Strategic Investment, Service Delivery, Initiatives, Collaboration, Connectivity, Mobility, Planning for strategic IT Resource.

Unit-III: Strategic Management of IS/IT Functions: The Role of the IS Department, The Role of the CIO, the Role of CEO, Key Issues in Information system & Management, Six IS leadership roles, Analytical Framework for Strategic IT Initiatives, Sustaining Competitive Advantage of use of IT & Management, I.T. & Intensive Strategic Growth, Creative Learning, Organizational Learning and Role of Information technology in Business Transformation.

Unit IV: Technology planning for strategic position: Importance of effective dynamic interaction of technology with business planning, factors affecting increasingly rapid rates of change in the technology and business environment. Planning processes, the relationships between technology and competitive position.

Recommended Books:

1. Strategic Management in Information Technology, David B. Yoffie, Prentice Hall, New York
2. Executive Strategy: Strategic Management and Information Technology, Frederick Betz, John Willey & Sons

Reference Books:

1. Management Strategies for Information Technology (Business Information Technology), Earl, Prentice Hall, New York
2. Information technology strategy and management: Best practices, Chew, Eng K., & Gottschalk, P., Information Science Reference, New York
3. Business value of IT. Boston: Harvard Business School Press
4. Selected readings on information technology management: Contemporary issues. Kelley, George, Information Science New York
5. Annuals of cases on information technology, Khosrow-Pour, Mehdi, Idea Group Publishing, London
6. The IT payoff: Measuring the business value of information technology investments, Sarv, D., & Kohli, R., Prentice Hall, New York

Note:

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

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

Operations Strategy OM-06-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course objective:

The main objective of this course is to familiarize the students with the basic aspects of operation strategy by building on the theories and concepts are discussed in relation to analysis, design and control of enterprise product and service offerings and associated value adding processes.

Course Contents:

Unit-I: Introduction to Operations Strategy: Defining strategy, Defining operations strategy, operation strategy matrix, process of operation strategy; Operation performance: five generic performance objectives; importance, Tradeoffs; Substitutes for strategy: Total quality management, Lean operations, Business process reengineering, Six sigma.

Unit-II: Capacity strategy: Definition, Level of capacity strategy, Capacity change, Location of capacity; Purchasing and supply strategy: Definition, do or buy, vertical integration decision, contracting and relationships, supply network dynamics, purchasing and supply chain risk.

Unit-III: Process technology strategy: Definition, Evaluation, Product process matrix, Challenges to Information technology; Improvement strategy: Development and improvement, setting the direction, Importance; product and service development and organisation: Process & Importance.

Unit-IV: Process of operations strategy – formulation and implementation: Formulating operations strategy, analysis, challenges, implementation; Process of operations strategy –monitoring and control: tracking performance, Implementation risk, learning, appropriation and path dependency

Recommended Books

1. Nigel Slack & Michael Lewis, "Operations Strategy", Pearson Education, New Delhi.

Reference Books:

1. Robert Hayes, Gary Pisano, Operations Strategy & Technology, Wiley.
2. Ted James, "Operations Strategy", Ted James & Ventus Publishing.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Technology Management OM-07-C (Same as IT-02-C)

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course objective:

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

Course Contents:

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

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

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

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

Recommended Books:

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

Reference Books:

1. Norma Harrison and Danny Samson, Technology Management: Text and International Cases, TMH, New Delhi
2. Robert Burgelman, Clayton Christensen and Steven Wheelwright, Strategic Management of Technology & Innovation, Tata McGraw Hill, New Delhi.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Manufacturing Systems Management OM-08-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course objective:

To understand the fundamentals concepts of a manufacturing system, new product development and synchronous manufacturing.

CourseContents:

Unit-I: Introduction: Requirements of Manufacturing, Various methodologies, Strategic Issues in Manufacturing, Cellular Manufacturing; Cell Formation - Early methods: Production Flow Analysis., Rank Order Clustering, Similarity based methods; Cell formation algorithms: P median formulation, Assignment formulation, ZODIAC algorithm., Metaheuristics, Considering sequence, Considering workload.

Unit-II: Minimizing intercell movement: Remainder cells, Machine duplication, Part subcontracting; Product based cell formation; Operator Allocation: Rabbit chasing, Dedicating operators, Static operator allocation problems, Network Models.

Cell scheduling and sequencing: Part Family sequencing, Dispatching rules; Cell layout; Just In Time Manufacturing: Concepts and definitions, Implementation issues, Kanban, CONWIP and Kanban.

Unit-III: Issues in New Product Development: Strategic importance. Types of new product development. Process of new product development, Computer aided design, Modular design, Product Profiling.

Unit-IV: Synchronous Manufacturing: The Goal, Principles of SM, TOC and LP, Scheduling; Flexible Manufacturing Systems: Concepts, FMS loading problems, FMS scheduling problems; Focused Manufacturing: Principles and Concepts; World Class Manufacturing.

Recommended Books:

1. M Baker, S Hart, "Product Strategy and Management", Pearson Education, New Delhi.
2. Terry Hill, Alex Hill "Manufacturing Operations Strategy Text and Cases", Palgrave MacMillan.

Reference Books:

1. Askin R G and Strandridge C R, Modelling and Analysis of Manufacturing, John Wiley and Sons.
2. Askin R G and Goldberg J B, Design and Analysis of Lean Production Systems, John Wiley and Sons.
3. Steve Brown, "Strategic Manufacturing for Competitive Advantage", Prentice Hall, New Delhi.
4. Jim Todd, "World Class Manufacturing" Nigel Slack, Michael Lewis, "Operations Strategy", Pearson education, New Delhi

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Sourcing Management OM-09-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

To demonstrate a working knowledge of raw materials and finished goods flow within the supply chain. Develop understanding for the application of inventory principles. Apply fundamental supplier selection and vendor analysis techniques.

Course Contents

Unit I: Introduction to Global Sourcing, Trends in Global Sourcing, Supply Management-Strategic Sourcing, Negotiation process, Methods of sourcing, Performance Measurement and Evaluation (Concepts and Metalcraft Case), Sourcing Risk Management identifying, assessing, and controlling risk

Unit II: Supplier Evaluation and Selection, locate, develop, qualify, and employ suppliers, Master supply agreement, Analytical Tools in Sourcing (Total Cost of Ownership (Wire Harness case), Pricing Analyses (Plastic Shield case), score card method, supplier research and market analysis

Unit III: Analytical Tools in Sourcing (Foreign Exchange Currency Management, Learning Curve, Quantity Discount Models)-Integrative Pacific Systems Case (Sourcing Risk, Supplier Financial Analysis)-Electronic Sourcing, solicitation method

Unit IV: Understanding the environment, concept of sustainability, green sourcing, global and national standards, major sustainability issues, cultural diversity and sourcing process, operational alignment with sourcing strategy.

Recommended Books:

1. Fred Sollish MS, John Semanik: Strategic Global sourcing, Wiley
2. Daniel Senft: International Sourcing, Springer.

Reference Books:

1. Shah, J. "Supply Chain Management", Pearson Publication, New Delhi.
2. Donald J Bowersox, Dand J Closs, M Bixby Coluper, "Supply Chain and Logistics Management", TMH
3. Sahay B.S. "Supply Chain Management", Macmillan, New Delhi.
4. Agarwal D.K. "A Text Book of Logistics and Supply chain management", Macmillan, New Delhi.
5. Raghuram G. "Logistics and Supply Chain Management", Macmillan, New Delhi

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Supply Chain Analytics OM-10-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course objective:

To treat the subject in depth by emphasizing on the advanced quantitative models and methods in logistics and supply chain management and its practical aspects and the latest developments in the field.

CourseContents:

Unit-I: Warehousing Decisions: Mathematical Programming Models, P-Median Methods, Guided LP Approach, Balmer-Wolfe Method, Greedy Drop Heuristics, Dynamic Location Models, Space Determination and Layout Methods

Unit-II: Inventory Management: Inventory aggregation Models, Dynamic Lot sizing Methods, Multi-Echelon Inventory models, Aggregate Inventory system and LIMIT

Unit-III: Transportation Network Models, Notion of Graphs, Minimal Spanning Tree, Shortest Path Algorithms, Maximal Flow Problems, Multistage Trans shipment and Transportation Problems, Set covering and Set Partitioning Problems, Traveling Salesman Algorithms, Advanced Vehicle Routing Problem Heuristics, Scheduling Algorithms-Deficit function Approach and Linking Algorithms

Unit-IV: Analytic Hierarchy Process, Data Envelopment Analysis, Risk Analysis in Supply Chain, Measuring transit risks, supply risks, delivering risks, Risk pooling strategies, Fuzzy Logic and Techniques-Application in SCM

Recommended Books:

1. Sunil Chopra and Peter Meindel. Supply Chain Management: Strategy, Planning, and Operation, 5th Edition, Prentice Hall
2. Jeremy F. Shapiro. Modeling the Supply Chain. Duxbury Thomson Learning
3. D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar, Designing and Managing the Supply Chain concepts, Strategies and Case studies, Third Edition, Tata McGraw Hill, New Delhi
4. D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, Managing the supply chain: the definitive guide for the business professional. McGraw-Hill.

Reference Books:

1. Sridhar Tayur, Ram Ganeshan, Michael Magazine (editors). Quantitative Models for Supply Chain Management. Kluwer Academic Publishers
2. Hyndman, R. J., & Athanasopoulos, G., Forecasting: principles and practice, Online OpenAccess Textbooks, <https://www.otexts.org/fpp>
3. James, G., Witten, D., Hastie, T., & Tibshirani, R., An introduction to statistical learning: with application in R, New York: Springer
4. Makridakis, S., Wheelwright, S. C., & Hyndman, R. J., Forecasting methods and applications. John Wiley & Sons.
5. Chopra, S., & Meindl, P., Supply Chain Management Strategy, Planning and Operation, Prentice Hall.
6. Nahmias, S., Production and operations analysis, McGraw-Hill/Irwin, Sixth Edition.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Public Policy Evaluation PPM-06-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course objective:

The objective of this course is to make students familiar with the public policy evaluation concept, approaches, criterion of evaluation and the ethics involved in it so that a comprehensive faire evaluation process of public polices can be understood.

CourseContents:

Unit-I: Policy Evaluation: Introduction, concept of Policy Evaluation, evaluation types: Performance appraisal, Audit, Result evaluation, Impact assessment; functions of evaluation; criteria for evaluation; issues of the acceptability of evaluation results; problems in evaluation policy; constraints of public policy evaluation.

Unit-II:Approaches to policy evaluation & policy impact: Introduction, Evaluation as rational analysis, Evaluation as a tool of HRM, Multiplist approach, Design approach, Negotiation approach, Evaluating impact

Unit-III: Criteria for evaluation: Efficiency, Effectiveness, Adequacy, Equity, Responsiveness; Evaluating Policy: Building framework for policy analysis, Evaluation Research, Cost-Benefit Analysis, Funding for policy analysis, Policy monitoring: Techniques for monitoring-Technical performance, time performance, cost performance.

Unit-IV: Ethics and Public Policy, Performance and Performance Management. Policy performance: Evaluating Impact, -Purpose of impact assessment, Methods of impact assessment; Evaluating Agencies; Globalization of National policy-making: impact of global events on national policy agenda.

Recommended Books:

1. R.K. Sapru, Public policy: Formulation, Implementation & Evaluation, Sterling Publisher Private Limited, New Delhi.
2. PrabirKumar De, Public Policy & Systems, Pearson Education, New Delhi.
3. R.K. Sapru, Public policy: Art & craft of policy analysis, PHI Learning Private Limited, New Delhi.

Reference Books:

1. Stuart S. Nagel, Handbook of Public Policy Evaluation, Sage Publications, New Delhi.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Social Marketing PPM-07-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course objective:

The objective of the course is to familiarize the students to design social campaigns with a view to bring change in the behavior of the public in the fields of public health and environment.

CourseContents:

Unit-I: Social Marketing: Concept, Scope, Comparison with Commercial Marketing, Approaches to influence public Behavior; Social Marketing Planning Process; Elements of Campaign.

Unit-II: Social Marketing Environment: Campaign Focus and purpose, Mapping the Internal and External Environments; Establishing Target Audiences: Target Marketing.

Unit-III: Setting Campaign Objectives and Goals: Behavior Objective, Knowledge Objective, Belief Objective; Social Marketing Strategies: Product in social marketing, Price of a social marketing product.

Unit-IV: Promotional Strategies: Types of Media Channels, Choosing Media Vehicles, Timings and Factors Influencing media strategies; Plan Evaluation and Monitoring: Outcome measures, Process Measures; Establishing Budgets and finding Funding Sources.

Recommended Books:

1. Philip Kotler, Ned Roberto, Nancy Lee, "Social Marketing: Improving the quality of life", Sage Publication.
2. Nancy R. Lee, Philip Kotler, "Social Marketing; Influencing Behavior for Good", Sage Publication.

Reference Books:

1. Philip Kotler, Eduardo L. Roberto, Ned Roberto, "Social marketing: strategies for changing public behavior" Free Press.
3. R. Kraig Lefebvre, "Social Marketing and Social Change", Wiley.
4. Hong Cheng, Philip Kotler, Nancy R. Lee, "Social Marketing for Public Health: Global Trend and Success Stories", Jones and Bartlett Publishers, LLC

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Sustainable Development PPM-08-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course objective:

To enable the students to gain acumen, insight and through knowledge relating to the various aspects of sustainable development.

Course contents:

Unit I: Meaning and Scope, Corporate Social Responsibility and Corporate Sustainability, Sustainability Terminologies and Meanings, Why is Sustainability an Imperative Sustainability Case Studies, Triple Bottom Line (TBL)

Unit II: Corporate Sustainability Reporting Frameworks, Global Reporting Initiative Guidelines National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business, International Standards, Sustainability Indices, Principles of Responsible Investment, Challenges in Mainstreaming Sustainability Reporting, Sustainability Reporting Case Studies.

Unit III: Legal Framework, Conventions, Treaties on Environmental and Social Aspects, Principle of Absolute Liability. UN Conference on Human Environment, UN Environment Programme, Brundtland Commission, UN Conference on Environment and Development, Rio Declaration on Environment and Development, Statement of Forest Principles, UN Framework Convention on Climate Change, Convention on Biological Diversity, Kyoto Protocol, Bali Roadmap, United Nations Conference on Sustainable, Development (Rio+20), Millennium Development Goals, International Labour Organisation, Environmental Protection in India, Ecomark

Unit IV: Contemporary Developments – Integrated Reporting, Rule in Rylands v. Fletcher, Applicability of Rylands Doctrine in India, Industrial Disasters, Hazardous or inherently dangerous industry, Departure from Rylands v. Fletcher, Water Pollution, Corporate Manslaughter and Corporate Homicide Act 2007, UK.

Recommended Books:

1. John F. Steiner and George A. Steiner, Business, Government, and Society: A Management Perspective, Text and Cases, 2012, McGraw Hill, New Delhi.
2. Andrew Crane and Dirk Matten, Business Ethics: Managing Corporate Citizenship and Sustainability in The Age of Globalization, Oxford University Press, UK.
3. Allenby, B R 1993, Industrial Ecology, New York, Prentice Hall.
4. Hand Book of Sustainable Development, 2ndEdn, Cheltenham, UK, Edward Elgar

Reference Books:

1. Boarright, J R, 2012, Ethics and Conduct of Business, 7thEdn, Upper Saddle River, NJ: Pearson Education.
2. Brown, M T, 2005, Corporate Integrity: Rethinking Organizational Ethics and Leadership, Cambridge: Cambridge University Press.
3. Crane, A. Matten D. and Moon, J, 2008, Corporation and Citizenship, Cambridge: Cambridge Univ. Press.
4. Crane, A . 2000, Marketing, morality and natural environment, London, Routledge.
5. Parkinson, J.E. 1993, Corporate power and responsibility, Oxford University Press
6. Part, A. 2009, Hijacking sustainability, Cambridge, MA, MIT Press
7. Yaziji, M. and Doh J. 2009, NGO and Corporations: Conflict and Collaboration, Cambridge: Cambridge University Press.
8. Zadek, S. Pruzan, P. and Evans, R. (eds) 1997, Building corporate accountability, emerging practices in social and ethical accounting, auditing and reporting, London, Earthscan.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Rural Development PPM-09-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course Objective:

The student will be able to understand the concept of Rural Development, Approaches and Strategies, analyse the implementation of major development and welfare programmes, identify the institutions involved in rural development and evaluate the concerns of rural development Information system

Course Contents:

Unit I: Introduction: Rural Development: Concept, Elements, Importance and Scope - Approaches: Sectoral, Area Approach, Target Group Approach, Participatory Approach, Integrated Approach - Strategies of Rural Development - Rural Management: Scope and Significance of Rural Management – Economic perspectives of Rural Development: Lack of access to assets, Micro finance, Capital market - Sectoral Issues in Rural development: Agriculture, Industries, Land Reforms

Unit II: Institutions for Rural Development and Management: Structure, Functions and Role in Rural Development - National level Institutions: Planning Commission, Ministry of Rural Development, Ministry of Panchayati Raj, NIRD, CAPART and NABARD; State Level Institutions: State Planning Board, State Institute of Rural Development and Kerala Institute of Local Administration - District & Other Level Institutions: District Planning Committee; Panchayati Raj Institutions - Community Based Institutions – Scientific inputs and support from the Institutions like ICAR, ISRO, CSIR Institutes, etc.

Unit III: Rural Development Information System (RDIS): Management Information System - Impact of MIS on organization - RDIS: RD professionals' responsibility in phase of RDIS development - RDIS Planning & RDIS Implementation - Emerging Trends in RDIS

Unit IV: Major Development and Welfare Programmes

Mahatma Gandhi National Rural Employment Guarantee Programme (MGNREGS) - Swarnajayanti Gram Swarajgar Yojana / National Rural Livelihood Mission (NRLM) - Indira Awaas Yojana (IAY) - National Rural Health Mission (NRHM) - Total Sanitation Programme (TSP) - Swajaldhara - Backward Region Grant Fund (BRGF) – Pradhan Mantri Grameen Sadak Yojana (PMGSY) – Integrated Wasteland Development Programme (IWDP) - Provisions of Urban Amenities in Rural Areas (PURA) – PPP/CSR Initiatives in Rural Development

Recommended Readings

1. Prasad, B.K.(2003), Rural Development: Concept, Approach and Strategy, New Delhi: Sarup & Sons. Singh, Katar. (2009). Rural Development – Principles, Policies and management, New Delhi: Sage.
2. Srivastava, Madhuri and Alok Kumar Singh (Eds.) (2008), Rural development in India: Approaches, strategies, and programmes, New Delhi: Deep and Deep Publications.
3. Sundaram, Satya. (2002), Rural Development Mumbai: Himalaya.

Reference Books:

1. Government of India. (2012), Greening Rural Development in India, New Delhi: Ministry of Rural Development and UNDP.
2. Singh, Katar and RS Pundir. (2000), Co-operatives and Rural Development in India, IRMA. India Rural Development Report 2013-14, Hyderabad: Orient Blackswan.

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

Indian Social and Political System PPM-10-C

L T P Credit
4 - - 4
Time: 3 hours

External Theory Marks: 75
Internal Marks: 25
Total Marks: 100

Course objective:

The objective of this paper is to make students familiar with the framework of social and political system in the country and how social and political system works.

CourseContents:

Unit-I: Significance of the Indian Model of Political System; Nationalist Movement – Socio-economic and philosophical foundation of Indian Constitution; Fundamental rights – Directive principle of state policy; Federalism and Centre-State Relations. Prime Minister – Cabinet and Parliament; Judiciary and Judicial Review; Role of Civil Services – Role of Caste; Religion, Language and Regionalism – Concept of Dominant Caste Morris Jone’s – Three Idioms of Indian Politics

Unit-II: Political Science- Politics, Political Philosophy, Political Thought, Political Theory, Political Science- Approaches, Debates & Trends, Relationship with Social sciences.

Unit-III: Sociology: Nature, Scope & Significance; Relationship with History, Economics, Political science, Anthropology & Psychology; Basic Concepts: Society, Community, Association, Social structure, Status & Role, Norms & values. Indian Social Institutions: Kinship, Family, Marriage; Caste and its Changing Dimensions.

Unit-IV: Societies: Types and Characteristics- Tribal, Rural, Urban, Industrial and Post-Industrial; Processes of Social Change: Characteristic Features of Industrialization, Modernization, Globalization and Secularization; Social Stratification: Concept and Bases; Forms- Caste, Class, Power & Gender; Social Issues and Problems: Secularism and Religious Minorities, Inequality of Caste, Divorce; Problems of Aged, Corruption

Recommended Books:

1. Ahuja, Ram (2001): Indian Social System, New Delhi: Rawat Publication
2. Fulcher & Scott (2003: Sociology, New York: Oxford University Press.
3. Rajni Kothari, Politics in India, Orient Longman Private Limited, New Delhi
4. Ahuja, Ram (2000): Social Problems in India, New Delhi: Rawat Publications

Reference Books:

1. N.D. Arora, Political science, Tata McgrawHill.
2. Bottomore, T.B. (1972): Sociology: A Guide to Problems and Literature, Bombay: George Allen and Unwin (India).
3. Fulcher & Scott (2003: Sociology, New York: Oxford University Press
4. Inkeles, Alex (1987): What is Sociology? New Delhi: Prentice-Hall of India
5. Ahuja, Ram (1997): Society in India: Concept, Theories and Recent Trends, Jaipur: Rawat Publication

Note:

1. A minimum of three (03) and maximum of eight (08) cases shall be discussed by the faculty.
2. The list of cases and other specific reference material including recent articles will be given by the instructor at the time of launching the course.
3. Examiner will set eight questions in all, selecting two questions from each unit. Students will attempt five questions in all selecting one question from each unit.

As part of the requirements to be fulfilled for the award of the degree of Masters in Business Administration (MBA) from Deenbandhu Chhotu Ram University of Science & Technology, Murthal students are expected to undergo a 6-8weeks summer internship after their second semester and during their summer break (June-July). The candidates are expected to present a report on the same in their third semester. This document contains details of expected practices and guidelines with respect to the summer internship and subsequent report. Clearly general guidelines such as these may not cover all circumstances. Particular emphasis and minor adjustments may be necessary in individual cases. Such adjustments are to be brought to the notice of the faculty and only on their approval it should be incorporated in the report. It is thus imperative that students consult their faculty members for specific advice and guidance on matters pertaining to the design and content of internship and of course, the reporting of it.

PART 1: THE SUMMER INTERNSHIP

Every participant of the MBA 2 Year course is expected to undergo 6-8 weeks of summer internship during their summer break after second semester examinations. They are also required to submit a report on the same in their third semester which will be treated at par with a full course.

1.1 Objectives of the Summer Internship

- To provide extensive exposure to the participant of hands on experience in diverse kind of organizations like Industrial, Social, Government, NGO's etc.
- To provide participants an opportunity for application of knowledge and techniques learnt in the first year of their programme to real problems and to test out and enrich one's understanding, knowledge and skills
- To give participants an insight into the working of the real organizations and gaining deeper understanding of specific functional areas
- To help participants develop an appreciation for the linkages among different functions and developing a realistic managerial perspective about organizations in their totality
- To provide a platform for the corporate to test the reliability, quality and performance of the participants and make a match for final job offer later if they so deem fit

1.2 Supervision

During the internship the student will be under the supervision of a person in the organization who will act as his/her corporate guide. He/she will provide guidelines on how the student should work during the stay with the organization. In addition, each student will be guided by a faculty of Department of Management Studies, Deenbandhu Chhotu Ram University of Science & Technology, Murthal. The student will be required to report to the faculty guide immediately after joining the company for the project (Format as in the Annexure I). The student is required to meet the faculty guide before departing for the summer internship and take necessary instruction from him/her.

The faculty guide may consult the corporate guide from time to time for obtaining information on the progress of the internship of the student.

1.3 Participant's Conduct during the Internship

The participants are required to be thorough professional during the course of their internship. Following are certain Do's and Don'ts that the participants are expected to follow:

1. The participants are required to abide by the rules of the organization where they are undergoing their internship
2. The corporate organization will be taking a strong view of the punctuality and behavior of the participant during the internship and therefore the participant is required to be on his/her best behavior and inculcate the good norms of the organization.
3. In case a participant has to take leave of absence, he/she has to take necessary permission from the organization and the faculty guide before he/she proceeds on leave.
4. In case the participant is to take up project-based work at the instance of the company he/she should conduct it to his/her best capabilities under the guidance of the faculty/corporate guide.

5. No participant should try to copy or use information in such a way that will project false and baseless for the company. All participants are required to maintain strict confidentiality of any information they come across in the organizations in course of their internship. The participants involved in any malpractice shall be duly penalized.
6. Be active, enthusiastic, motivated, energetic pro-active and work hard
7. Try to plan your time and what you expect from summer internship week by week
8. Keep a daily/weekly record of the progress of your internship
9. Maintain healthy and cordial relationship with the people in organization while understanding and respecting the culture of the organization and its structure
10. Do not take the Internship lightly and casually and give an impression that you are doing the internship just for the sake of it. Put your heart and soul to it.
11. Try to stay clear from the internal politics and discords that the organization members might have between them.

1.4 Role of the Organization and the Preceptor

The sponsoring organization agrees to provide a preceptor/supervisor to oversee the participant's internship. The preceptor/supervisor should have expertise in assigned project areas, experience and status within the organization, and an interest and competence in supervising and mentoring. As a mentor, the preceptor/supervisor shares organizational values, experiences and contacts with the student to facilitate a successful organization practice internship.

The preceptor/supervisor provides an orientation to the organization and to the student's specific projects. This may include:

- describing the organizational mission and vision
- introducing the intern to key people within the organization
- arranging informational meetings with key personnel in student's area of interest
- providing information about the target population
- reviewing organizational policies and procedures
- familiarizing the intern with office equipment and procedures

Projects assigned to the student should meet the organization's needs as well as the participant's learning objectives. The preceptor and supervisors assist the participant by providing access to the resources needed to complete the work. The participant is encouraged to apply classroom learning. An ideal project allows the participant to take initiative, work on a team and work with other disciplines.

The participant benefits from attending meetings with management and other leaders within the organization to gain a better understanding of the broader context of the organization. The preceptor is encouraged to invite the participant to observe special meetings and attend in service trainings throughout the internship.

The preceptor meets with the participant on a regular basis to discuss progress on projects and learning, as well as any issues that may arise as a result of the participant's activities. Frequent feedback on both strengths and areas for improvement is crucial to the participant's professional development.

If the participant has been assigned a supervisor for the project who is not the preceptor then the preceptor and supervisor should work together to provide the necessary guidance and feedback for the intern. Joint meetings to discuss projects and progress may be helpful.

Conducting informational interviews with key individuals in the organization is another important way for participant to gain a broad organization perspective and professional confidence

1.5 Student's Role and Responsibilities

The internship provides exposure and access within organizations that participants may not otherwise have the opportunity to experience during the early years of their organization careers. The participant is expected to function as a professional, which is reflected in the projects and activities performed and in relationships with the organization's administrators and other staff. The participant is responsible to the preceptor for agreed upon projects and work duties.

Students are expected to:

- assist the preceptor with management of the internship experience
- provide professional quality work
- comply with the policies and procedures of the organization integrate within the structure of the organization
- take initiative in designing or implementing a project
- complete academic and professional assignments related to the placement

PART 2: SUMMER INTERNSHIP REPORT

2.1 Basic Requirements

- All the students have to prepare and submit a written project at the end of the internship.
- Each participant will make at least two hard bound copies of internship report in the recommended format to be submitted to the office of the Chairman individually along with the requisite fees
- The submission is to be made within one month of the completion of the summer internship.
- The copies are to be hardbound copies and should have the contents of title page inscribed/pasted on them.
- It is the students' responsibility to organize the binding and make sure that the copies are ready before the submission date.
- The report should include a certificate issued by a competent authority from the company as provided in Annexure II
- The copies must be signed by the supervising authority at the organization only in the bounded form.
- The report should also accompany the Summer Internship Feedback Form (as in Annexure IV) duly signed by the supervisor at the sponsoring company
- This may not necessarily be a statistical or analytical report; it could be learning and experience sharing too.
- Detailed format and guidelines for writing the report are attached herewith for your reference in subsequent sections.

What follows is an attempt to provide students with some rules, and some helpful advice on an acceptable practice. However, students are still advised to consult their faculty for more specific advice in relation to their summer internship report.

3.1 The Generic Structure

<p>Certificate Acknowledgements Abstract/Executive Summary Table of Contents</p> <p>CHAPTER 1 AIM & ESTABLISHMENT OF THE ORGANISATION</p> <ul style="list-style-type: none">▪ Establishment of the organisation▪ Position in the industry/field/area▪ Types of services/products given/produced▪ Mission statement and aim of the company <p>CHAPTER 2 POLICY OF THE COMPANY</p> <p>This chapter enlists organizational policies concerning customer services, personnel (motivation, how staff are expected to behave etc.) production, advertising/promotion, environment and so on. For example, 'The customer is always right'; 'Do not harm the environment'; 'Staff must wear uniform'; etc.</p> <p>CHAPTER 3 ORGANIZATIONAL STRUCTURE OF THE COMPANY</p> <ul style="list-style-type: none">▪ Departments and functions of each department▪ Organizational chart▪ Key Personnel <p>CHAPTER 4 WORK EXPERIENCE</p> <ul style="list-style-type: none">▪ Project/experiential learning/organizational analysis▪ Factors determining policies and programs and the ability of the organization to fulfill its mission such as trends, recent changes internally or externally that might enhance or hinder the ability to proceed as planned. The organizational analysis may be made available, with permission, to students considering an internship at the site in the future. <p>CHAPTER 5 DESCRIPTION OF WORK RESPONSIBILITIES TAKEN</p> <ul style="list-style-type: none">▪ Describe the department you worked in▪ Layout of the office▪ Job description▪ Machines, Computer programmes used
--

CHAPTER 6 EXPERIENCE GAINED AND PROBLEMS FACED

- What did you learn? How will this experience help you in the future?
- Problems faced
- What was missing/lacking?
- How could you have done your work better?
- How could you have gained more experience?

CHAPTER 7 CONCLUSION, SUMMARY AND RECOMMENDATIONS

Your thoughts, views and comments in general about the company and your work experience

3.2 Specific Mechanics of the Report

3.2.1 Word Length

The total length of the report is 15,000-25,000 words (70-100 A-4 size pages). This length is exclusive of title and contents page, figures, tables, appendices and references.

3.2.2 Plagiarism

Plagiarism, that is, the willful representation of another person's work, without the acknowledgement or the deliberate and unacknowledged incorporation in a student's work of material derived from the work (published or otherwise) of another, is UNACCEPTABLE and will incur the penalty of outright failure.

3.2.3 General Text

Text should be one and a half spaced using printing on both sides of the pages and duly numbered. However, new chapters, sections, etc. should start from odd numbered pages.

Font: Times New Roman, Size 12, Justified (both left and right) alignment

In-text emphasis: Use italics or bold typeface

Paragraphs: 0.5" First line indentation; One and half line spacing with 12 point space after paragraph

Page Margins: Top: 1"; Bottom: 1"; Inside: 1.5"; Outside: 1" (Mirrored layout)

Page numbers:

- Centered at the bottom of the page
- Roman numerals (i, ii, ...) should be used from the pages preceding Table of Contents (excluding the title page)
- The main body of the text (where the Introduction) commences on Page 1
- The pages included in Appendices/Annexure are to be numbered in roman numerals (I, ii, ...)

3.2.4 Headings:

- Chapter Headings size 16 in bold typeface
- Sub-Headings size 14 in bold typeface
- Main Chapter headings in block capitals
- Chapter headings left justified at the top of a new page
- All other headings justified and followed by a single line space

- Use sub-headings together with a numbering system used in this document thus giving structure to your work.

3.2.5 Quotations:

- Single line-spacing
- Indented left and right
- Justified left and right
- Must include author name, date and page number referring to the parent text

3.2.6 Tables, Figures etc.

- Must be numbered according to the chapter (e.g. Table 5.1 means that it is located inChapter 5 and that it is the first table presented and discussed in this chapter)
- Must have a title at the top and key (legend) underneath
- The table title must be set in sentence case (only first letter in capital) as follow:
Table 5.1 Summary of sample characteristics
- Only the Table index number should be in bold. Rest of the title should be in plain text.

3.2.7 Typing and Proof Reading

Always proof read your copies for good grammar and presentation before handing your work to your supervising faculty. Special attention should be made to the final draft of your report.

Be prepared for the unexpected such as hard disk failure, loss or corruption of CDs and printer failure. Use back-up disks and always keep (updated) hard copies of your work in case of an emergency!

DEPARTMENT OF MANAGEMENT STUDIES
DEENBANDHU CHHOTU RAM UNIVERSITY OF SCIENCE & TECHNOLOGY, MURTHAL

Summer Internship – Joining Report

1. Name of Student	_____
2. Roll No	_____
3. Name of the Company	_____
4. Correspondence Address with Ph. No.(during internship)	_____
5. Email	_____
6. Date of Joining Internship	_____
7. Internship Guide Details	
a.Name	_____
b.Designation	_____
c.Telephone No.	_____
d.Contact Address	_____
e.Email Address	_____
8. Project Title	_____
9. Project Description	_____

(Signature of Student)

(Signature of Supervisor)

[Send a copy of this form to the Department office within one week of joining by post/fax/email]

Certificate

This is to certify that Mr./ Ms. _____ of _____(batch) of _____ (name of the department/institute) has worked with our company for his/her summer internship from _____ (date) to _____ (date) and has worked on _____ (project title).

The work carried out by him/her and performance shown by him/her during the period was found excellent/very good/good/average. This certificate is being issued to meet the requirement of the University.

Date:

(Signature of Supervisor)

Name and Designation of Signatory
Seal/Stamp of the Organization

SUMMER INTERNSHIP REPORT

Conducted at

NAME OF THE COMPANY

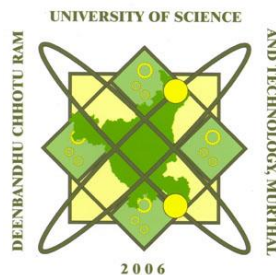
on Project (if any)

TITLE OF PROJECT

Submitted to
Deenbandhu Chhotu Ram University of Science and Technology, Murthal

in the partial fulfillment of requirements for the award of
degree of Master of Business Administration
Session [20__ -20__]

Submitted by
Name of Student
Roll No.



**DEPARTMENT OF MANAGEMENT STUDIES
DEENBANDHU CHHOTU RAM UNIVERSITY OF SCIENCE AND TECHNOLOGY
MURTHAL (SONEPAT)**

DEPARTMENT OF MANAGEMENT STUDIES
DEENBANDHU CHHOTU RAM UNIVERSITY OF SCIENCE AND TECHNOLOGY, MURTHAL

Summer Internship - Feedback Form
 (to be filled up by internship supervisor/departmental head)

Name of Student: _____ Roll No. _____

Project Title: _____

Department: _____

A. Please tick appropriate box

E: Excellent; VG: Very Good; G: Good; A: Average; P: Poor

S. No.	Parameter	E	VG	G	A	P
1.	Extent of conceptual reading and clarity					
2.	Comprehension of the project/assignment given					
3.	Seriousness, sincerity & thoroughness in planning before the study started					
4.	Sense of responsibility and commitment					
5.	Time and quality orientation					
6.	Initiative, drive and enthusiasm					
7.	Communication effectiveness and keeping the superiors informed about the progress					
8.	Prevention of mistakes and seeking guidance from the experienced person					
9.	Acceptance of mistake					
10.	Depth of study in relation to the scope envisage					
11.	Quality of analysis and diagnosis, Depth & breadth					
12.	Practicality or recommendation vis-à-vis purpose of the study					
13.	Behavior and conduct					
14.	Discipline, punctuality and regularity					
15.	Quality of reporting and presentation					

B. Is the report useful to the company? Yes No

C. Will you implement suggestions of the report, if any? Yes No

D. If yes, to what extent and in what respect?

E. If no, can you please specify the reasons for rejections?

F. Any weaknesses observed, which he/she needs to correct and Department should pay attention to

G. Any aspect on which he/she should pay more attention to be more professional and effective

H. Any other remarks/observations/suggestions

Date: _____

Name: _____ **Designation:** _____

Company: _____

Contact _____

Address: _____

Telephone: _____ **Email:** _____

Date: _____

**Signature of the Project Guide /
Departmental Head with Company seal**

Note: The completion report should be submitted on completion of the summer internship as soon as possible. The report should be sent by the Company in a sealed envelope by hand of the concerned student.

As part of the requirements to be fulfilled for the award of the degree of Masters in Business Administration (MBA) from Deenbandhu Chhotu Ram University of Science & Technology, Murthal, students are expected to undergo a research project and present a research project on the same in their fourth semester. This document contains details of expected practices with respect to the research project submission. Clearly general guidelines such as these may not cover all circumstances. Particular emphasis and minor adjustments may be necessary in individual cases. Such adjustments are to be brought to the notice of the faculty and only on their approval it should be incorporated in the thesis. It is thus imperative that students consult their faculty members for specific advice and guidance on matters pertaining to the design and content of your study and of course, the reporting of it.

PART 1: THE MBA RESEARCH PROJECT

1.1 General Framework of the Research Project

The following outline is indicative of the overall structure of a research project. Clearly it will have to be adapted to the particular study you have carried out.

<i>Title Page</i>
<i>Declaration</i>
<i>Certificates (if any)</i>
<i>Acknowledgements</i>
<i>Abstract</i>
Table of Contents
CHAPTER 1 Introduction
CHAPTER 2 Literature Review
CHAPTER 3 Methodologies
CHAPTER 4 Findings and Analysis of Data
CHAPTER 5 Conclusions, Implications and Recommendations
References
Appendices

1.2 Word Length

The total length of the research project is 15,000-25,000 words (70-100 A-4 size pages). This length is exclusive of title and contents page, figures, tables, appendices and references.

1.3 Plagiarism

Plagiarism, that is, the willful representation of another person's work, without the acknowledgement or the deliberate and unacknowledged incorporation in a student's work of material derived from the work (published or otherwise) of another, is **UNACCEPTABLE** and will incur the penalty of outright failure.

1.4 Planning Your Work

You are advised to begin working on your research project immediately after second term. The lectures in Research Methods held during the second semester of your course are useful in helping you to plan background material and to choose your methodology.

You should see your supervisor on a regular basis – at least once every week in the beginning. It is also advisable to start working as soon as possible. Do not worry if you feel that your material is not good enough, almost all early material is weak at the beginning. Starting to work at an early stage will enable your supervisor to see what direction you are taking, where your weaknesses are and give you constructive advice and you will gain confidence from this feedback.

1.5 The Role of Supervisor

- a) Suggest some general areas of research for consideration and where possible, any examples of current research relevant to the topic.
- b) Discuss possible directions for the study and advise on aims and objectives
c) Be available for regular meetings
- c) Examine written work and provide constructive criticism. It is not the responsibility of the supervisor to correct spelling mistakes, etc., other than to point out these are present: nor is it the duty of the supervisor to organize the presentation content of the work, although advice may be provided if enough work has been submitted.
- d) Make student aware of inadequate progress or any other facts which could impede the completion of a successful piece of work.

1.6 Responsibilities of Students

- a) It is your responsibility to make appointments on a regular basis. If you are facing difficulty in arranging appointments you must contact the Head of Department.
- b) Provide written work for your supervisor to comment on; maintain your own progress.
- c) Submit your written work in advance of your appointment in order that your supervisor has time to offer you constructive criticism.
- d) Comply with the regulations as detailed in this document.

PART 2: STRUCTURE OF THE RESEARCH PROPOSAL

2.1. The Research Proposal

The areas covered in the research proposal are expanded below.

Title Page

- Proposed Title
- Name of Student
- Course
- Supervisor's Name

The Research Question/Problem/Topic or Hypothesis

- identify your area of research keeping it broad enough to embrace existing literature; but
- sufficiently narrow to allow a detailed investigation
- the area identified could form a working title

Introduction and Rationale for Research

- explain why you think this is a valid research topic
- what will the research contribute to the field?

Research Aim and Objectives

- the aim of the research project should indicate what you wish to achieve
- the objectives are a list of goals which must be completed in order to satisfy the aim (usually about 4-6)
 - e.g. to provide a state of the art review
 - to determine how a particular market operates to establish a typology
 - to assess the impact of something

Research Methodology

- choose methods which will allow you to meet each of the objectives listed above; justify your methods chosen and the disadvantages of the methods rejected
- try to use a mix of methods

PART 3: SPECIFIC ASPECTS OF THE RESEARCH PROJECT

What follows is an attempt to provide students with some rules, and some helpful advice on an acceptable practice. However, students are still advised to consult their research supervisor for more specific advice in relation to your research project.

3.1 The Abstract

An abstract should provide an overview of your study in all its aspects. It should be around 250-300 in words and should answer the following questions.

- What does this research set out to do and why?
- How did it seek to do it?
- What are the general findings?
- What do these suggest?
- What conclusions are reached?
- What are the implications of these?

3.2 Acknowledgements

In this section you should express thanks to those who assisted you in your research. These should be kept to a minimum and include academic supervisors and people who participated in the fieldwork, any funding bodies and so on.

3.3 Introduction

In the introduction you should introduce the reader to the background of the study and the nature of the problem being considered. It should therefore set the study in context explaining why this study is *important*, highlighting *significant issues, problems and ideas*. The basic purpose this section is to provide the reader a basic idea of what the subject area of the research project is and its contents.

3.4 Literature Review

In the research project students are expected to provide a critical review of the existing literature (published and unpublished) on the research area being investigated. This does not mean that you have to indicate every book and article that has been written on the subject but any research article you read should be referenced appropriately. Nevertheless your review should indicate that you have studied existing and recent work in the field.

The literature review should be:

- **Relevant:** Literature used should support your arguments relating to your research question and aim and objectives of the study. It should uphold methodology. In some cases you may need to discuss literature review and its relationship to methodology in a separate chapter.
- **Up-to-Date:** Recent literature (not older than five years) is recommended unless you are referring to classical works in your field of study. Sources used have to be in their majority primary sources, secondary referencing may be used.
- **Comprehensive:** Demonstrate that you have read extensively without being over-inclusive. Develop your ability to employ summary statements and to synthesize.

3.5 Methodology

The purpose of this chapter is to indicate what you actually did in your research so that your reader may evaluate the design procedure and findings of your study. The methodology section should be well-structured, written in concise, matter-of-fact manner and should provide answers to the following questions:

- What actually happened?
- How?
- To whom?
- With what result?
- How were problems dealt with?
- Approach to data?

The following is an outline of the Methodology Section

Statement of Research Problem

- What is the aim of the research study?
- What are its major objectives?
- Any hypothesis constructed?

Criteria for Sample selection

- Who are the research units?
- Characteristics of sample units?
- What is the Sampling frame?
- What is the method of Sample selection?
- Number of total sample units?

Review of Data Collection Methods

- How the data collection methods you chose are best suited to fit your research question?
- From which geographic data was collected?
- What was the period of data collection?
- How Primary Data was collected? A detailed description of research conducted, design of the tool, description of fieldwork, you also need to mention any specific procedures used.
- What secondary data was used? How does it feed into the current research?

Pilot Study(if any)

- To whom was the study administered?
- What changes were made to the research tool?

Methods of Analysis-

- Briefly explain how you propose to analyze the data,
- If computer software is going to be used, a description of the type of software has to be included.

Limitations

- What were the limitations of this study and how did you overcome these limitations?

3.6 Presentation and Analysis of Data

In the presentation of data you are to present the major findings of your research in a summarized form and the details of the analyses which have been performed. The content and style depend on the nature of the research method chosen, but in the case of both quantitative and qualitative studies, the object is to present the data collected to answer the research questions. You are required to seek guidance from your supervising faculty for preparing this section.

3.6.1 Presentation and Analysis of Qualitative Research

- a) Presentation of data is mainly descriptive and this is usually presented in a chronological order.
- b) Analysis of data is conducted through the identification of themes. The research tools in qualitative research include open-ended descriptions, transcripts of interviews, essays and observations. These produce a mass of data which sometimes can be difficult to sift. A useful way to process this data is to keep the research question(s) in mind, to read through the data a couple of times until particular issues or themes present themselves. These can be suggestive of a structure for presenting the descriptive data.
- c) Evidence is usually in form of quotations from the subjects being studied, discussions of people involved, illustrations, photographs – the variations are unlimited.
- d) You may find that there is evidence of difference of opinion. Include variations in opinion and describe poles of belief. These add richness to qualitative research.

3.6.2 Presentation and Analysis of Quantitative Research

- a) As a preliminary to working out results, any test given must be scored, data inputted into the appropriate computer program and additional material gained from the sample must be sorted out. This is often purely mechanical work, and it takes time but must be done accurately.
- b) The data presented must not be in their raw form. Only summarized data should be presented. The only time you would ever describe data on individual subjects is when you have done a case study.
- c) In this section, the task is to summarize data meaningfully, through the use of descriptive statistics. These include mean scores, medians, ranges, standard deviations, correlation coefficients and so on.
- d) Visual presentation is very important in quantitative research. Graphs, tables, histograms, bar graphs are simple ways in which to present condensed data but they are also very effective.

3.7 Discussion of Results and Conclusions

- a) This chapter should draw together all the issues of the research and link back to the aim and objectives which were outlined in the Introduction and Methodology. Have the aims set at the beginning been met? If not, why not?
- b) Evaluate how your findings bear on issues or points raised in the Literature Review.
- c) What are the implications arising from the findings. Be careful with your generalizations and your interpretations. Recommendations should be based on evidence.
- d) Do you have suggestions for future research in this area?

3.8 References

Full details of all the books and journal articles cited or referenced throughout the research project should be included in this chapter. A reader should be able to identify the exact source and refer to it directly. References should be complete in all respects and arranged in alphabetical order.

- *Text references should appear as follows:*
“Recent works from (Alba *et al.*, 2005, Keller and Kotler, 2006) show that...”
- *Journal references should be listed as follows:*
Prof TV RamRaj (2006), “Blog Marketing”, Indian Journal of Marketing, Vol. 36 (9), pp. 3-7.
- *Books should be referred as follows:*
V Venkata Raman, G Somayajulu (2005), “Customer Relationship”, New Delhi: Tata McGraw Hill Publishing Company Limited.

3.9 Appendices

The Appendices should include selective, supplementary material which is distracting when placed in the main body of text. Only material which is necessary for a full understanding of your study should be included. These include important forms, questionnaires or interview schedules, description of equipment or settings, tables and lists of data supportive of the study.

PART 4: SOME OTHER CONSIDERATIONS

4.1 Presentation Layout

4.1.1 General Text

Text should be one and a half spaced using printing on both sides of the pages and duly numbered. However, new chapters, sections, etc. should start from odd numbered pages.

Font: Times New Roman, Size 12, Justified (both left and right) alignment

In-text emphasis: Use italics or bold typeface

Paragraphs: 0.5” First line indentation; One and half line spacing with 12 point space after paragraph

Page Margins: Top: 1”; Bottom: 1”; Inside: 1.5”; Outside: 1” (Mirrored layout)

Page numbers:

- Centered at the bottom of the page
- Roman numerals (i, ii, ...) should be used from the pages preceding Table of Contents (excluding the title page)
- The main body of the text (where the Introduction) commences on Page 1
- The pages included in Appendices/Annexure are to be numbered in roman numerals (I, ii, ...)

4.1.2 Headings:

- Chapter Headings size 16 in bold typeface
- Sub-Headings size 14 in bold typeface
- Main Chapter headings in block capitals
- Chapter headings left justified at the top of a new page
- All other headings justified and followed by a single line space

- Use sub-headings together with a numbering system used in this document thus giving structure to your work.

4.1.3 Quotations:

- Single line-spacing
- Indented left and right
- Justified left and right
- Must include author name, date and page number referring to the parent text

4.1.4 Tables, Figures etc.

- Must be numbered according to the chapter (e.g. Table 5.1 means that it is located in Chapter 5 and that it is the first table presented and discussed in this chapter)
- Must have a title at the top and key (legend) underneath
- The table title must be set in sentence case (only first letter in capital) as follow:
Table 5.1 Summary of sample characteristics
- Only the Table index number should be in bold. Rest of the title should be in plain text.

4.2 Typing and Proof Reading

Always proof read your copies for good grammar and presentation before handing your work to your supervising faculty. Special attention should be made to the final draft of your report.

Be prepared for the unexpected such as hard disk failure, loss or corruption of CDs and printer failure. Use back-up disks and always keep (updated) hard copies of your work in case of an emergency!

4.3 Binding

Two hard bound copies and one soft copy of the research project are to be submitted. The hardbound copies should have the contents of title page inscribed/pasted on them. It is the students' responsibility to organize the binding and make sure that the copies are ready before the submission date.

Declaration

I, _____ of _____ (name of the department/institute) hereby submit this report in partial fulfillment of the requirements for the award of degree of MBA. I declare that the work presented in this report is my original and is not submitted anywhere else for the award of any other degree/diploma by any other university. To the best of my knowledge and belief, this report contains no material previously published or written by any other person, except where due reference is made.

(Signature of Student)

Date:

Name of Student**Countersigned:**

(Signature of Supervisor)

Date:

Name & Designation of
Supervisor

Seal/Stamp of the Department/Institute

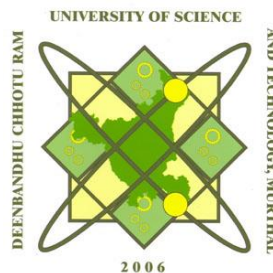
PROJECT REPORT

TITLE OF PROJECT

Submitted in the partial fulfillment of requirements for the award of
degree of Master of Business Administration
Session [20__ - 20__]

Under supervision of
Supervisor's Name
Designation

Submitted by
Name of Student
Roll No.
Name of Department/Institute



**DEPARTMENT OF MANAGEMENT STUDIES
DEENBANDHU CHHOTU RAM UNIVERSITY OF SCIENCE AND TECHNOLOGY
MURTHAL, SONEPAT**